



AGENDA

President and Board of Trustees

Village of Arlington Heights

Committee-of-the-Whole

Board Room

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

May 22, 2017

7:30 PM

I. CALL TO ORDER

II. PLEDGE OF ALLEGIANCE

III. ROLL CALL OF MEMBERS

IV. NEW BUSINESS

- A. Departmental Status Reports - Integrated Services
- B. Departmental Status Reports - Health & Human Services
- C. Departmental Status Reports - Building
- D. Departmental Status Reports - Public Works

V. OTHER BUSINESS

VI. ADJOURNMENT

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



Item: Departmental Status Reports - Integrated Services

Department: Village Manager's Office

ATTACHMENTS:

Description

Integrated Services

Type

Report



MEMORANDUM

DATE: May 15, 2017

TO: Randy Recklaus, Village Manager

FROM: Diana Mikula, Assistant Village Manager

SUBJECT: Integrated Services Department – Annual Departmental Report

INTRODUCTION

The Integrated Services Department (ISD) is an 11-member workgroup that includes the Village Manager's Administrative staff, Community Relations, and the IT Division. The Assistant Village Manager oversees this Department. Currently, ISD is down two staff positions, the GIS Manager and GIS Intern.

The purpose of ISD is to exercise administrative and operational oversight over all departments to help improve quality and value by integrating services in a way that may streamline Village services and improve the experiences of our customers. By integrating services, there is a coordinated effort on achieving the Village Board's goals, optimizing interdepartmental processes, and effectively assessing processes and communication through strategic and organization-wide thinking. The Integrated Services Department is organized into two divisions - the Village Manager's Office and the Information Technology Division.

ISD focuses on key service areas where interdepartmental coordination is crucial:

- *Utilization of Information Technology*- Involve IT early in process planning and project decisions in order to leverage technology as much as possible to optimize operations.
- *Community and Public Relations*- Create consistent, informative messaging for our customers through website, press releases and social media platforms. Promote work and achievements of the Village. Share Village-wide information to all employees. Work closely with IT on technology uses, and assist departments with their communications needs.

- *Customer Service*- Instill a spirit of continuous improvement and a positive customer service experience while delivering efficient and effective government service.

ISD intends to challenge the status quo and to improve on being a liaison to residents and the business community, as well as our internal customers (employees) to help them be more successful in their jobs.

1. SCOPE OF SERVICES

The Manager's Office has five 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

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** - administration of liquor licenses, monitoring liquor law changes and trends, and suggesting municipal code changes as necessary
- **Downtown Public Parking Program** - administration of the Downtown parking system including evaluating special requests about parking, signage, policies and establishing rules and regulations.
- **Meeting Room Scheduling** - coordination of the users of public meeting space in the Village Hall including conference room set-up and assistance with audio/visual equipment
- **Customer Service Enhancement Initiative** – provide leadership in the conveyance of providing excellent customer service and being solution-oriented.

The Assistant Village Manager (AVM) oversees the ISD and also:

- 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 and the Board of Trustees. 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.
- Provides support to the Village Manager as well as assistance in establishing vision and creating annual goals. The AVM serves as Acting Village Manager in the absence of the Village Manager.
- Participates in the collective bargaining process and is a member of Management's negotiation team.

LEGISLATIVE UNIT:

Functions of the Legislative Unit Include:

- **Mayor and Trustee Support** - provide professional support, communicate community feedback, coordinate initiatives with other governmental agencies & community partners
- **Village Board Meeting Agenda Management** - oversee the preparation of Village Board agendas, ensure Open Meeting Act requirements are met, schedule special recognitions
- **Cable Broadcast & Streaming meetings** - manage contract with Cable/Video producer of the live broadcast and streaming of Village meetings and special videos
- **Boards and Commissions** - manage the twenty volunteer Boards and Commissions program that has varied terms. Coordinate new interviews and reappointments. Organize annual B&C Recognition Reception.

COMMUNICATIONS UNIT:

Functions of the communications unit are overseen by Nancy Kluz, Community Relations Coordinator, and include:

- **Village communications** - Prepare and post news articles on website & press 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. Also programs community events on the Civic Event Sign.
- **Social Media** – Village Twitter, Facebook and Discover Facebook. Manage responses to comments on social media platforms.
- **Assistance with Marketing** - work with Planning & Community Development regarding ad campaigns, promotions, Discover website and Discover Facebook.

- **Community Events Staff Committee** - oversees the review of community-wide events with representatives from various departments. This review is intended for organizations planning an event in the Village that may include using public property, Village streets, or requires the utilization of Village services (i.e. electrical needs, traffic and parking coordination, paramedic services etc.)
- **Liaison with Special Events Commission** - coordinate 4 major events each year
- **Sounds of Summer Concerts** - fundraising of over \$15,000, promote concerts, communications with performers
- **Special Projects** - Katie Project, informational/promotional videos, other initiatives
- **Cable Liaison** - assist residents with cable complaints regarding service problems and billing problems.
- **Downtown Events Committee** – oversees interdepartmental group established last year that creates and plans new “pop-up” events in the Downtown to promote the area as an entertainment destination.

INFORMATION TECHNOLOGY DIVISION

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

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

- **Enterprise Computing Services** - desktop computing, server hosting, storage and backup of data and email, network maintenance and IT help desk support
- **Application Services** - development and support of business applications, database creation and maintenance, and end user reports
- **GIS Services** - accurate and complete geospatial data for multiple department daily operations
- **Network and Wi-Fi maintenance** - provide network connection and maintenance between eight locations and a wireless infrastructure
- **Project management and technical consulting** - meet with departments prior to purchase of equipment or programs that require IT connection or support

The IT division has the following Legal and Operational Responsibilities:

- Maintain fiscal responsibility by providing cost-effective technical solutions in an environment with an ever increasing technology demand
- Follow industry standards, as well as compliance regulations and mandates
- Ensure Public Safety by supplying Police and Fire with technology tools aimed to provide high quality service to the community
- Maintain the backbone of the network structure which provides Internet access and links key Village facilities

2. WORKLOAD AND PERFORMANCE DATA

ADMINISTRATIVE UNIT

Liquor Licenses:	<u>2015</u>	<u>2016</u>
New applications	10	12
Special Event Licenses	44	39
Annual Renewal process	119	113
Proclamations – General/Annual	30	36
Conference Rooms Used by Outside Groups	324	417
Civic Event Sign Posts	35	135

LEGISLATIVE UNIT

	<u>2015</u>	<u>2016</u>
Village Board Agendas	24	21
Committee of the Whole Agendas	26	32
Friday Informational Packets	53	52
Boards & Commissions:	20	20
Total Members	148	138 (+10 openings)
New Member Appointments	21	15
Reappointments	42	38
Resignations	13	6
Proclamations – Village Board Agenda	20	5
Presentation of Colors by Scout Troops	8	10

COMMUNICATIONS UNIT

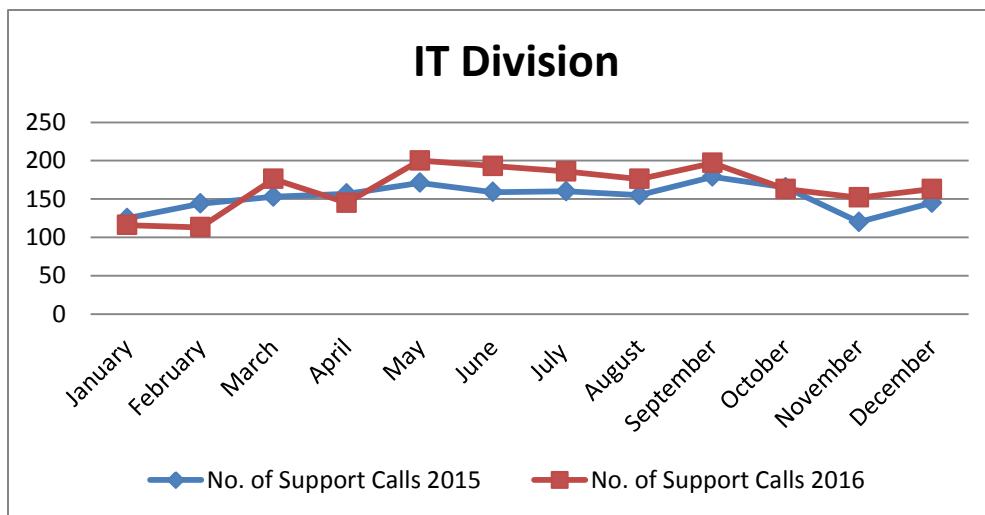
Public Inquiries come in to ISD from "General Questions" category of "Contact Us":	<u>2015</u> 618	<u>2016</u> 653
Social Media Posts: Village Facebook Discover Facebook Village Twitter	4-5 per week 1-2 posts per day 2 posts per week 2 posts per day	4-5 per week 1-2 posts per day 2 posts per week 2 posts per day
Social Media Followers: Village Facebook Discover Facebook Village Twitter	7,899 Likes 10,988 Likes 2,032 Followers	10,604 Likes 11,018 Likes 2,678 Followers
Social Media Engagement: (Facebook & Twitter)	Avg. 20 per month. Responses increase depending on topic.	Avg. 20 per month. Responses increase depending on topic.
Website Visits	35 - 40,000 per month	35 - 40,000 per month
Website News Posts: Number of Articles: e-alert reach:	154 4,000+	162 4,000+
Online Streaming of Board Meetings viewers:	800-1,500 per month	800-1,500 per month
Community Event Staff Review Committee:	30+ events per year	30+ events per year
Sounds of Summer Fundraising:	15 concerts \$15-16,000	16 concerts \$16,500

IT DIVISION

On an annual basis, the IT division supports:

- 8 locations
- 468 desktops/laptops including 51 Public Safety Mobile Data Terminals (Fire & Police)
- 1980 IT help desk calls
- 109 servers/routers/switches/security devices
- 187 Printers/scanners/copiers

The division handles and resolves the following number of IT requests on a monthly Basis:



In 2016, May had the highest number of support calls at a total of 200

	2015	2016
Annual Support Calls	1833	1980

GIS: The GIS staff supports and maintains the following records:	Year (2016)
1. # of addresses maintained in the GIS system (The number of unique property addresses in the GIS System)	35,949
2. # of address labels (Each label represents an address of a single family or multi-unit building in the GIS System)	22,236
3. # of GIS Intranet/Internet map applications maintained (Interactive map applications represent: utilities, Engineering and Publics Works projects, demographics, bike routes, etc.)	14
4. # of GIS layers in data server maintained (These layers include: parcels, streets, zonings, sidewalks, trees)	612
5. # of GIS training hours provided to Village staff	120
6. # of GIS projects - maps/data (Projects include Crime Analysis, Comprehensive Plan, Fire Districts, Police Beats, etc.)	-592 ArcMap projects -865 PDF maps

3. KEY ACCOMPLISHMENTS IN 2016

VILLAGE MANAGER'S OFFICE

- **Implementation of the Integrated Services Department (ISD)**

As the ISD was established in June of 2015, we continue to communicate its role within the organization. ISD's focus is interdepartmental service integration, optimization of business process and reorientation of the IT Department within the organization.

- **Introduction of the ISD motto**

Efforts were made to strengthen the Village experience by conveying our motto to all employees to communicate in "One Village Voice"; a voice that is Clear, Consistent and Courteous. We will continuously search for better solutions that improve our work products and enhance the Village experience for the public.

ISD worked with Human Resources in sharing the concept of "Village Voice" with employees through the employee newsletter, "Happenings" and it was integrated into the Customer Service training. ISD also created an e-newsletter called "Bits & Bytes" which features updates on technology information, community events and Village news & services.

- **Implementation of a new website**

A great amount of work has been done in preparation of the new site such as rearranging all website information and updating it to provide a citizen-centric website that is easy to use and includes online forms, engagement functions and e-payments. The current website was "Department focused" which did not function as an understandable tool for residents. ISD is working towards having the site live in June, 2017.

The Website Team created an entirely new information architecture for the site to ensure that information is delivered in a manner that uses a "Village Voice" instead of using "government-speak." The amount of information on the website is voluminous and Staff is re-doing many forms and documents to streamline them and to adapt them to new technology provided by the website developer.

Building a new website that changes the way information is presented to the public is a very involved process. The top complaint received from users is that it's difficult to find the information they need on the website. To build a site that is intuitive for residents, an entirely new structure for the information on the site is needed.

- **Social Media Expectations**

In the past year, the Social Media Team has added an automatic response to anyone who messages the Village via social media. The automatic message thanks residents for their input, and helps them understand that social media is not monitored 24/7 and to not expect an

immediate reply. If an immediate answer is needed, they are asked to call the Village. The Public has been very appreciative for responses to their instant messaging requests.

- **Social Media Uptick**

Social Media has seen a significant growth in the past year. In 2016, Facebook has gained over 2,500 followers and Twitter has gained over 650 followers. Reactions and engagements on posts have grown as well, which is another communication tool the Village is able to use to serve its residents.

- **Increase Citizen Engagement**

ISD's goal is to have the website and social media platforms evolve as people use them. One of the growing online trends has been the public's interest in engaging with the Village via social media and direct email contact. Interacting with the public in this manner allows the Village an opportunity to showcase our responsiveness and continue consistent efforts to answer citizens' questions and keep them informed.

With the new website there will be a powerful **Citizen Request Form** that will track requests citizens make regarding services needed. This engagement tool will also provide Departments with valuable request-tracking information that can be analyzed for efficiencies, and can note any trending concerns. The Citizen Request Form will be prompted to automatically communicate with citizens by acknowledging their inquiry and updating them on completion of their request.

- **Surveys**

Another engagement tool that works well is engaging with residents over social media. In 2016 ISD worked collaboratively with other Departments and featured three online surveys on the Village's social media platforms:

- Input for Capital Improvement Plan – 94 responses
- New Website Features – 180 responses
- Liquor License Classifications – 362 responses

Given the response rate of the surveys posted, ISD plans to encourage more Departments to work with ISD in using surveys as a tool to gather feedback and input from the public we serve.

- **Downtown Events and Activities**

A new staff workgroup was created called the Downtown Events Group. This interdepartmental workgroup is working to create recurring events that are unique, family-fun activities held during "down times" in the Downtown, such as a week night, or a weekend when there is not a lot of activity in the Downtown. The interdepartmental team successfully planned the Village's first "Holiday Happenings @ Harmony Park" in December, 2016. The Social Media Team developed a logo and continued to promote the activity which resulted in a very positive reaction from the public. The event was a great success because of the

interdepartmental work of ISD, Planning & Community Development, Public Works, Village Clerk and Senior Center.

- **Department Status Reports**

A new reporting process was implemented where Department Directors provided the Village Board with an annual “Departmental Status Report”. The goal of this process was to provide an opportunity for Directors to highlight the current and foreseeable challenges and recent accomplishments of their departments with the Village Board. These reports also outline the current areas of focus and future trends observed by staff.

- **Goal Setting and Business Plan**

A new Goal Setting session was instituted with the Village Board. The Village Board discussed what internal and external trends and challenges they believe will impact the Village in the coming years. The process also involved the Village Board creating its Strategic Priorities for 2017. Subsequently, the Village Manager implemented the establishment of a Business Plan which incorporates the Strategic Priorities. These priorities and sub-priorities reflect the views of the Village Board identified at the Village Board goal setting session on April 5, 2016. Village Staff then developed a list of detailed programs with accountability measures for FY 2017 that addresses these priorities as part of a business plan document.

- **Dryden Place Apartment Workgroup**

As part of an overall effort to improve conditions at Dryden Place Apartments, an interdepartmental work group was formed to address the unique issues of the apartment buildings. Representatives of the Fire Department, Police Department, Health & Human Services and the Building Department participated. Since its creation, the work group has partnered with the complex ownership to create solutions for many of the problems identified including addressing various unsafe conditions, suggested property improvements and greater communication and coordination between the multiple landlords. In September 2016 the Village worked with School District 25 to host a back-to-school community event for the residents of Dryden Apartments as part of our overall outreach program with that area. The event included volunteers from Rotary to fix broken bicycles, free pizza and ice cream, demos by Public Works, Fire, and Police Staff, and an informational booth staffed by the Health and Human Services department. The event was extremely well attended and well received by parents and children in the complex alike.

- **Creation and initial exploration of new liquor classifications**

In an effort to expand new business concepts, two new liquor classifications were created in June 2016: Class K (Coffee Shop) and Class L (second floor or higher establishment in Downtown B-5 District).

In March 2016 a liquor survey was sent to liquor license holders to obtain their feedback on new business concepts and changes to the liquor code. The results are currently being reviewed and will be presented to the Village Board this summer.

Also in March, a community survey was offered to residents and businesses to obtain feedback on what type of liquor classifications they would like the Village to consider adding. 361 responses were received! 300 people said that they would like the Village to consider adding a new microbrewery classification.

The Assistant Manager also met with the Village Attorney to discuss an overhaul of the entire liquor code. This effort will include updating the various liquor license applications.

- **Assistance with communication and temporary parking solutions for the parking garage maintenance and rehabilitation project**

In spring of 2017, ISD began promoting the maintenance program scheduled for the Vail Garage which begins in April and goes through September. Information was shared with media as well as shared on the Police Department's social media accounts. All cars in the garage were provided notices 2-3 times.

Key Accomplishments: IT DIVISION

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

- **Police Temporary Location Transition**

Provided technology leadership and technical expertise on the Police Department transition to the temporary location. IT has worked closely with the Police Department to ensure all necessary secure network connections are available at the temporary location and systems are migrated with minimal downtime. This project also involved preparing the current Police station for decommissioning by ensuring Village-wide systems located at the current Police station are relocated to other locations or that replacement solutions were implemented. Project items included:

- Coordinating the installation of secure data communication between Village Hall and Police temporary location
- Coordinating the installation of secure data communication between Police temporary location and State Police
- Relocation of fiber connection between Village Hall and Fire Station1 to bypass the Police building
- Relocation of communication connection to the Civic Event Sign
- Relocation of communication connection to the Train Station

- **Employee Training in Technology**

Invested in employee training to include a web-based solution for Cognos. This is a more “user-friendly” interface and will allow multiple users to access and run their own data and reports. Training classes were offered in Microsoft Office and Excel in addition to GIS maps including an interactive map for the 2016 Road Project Season.

- **Data Analytics**

Implemented a web based reporting and analytics enterprise application that allows staff to better track, understand and present ERP (Enterprise Resource Program) data

- **Network Infrastructure Upgrades**

Upgraded several critical network infrastructure components at the Village Hall, Fire Station 1, 3 and 4 buildings. New equipment provides more reliable connections and performance improvements

- **Virtual Environment Upgrades**

Upgraded server hardware which runs the village’s virtual environment supporting business critical applications

- **Cyber Security**

Implemented central management software to ensure that all village computers are patched and upgraded in a timely manner. This provides protection against rising risk of zero-day vulnerabilities.

- **IT Helpdesk**

Implemented IT Helpdesk software to track incoming requests and efficiently manage IT resources

- **Mobile Fire Inspection**

Worked with Building Department / Fire Safety Division on implementing a mobile field inspection solution

- **Village Computers Deployment**

Standardized the computer setup and installation process which decreased the time it takes to deploy new equipment

4. REVIEW OF CURRENT AND ANTICIPATED CHALLENGES

- **Continued building of the new website**

A great amount of work has gone into the preparation of the new site, such as rearranging all current website information and updating it to provide a citizen-centric website that is easy to

use and includes online forms, engagement functions and e-payments. The current website was “Department focused” which did not function as an understandable tool for residents.

The amount of information on the website is voluminous and Staff is re-doing many forms and streamlining existing documents to give them the look and sound of One Village Voice. This work will continue once the site is live.

This work is labor intensive as the current website includes over 350 web pages, 223 navigation sections and 2,631 assets (PDFs, forms and reports.)

- **Evaluate Staffing Needs and Levels**

Review ISD staffing needs and levels to determine optimization of staffing resources. Review the structure to determine if there are voids and if we are operating at maximum efficiency and thoughts to succession planning.

- **Business Process Improvements**

One of the primary goals of ISD is to streamline business processes. In order to do this, ISD needs to understand each Village department’s needs, challenges and vision of how they want to improve their service delivery. Unfortunately due to IT staffing workload and vacancies, we haven’t been able to do the outreach to seek out what departments are looking for.

IT has produced some business improvements, but is mainly reacting to requests which have resulted in the unfortunate need to hold off on bigger improvements until schedules allows. IT currently has numerous projects running at once and it is becoming a challenge to implement new things while still supporting and upgrading the current infrastructure and systems. It also takes a lot of commitment and time to have everything run smoothly and for new projects and systems to be tested properly to make sure they are successful.

- **Downtown Parking Needs**

The Village recognizes the need for convenient and attractive parking. Difficulty arises when needing to meet the diverse needs of users which include: visitors, residents, business employees, shoppers, and commuters. Staff is challenged with the perception that there is not enough convenient parking, that parking signs are not easily understood or noticed, and complaints that various business employees park on-street in the attractive spaces in front of other businesses. Staff is also challenged with special parking requests such as: creating on-street parking permits for a specific business, creating business “guest” parking permits, special permits for healthcare workers, temporary permits for construction vehicles, and the granting of selling additional overnight residential permits for the garages.

- **Technology Security and Advancement**

Technology is a critical tool aimed at providing advanced services to the community. With constant change in the industry, this growing field requires appropriate staffing levels, expertise, and constant improvement of skills. It is also important for the Village to keep up with advances in technology by investing in newer and better solutions. Particular emphasis will be put on cyber security as this has been a growing threat in the industry. Also, work will continue on aligning the Village network configuration with IT standards. Another challenge posed to the IT division is the increasing use of applications which have to be continually updated and managed.

5. KEY INITIATIVES NOW UNDERWAY

Staff in the **Village Manager's Office** works on various projects requiring department-wide leadership, coordination or oversight. Some of the current projects include:

- **Geographic Information Systems (GIS) Service Delivery**

At the end of March, 2017 the IT Manager retired leaving a void in GIS services, but opening up an opportunity to explore GIS needs and future delivery service models. Staff is currently exploring joining an existing intergovernmental GIS consortium of other area communities. This group jointly outsources their GIS functions and collaborates to develop new GIS applications and maintain their assets. It is expected more information on this discussion will come before the Village Board during the next few months.

- **Updating Liquor Code**

In an effort to be more business friendly and more competitive with other communities staff is exploring various options and types of concepts to present to the Board for continued discussion on changes to the Liquor Code. The two liquor surveys that were conducted in March are being analyzed.

- **Citizen Request Form**

To enhance engagement with residents, the Team is exploring the use of a Citizen Request Form that includes geo-tracking and the ability to upload pictures of things they request to be fixed. The tool directs an email to appropriate staff, and also sends an automatic email to the resident acknowledging receipt of the request. This online Request Form will start with typical requests that involve Engineering and the Public Works staff such as potholes, street conditions, parkway tree problems or street light malfunctions. Once we are assured the program functions well, other Departments will be phased-in to receive requests from the public. This engagement tool will provide an online service convenience for our residents.

- **Functionality of Website**

The Team is currently re-writing content in an effort to make it easier to understand, forms are being re-done to provide more “self-service” options for users. Efforts are being taken to minimize the use of the more than 1,000 PDF documents that are currently online. These efforts will continue once the site is live.

- **Implementation of Website**

The Team has expanded its role with the new website by taking on the task of loading content onto the new pages instead of working with the web developer’s migration specialists. The Team is also working to customizing other online tools like job applications and forms, and exploring the addition of a Live Chat feature. These added, customized features will enhance users’ online experience.

- **Walk Arlington Program**

Staff is working with the Engineering Department and the Bicycle & Pedestrian Commission in promoting the new Walk Arlington program by developing awareness and promoting the program through the media, website and social media platforms.

- **Coordination of interdepartmental projects**

Continuation of the Social Media Strategy Committee which is comprised of representatives from most departments; utilization of the Social Media Content Managers which include Nancy Kluz from the Manager’s Office, Bev Davis from IT and Chester Gorecki from Public Works; and collaboration of the Dryden Apartment and other work groups as necessary.

IT Division Current Projects

- **Enhancement to the SunGuard HTE reporting system**

The reporting system will be made more user friendly by the implementation of Cognos BI (Business Intelligence) software. This software is designed to enable business users without technical knowledge to extract data, analyze it, and assemble reports. Some of the additional benefits of Cognos BI are that it is a web based application, enables dynamic reporting with Microsoft Office Suite programs, and provides resources to quickly create professional reports.

- **Internal technology consulting and departmental assessments**

- Continue the centralization of departmental IT functions with central IT operations aimed at improving and reducing cost of services
- Provide assistance and technical expertise in the Village website redevelopment
- Web-based work order/asset management system that will be fully integrated with GIS data
- Provide technology leadership in the rebuilding of the Police Station
- Storm sewer inventory (including relaying all storm sewer lines and developing comprehensive data attributes)

6. NEW INITIATIVES

- **Downtown Parking System**

Investigate current parking policies for meeting the parking needs of different user groups. Consider refreshing/updating parking maps and signs in the garages and surface lots as needed.

- Implementation of commuter mobile payment
- Explore whether an updated parking study is needed
- Exploration of parking automation solutions

- **Village Newsletter**

ISD did explore reintroducing a Village Newsletter and recognizes this as an important communication tool for enhancing citizen engagement and improving residents' customer service experience. ISD surveyed 41 area municipalities and 39 had a newsletter online; of those 39, 7 municipalities only have an online newsletter and do not mail a newsletter because of printing and mailing costs.

The Village's former "Quarterly" newsletter, which was printed and mailed to all residences, was removed from the budget in 2007 as a way to reduce costs.

ISD plans to develop an online newsletter in fall, 2017, and to post it on the new website. The online edition will be promoted through social media. Staff will monitor whether there is a demand to have the newsletter printed and mailed. If the demand is great enough to justify publishing and mailing a newsletter, ISD will explore costs related to accomplishing this.

- **Partnering with Hersey High School's Graphics & Media Tech**

Visual messaging is on the increase and is another method in getting information out to the public. ISD plans to embrace this mode of providing information by a new collaborative partnership in working closely with Hersey High School students in the production of informational videos. Hersey High School intends to produce short videos for the Village. They will be working on a video regarding the Walk Arlington initiative and also on the construction of the new Police Station.

- **Wi-Fi infrastructure hardware replacement**

Hardware such as Wi-Fi access points located throughout municipal facilities will be replaced and reconfigured. This project will employ newer technology that will bring wireless connections throughout the Village up to the industry standards. Coverage and speed will also significantly improve, enabling various business users to speed up their processes dependent upon the use of the Wi-Fi resources.

- **Public Safety Software**

Assist Police and Fire with the implementation of a new CAD/Mobile/RMS software as part of the NWCD vendor change

- **Microsoft Exchange Online**

Migrate the village email server to the Microsoft Government Cloud environment.

- **Network Infrastructure Upgrades**

Upgrade the network Infrastructure equipment which will reach manufactures' end of line at Public Works and replace the primary firewall at village hall.

- **Document Management**

Expand the use of the document management system with village departments in order to streamline and improve internal processes, digitalize and archive documents.

- **Microsoft Office Suite Upgrade**

Upgrade Microsoft Office Applications from the 2010 to the 2016 version on all village computers. New software version includes new features and functionality that increase efficiency.

- **Interdepartmental Website User's Group** - After the website is live, the website Team will train key Department members on how to update their departmental pages, how to track and compile information from the Citizen Request form, etc.

- **Training, Communication, and Customer Service**

Expanded training will occur on the **One Village Voice** motto to reinforce communicating with citizens in "One Voice" that is **Clear, Consistent and Courteous**.

The Integrated Services Department continuous to adapt its work products to the ongoing needs of Village Departments and the public. It's a small Department that is fluid and continually balances 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.



Item: Departmental Status Reports - Health & Human Services

Department: Village Manager's Office

ATTACHMENTS:

Description

Health & Human Services

Type

Report



Memorandum

To: Randy Recklaus, Village Manager
From: James McCalister, Director of Health & Human Services
Date: May 10, 2017
Re: Annual Departmental Report

Section 1: Review of Scope of Services Provided by your Department

The Health & Human Services Department provides important services and resources to help protect our resident's health and welfare and 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. We provide a broad range of services that enhance the lives of our residents from birth through their senior years, helping make Arlington Heights an exceptional community in which to live. Our residents often quietly receive our services when they dine at a restaurant, use a public swimming pool, receive a flu shot, watch real-time captioned broadcasts of Village Board meetings, place their garbage at the curb, or get their taxes done at our Senior Center. The Department organizational structure is as follows:

- **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 goal of the Food Service Inspection Program is 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 Service Sanitation Code. Every effort is made to improve the general knowledge base of the food handlers at each facility. Staff offers separate in-service training seminars to further educate the food handlers. 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 goal of the Community Environmental Health Program is to promote public health and safety, as well as minimize 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 Health Services. 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.

Health Services coordinates 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 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 town homes 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 3 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 goal of the Construction & Licensing Program is to assure that businesses, which fall under the inspectional jurisdiction of Health Services, 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. Health Services also inspects all new businesses that have applied for licenses. This allows staff to inspect existing buildings that have changed tenants to assure that the structure is being maintained and proper sanitation and operational practices are in place.

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 food service operation in these facilities is also inspected.

The goal of the Recreational Program is to protect the health, safety, and general welfare of persons using these facilities through education and enforcement of minimum standards. Health Services conducts inspections of all public and semi-public swimming pools, spas, etc., (i.e. Park District, hotel, apartment pools). These inspections evaluate the sanitation level, safety equipment, water chemistry, water clarity, as well as equipment maintenance. Arlington Heights requires outdoor pools to have an attendant, on-site, during the hours of operation. Spas are also inspected and they have their own unique hazards due to the small amount of water they contain, water temperature and the number of people using these facilities. They must be monitored closely to assure that the water chemistry is maintained within the proper parameters. In an effort to minimize health risks to the general public, EHD also inspects hair and nail salons, barbershops, tanning salons, and health clubs for sanitation and safety concerns based on citizen complaints.

- **Nursing Services** – Two registered nurses provide a Home Visit Program, various low cost health screening clinics, low cost immunizations for children, vision and hearing screening at Our Lady of 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 also provides CPR and AED instruction support for the Fire Department, employee requests, and the community. Blood borne pathogen training is provided to Police, Fire, and Public Works custodians. Health education classes are offered to Village employees, as well as an influenza program for employees and their families. Our treatments, assessments, and education are provided to our community area with a special focus on

Arlington Heights residents. We are very fortunate to have a supportive Board of Health and doctors willing to sign the required orders needed to provide all the services we offer to the community. We also receive orders from NCH's Occupational Health physician to serve all Village employees. A close working relationship is maintained with our local hospitals, area municipalities, CCDPH, IDPH, and other partners to address communicable disease outbreaks and disaster preparedness.

- **Social Services** – The Social Services Division includes a Disability Services Coordinator and a Human Services Coordinator.

The Disability Services Coordinator (DSC) is the Village's Americans with Disabilities Act Compliance Coordinator and acts as a community resource on a broad range of disability issues. The division works to improve access communitywide in coordination with other Village Departments and governmental units within the Village. The division responds to, investigates, and works to resolve accessibility complaints in the community. Technical assistance is supplied to architects, engineers, developers, contractors, and business owners on the requirements of accessibility codes. The provision of information and referral is a primary function and covers a broad range of topics. The DSC also reviews Plan Commission plans for accessibility and provides accessibility consultations to home owners and businesses seeking to improve access. The DSC meets with residents with disabilities and their families in their homes or at the office depending on the need or situation.

The DSC plays an instrumental role in educating the public on disability rights and responsibilities; including the requirements of the Americans with Disabilities Act (ADA), Illinois Environmental Barriers Act and Illinois Accessibility Code, Federal Fair Housing Amendments Act, Air Carriers Access Act, Individuals with Disabilities Education Act, and other pertinent laws and ordinances affecting access for people with disabilities. 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.

The DSC manages the Arlington Heights' Medical Reserve Corps (MRC). The mission of the MRC is to recruit, train, engage, and exercise MRC Volunteers including health care professionals and non-medical/non-public health administrative support volunteers in helping the community respond to an activation of the mass dispensing plan for community wide prophylactics in the case of a pandemic or bioterrorism event.

The Human Services Coordinator (HSC) evaluates, recommends, and coordinates various human service programs, providing financial assistance and referral services to those in need. This division also manages the Counseling Subsidy Program, the Arlington Heights Park District Scholarship Program, which includes discounts for the Children at Play (C.A.P) Program, the Arlington Heights Ministerial Association Emergency Fund, the Salvation Army Fund, the Village Holiday Assistance Program, RHAP (Rental Housing Assistance Program), and the Village Emergency Assistance Fund. The HSC also acts as intake coordinator for Access to Care, Nicor Sharing Program, and the Parish Emergency Assistance Resource (PEAR). The HSC is the Liaison to Arlington Cares, NFP which raises funds specifically for the Emergency Assistance Fund. The HSC helps to provide stop gap measures to residents of Arlington Heights experiencing life crises. These services include programs addressing financial, housing, physical, and family health. Not only do we offer programs directly through the Village's Human Services Division, we also offer intake and referral to other local programs.

- **Senior Center** – The Arlington Heights Senior Center serves as the community focal point where older adults come together for services and programs that reflect their experience and skills, respond to their diverse needs and interests and enhance their dignity, support their independence, and encourage their involvement within the center and the community.

The Senior Center exists to provide services to senior citizens. Our main responsibilities include:

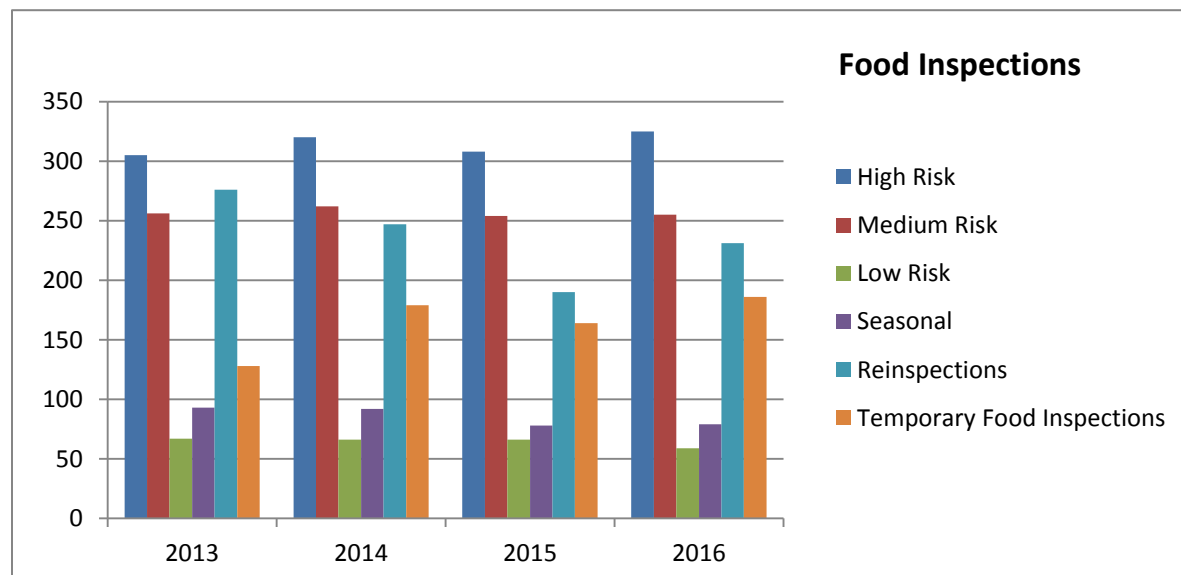
- Operation of a Drop-In Senior Center where 140,000 senior patrons came through our doors in 2016.

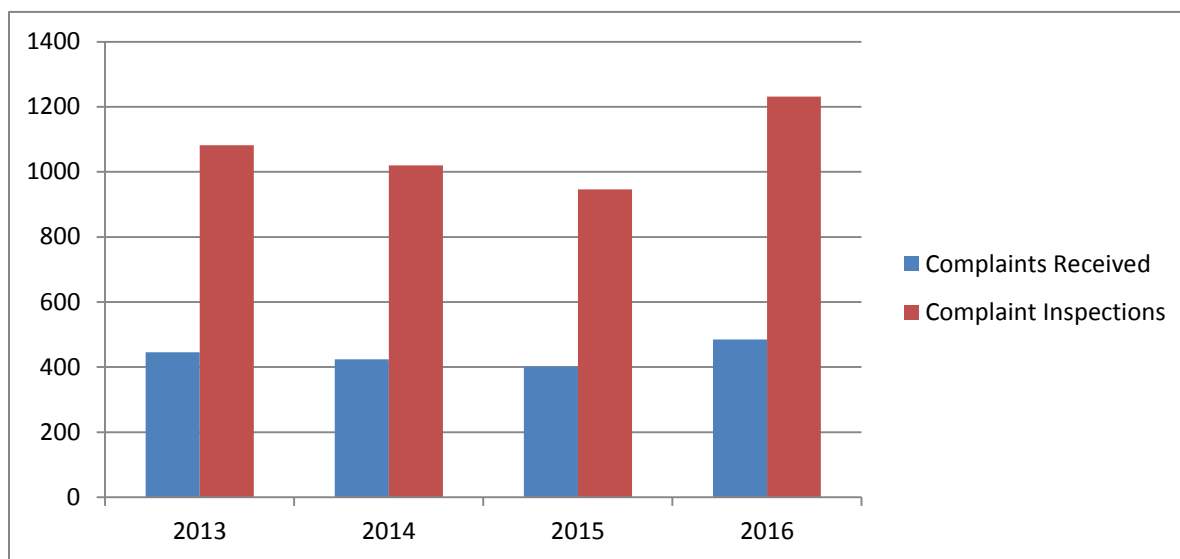
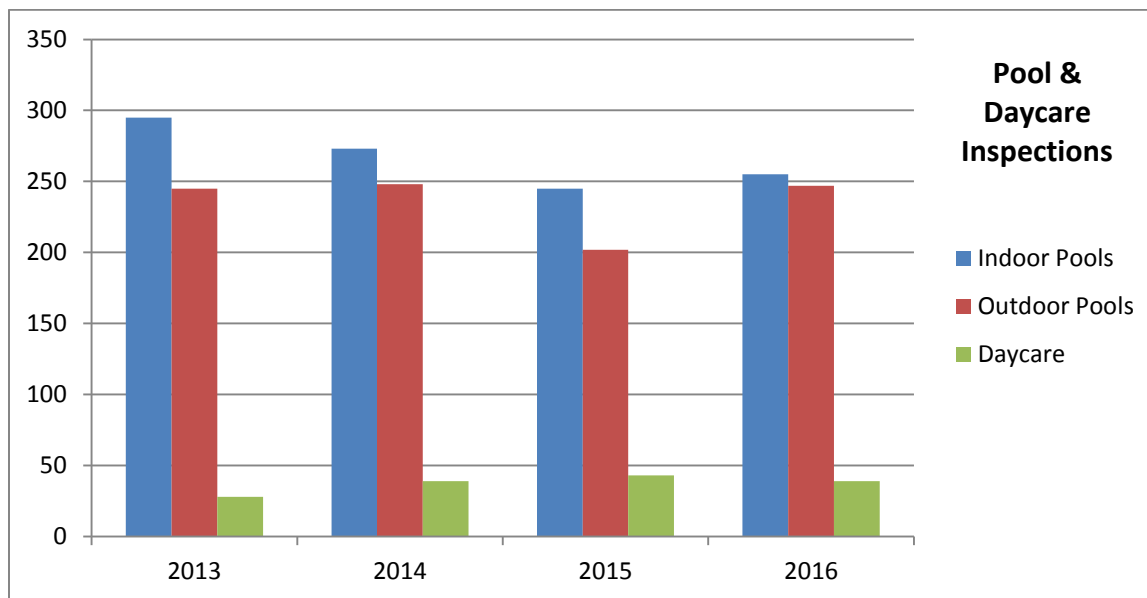
- Recreation Programs such as bus trips, restaurant luncheons, craft classes and the operation of a woodshop. The Park District plans to hold some classes at the golf course in 2017 due to a lack of space at the Senior Center.
- Fitness Programs, including the Arlington Athletic Club and a wide array of classes.
- Intellectual opportunities: senior tech classes, computer interest groups, book & film discussions, current events, computer lab & instruction; writing courses, travelogues, Genealogy Programs, and classes and workshops through Harper College
- A daily luncheon program which served 4,904 meals in 2016.
- Meals on Wheels serving Wheeling and Maine Townships which delivered 26,773 meals in 2016.
- An Escorted Transportation Service that provided 2,691 rides in 2016.
- Case Coordination which opened up 9,642 new cases in 2016. These services include information, referral, assessments, community care programs, protective services (elder abuse)
- Health services such as Ask the Nurse, Health information presentations, blood pressure, diabetic and cholesterol screenings, pet therapy, healthy eating, and diabetes and meditation classes
- Loans of Durable Medical Equipment
- Medicare Counseling-Senior Health Insurance Counseling
- Prescription Drugs and Sharps Disposals
- Taxi Discount and Refuse Collection Discounts
- Vehicle Stickers and Yard Waste Sticker Purchases
- Drivers Services-AARP Smart Drive and Rules of the Road
- Support Groups: Caregivers, Alzheimer's/Dementia Caregiver, Mended Hearts and Korean American Parkinson's.
- Clubs: Investment clubs, Sudoku, Laughter, Scrapbooking
- Income Tax Preparation - 663 households in 2016
- Volunteers - 31,185 Service hours in 2016

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

Section 2: Workload and Performance Data

The performance measure statistics have held relatively constant overall during 2016. The Environmental Health Division met their requested inspection frequency for food establishments, swimming pools, and day cares. Since 2013, our community has steadily increased the number of temporary (evening and weekend) entertainment events that are provided to residents.





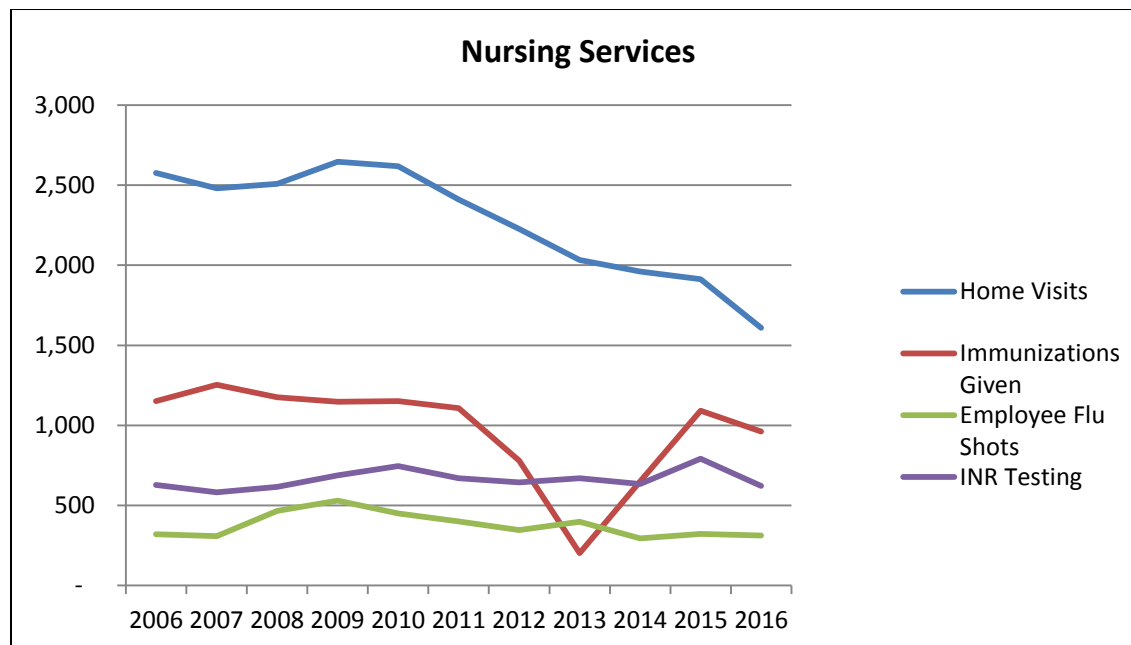
In our Nursing Division, Federal reimbursement has historically affected many of our programs. In 1998-2000, home visits increased dramatically when laboratory samples were no longer considered a “skilled need” prompting Home Health Care (HHC) agencies to discharge many clients. This resulted in many homebound residents with no way of having critical blood levels monitored (INR testing for those taking Warfarin, an anticoagulant). Through a donation from Frontier Days, Inc., two testing devices were purchased and the Village Nurses addressed this need. As our resident population aged, other interventions were needed as well. The increased numbers in the Home Visit Program resulted in reducing and streamlining other programs such as general clinics, community event participation, and the Vision & Hearing Program. More recently, improved Federal reimbursement for home health care resulted in the creation of many more HHC agencies and patients staying in service for much longer periods of time reducing the number of home visits needed by the Village.

In the past three years, healthcare has changed. Lack of Medicare reimbursement due to the multiple Managed Care Organizations required Nursing Services to evaluate our Influenza Program. It was decided to partner with Northwest Community Healthcare (NCH) for our community flu clinics. NCH has the billing capability to bill most insurance companies and was happy to provide this service at our Senior Center. Our Village Nurses continued to provide flu shots for children under the age of 9 years. Flu shots are now offered at most

local pharmacies, so flu shots are readily available to the community. Influenza production shortages have not been seen in several years now.

Interestingly, immunizations for children and adults who are uninsured or underinsured remain an unmet need. Sadly, due to State budget cuts, we can no longer offer adult immunizations and eligibility criteria for children has been further restricted

Nursing programs are continuously adapting and changing to address the health care needs of our residents. In 2016, two nurses conducted 1,608 In-Home Visits. By comparison in 1995, with 2.5 nurses, the annual visits totaled 1,250. At its peak in 2006 with two nurses, the annual visits were 2,575. Currently, with the number of visits at a more manageable number, our nurses are able to spend more time with residents to assist them with their specific needs. This has also allowed us the opportunity to evaluate other nursing programs to determine how we might best serve the community with our services.



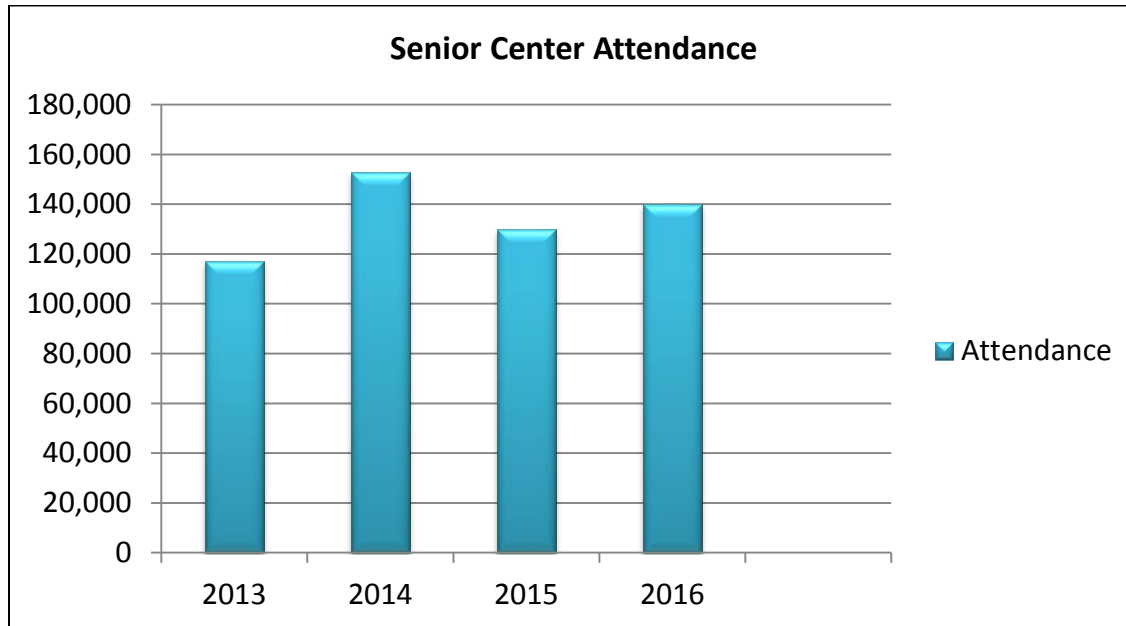
The Social Services Division continues to partner with local agencies and businesses to fill the gaps in services throughout the community. Along with donations from sources such as the Ministerial Association and Arlington Cares, NFP, we try to share the cost with other agencies to supplement the Emergency Assistance Fund. A continuous effort to raise funds from the community will continue. Another means of stretching the budget is our Voucher Program which draws on donations of services and discounts from local businesses. It is slowly growing and currently includes several auto mechanic shops, dentists, and optometrists who offer us their services at little or no cost. With these partnerships and donations from the community we have been able, and will continue to build the sustainability of the Emergency Assistance Fund. Over the past five years we have continually exceeded the projection of the ending balance for the Emergency Assistance Fund. In 2011, the ending balance was \$76,861. At that time the projected balance for 2016 was \$73,846. In 2016 the actual ending balance was \$170,192. This difference is partially from an increase in donations and partially from a decrease in spending due to an increase in partnerships and businesses becoming more involved in giving back to the community.

The Senior Center's continued growth comes with a busy workload. The following "snapshots" provide examples:

- We handled 6060 program room changes this past year that included set-ups and registration.
- We registered 165 people for the hospital's balance program, with an additional 90 on the "Interest" (waiting list). Besides the initial 255 contacts, at least 30% of the people reconnected with us after that.

- We registered over 600 for tax appointments this season with an additional 35% representing the people who need to change times, return with additional information, etc. We have a volunteer call and confirm each appointment.

The reason we are here is customer service, followed by our main responsibilities of facility maintenance, service and program coordination, and volunteer management. On a daily basis that includes reception, information, and assistance to more than 500 people who come through the doors each day plus handling the estimated 100+ telephone calls daily.



Section 3: Key accomplishments over the past year

Our department strived to work closely with our partners at the Municipal, County and State levels, and to establish new collaborations where possible. The effects of the State budget impasse on health and human services have made it even more critical to have strong collaborations to assure we are meeting the needs of our residents. Our department had several key accomplishments working with our partnerships:

- The quarterly Northwest Municipal Conference Health Officials meetings are hosted by our Department. This group is currently encouraging team training on the new IDPH Food Code to help assure similar type inspections are conducted throughout the suburbs. Our staff has begun educating food service operators about upcoming changes to the Food Code. This has been accomplished primarily by placing articles in our Food News newsletter that is sent to all of our food establishments on a quarterly basis.
- The Environmental Health Division also worked closely with staff from Groot Industries and SWANCC to successfully promote our solid waste programs and achieved the following:
 - A smooth transition to the new Single-family Solid Waste Contract by responding to a large number of inquiries from our residents.
 - Tripled the number of recycling containers in the Downtown area to 21. This effort was paid for by Groot as part of our newly negotiated agreement.
 - Our annual public Document Destruction Event out grew the Senior Center parking lot and was held at the Arlington Park Racecourse on October 22nd. The event was sponsored by SWANCC and staffed by Village employees and Environmental Commission members. There were 388 cars that dropped off 17,840 pounds of documents for shredding.
 - Staff promoted several other popular SWANCC sponsored recycling programs including: batteries, CFL bulbs, mercury thermometers, prescription drugs and sharps and seasonal holiday lights.

- Three new community outreach collaborations were established by Nursing Services. They are now offering blood pressure screening on a quarterly basis at the Arlington Heights Memorial Library and Arlington Heights Park District's Camelot facility. The outreach at the Camelot facility will help to bring these services closer to the north side of the Village. As mentioned, they also collaborated with Northwest Community Hospital to provide flu shots to our residents at the Senior Center. Participation also continues in the Arlington Heights Park District AHHA (Arlington Heights Health Action Alliance), formerly the GP Red initiative
- Our Nursing Services Division worked closely with the IDPH to assure we receive and properly provide vaccines to the community. The IDPH conducted our mandated site visit for our Immunization Program. Site visits are mandated every two years or more often if there are deficiencies. With our new vaccine refrigerator data logger, and record keeping, we exceeded 2016 standards.
- The Disability Services Coordinator (DSC) attended an ADA Coordinators Network Meeting hosted by the Metropolitan Mayors Caucus' ADA 25 Task Force. David Bennet, Executive Director of the Metropolitan Mayor's Caucus asked the DSC to Chair both the new ADA Coordinators Network (ADACN) and the ADA Coordinator's Network Steering Committee. The DSC agreed to Chair the group and on January 25th the DSC hosted the "2017 ADA Coordinator's Network Kickoff Meeting and Presentation." Janet Peters, Project Coordinator, Great Lakes ADA Center, presented on Website Accessibility." The ADACN held their second meeting in April at our Village Hall.
- The DSC, in his role as Arlington Heights Medical Reserve Corps (MRC) Coordinator, planned and coordinated a walkthrough of the Village's primary Point of Distribution (POD) Mass immunization/vaccination site, on May 3, 2017. The mission of the POD is preparing to vaccinate a population of 80,000 people over a three day period, given 24 hour notice. This massive undertaking requires planning and coordination. Members from our department, the Board of Health, Fire Department, CCDPH, the Joint Emergency Management Coordinator, AHMRC and the Arlington Park Racecourse, attended the walk through.
- The Human Services Coordinator (HSC) continues expanding our community education portion of the Human Services Division. The HSC attended several agency collaboratives and spoke at local churches, schools, and private groups about what we do and how they can help. Another venue for community education has been attending school district resource fairs open to the community. With support from our partnerships, the donations to the Emergency Assistance Fund (EAF) have increased. The Housing Commission has moved the administration of RHAP (Rental Housing Assistance Program) from Northwest Compass to the Human Services Division. The HSC now administers the grant.
- The HSC conducted a survey of counseling services offered by surrounding municipalities and then opened a telephone discussion with several of the Human Services Directors. This resulted in the creation of the Municipal Human Services Roundtable, which will meet at our Village Hall next month and continue to meet quarterly at each of the members' community offices to discuss how to most effectively meet the social service needs of our residents in the NW suburbs. These meetings will give each community an opportunity to share best practices.
- The Senior Center initiated more collaborative approaches to our programming, such as: First Speed Dating Program, First Variety Show, and the first "New Year's Eve Eve" Party.
- Program Coordinator Karie Van Grinsven successfully pursued a one year grant through the Music Performance Fund, partnered with the National Council on Aging for four free performances during the second half of 2016. The first performance was held on July 5th and featured Grammy nominee, Don Stille.
- The Director was asked to continue to participate in key County initiatives including providing a second two year term as a voting member on the CCDPH, Community Health Advisory Council (CHAC). The CHAC is a collaborative network of organizations along the public health continuum with the primary objective of advising and making recommendations to support the advancement of CCDPH's strategic direction. The CHAC is collectively committed to improving the mental, physical, emotional, and social health of suburban Cook County residents. One program currently being provided by the partnerships to improve community health is the Healthy HotSpot Initiative. Healthy HotSpots are places (agencies, schools, hospitals, communities, etc.) in suburban Cook County that have put into action a nationally-recognized strategy, encouraging positive health behaviors or

protecting the public's health and well-being. Arlington Heights is currently recognized for having smoke-free multi-family housing, an MRC, complete streets, and a smoke-free hospital campus.

- The Director was also invited by the CCDPH to participate as a member of the 2020 WEPLAN Steering Committee, to develop a community health strategic plan to improve the health status of suburban communities over the next five years. The evaluation process was completed and the top three Health Strategic Priorities are Behavioral Health, Chronic Diseases and Health Equity.
- Staff continued to work closely with our Boards and Commissions on programs and services for our community:
 - Board of Health continued to sign our nursing standing orders, assisted in getting the hospital recognized as a smoke free campus in the CCDPH Healthy Hotspot Initiative and supported our pharmaceutical distribution walk through at the racecourse.
 - Commission for Citizens with Disabilities presented their 9th annual Disability Employment Awareness Award.
 - Environmental Commission participated in our Public Document Destruction Event at the Race Course.
 - Senior Citizens Commission explored how people learn about senior services, what makes a community “age friendly”, and the potential for a park district warm water pool.
 - Youth Commission had a very successful Teen Job Fair and initiated a Teen Snow Shoveling Program to assist our seniors and residents with disabilities.

Staff also supported the two not-for-profits that provide funding for some of our department services, Arlington Heights Senior Center Inc. and Arlington Cares. These two not-for profits have had successful fundraising events.

Section 4: Review of Current and Anticipated Challenges

Environmental Health - Groot Industries, the Village's solid waste hauler, has indicated a desire to discuss discontinuation of the twice per week refuse collection option due to low use. The number of single family households requesting twice a week collection remains at approximately 8% of the total households on the program. On April 22, 2016, shortly following when the new 5 year contract was initiated, there were 1,388 households requesting twice a week. Participation has only increased slightly over the past year to 1,468 households as of April 27, 2017.

Staff will continue to prepare for the roll out of the new IDPH Food Code that must go into effect by July 1, 2018. There are significant changes to the Code and staff will be receiving training throughout the upcoming year. In conjunction with this they will be transitioning to a digital inspection platform that will require additional training.

The increase in number, and size, of temporary food service events will be a challenge on staff as they are frequently held on weekends and regularly overlap where there is more than one event occurring at the same time.

Nursing Services - Medical re-imbursement will continue to impact our services. Although home visits are lower now, the new administration may curb HHC agencies as has been done historically. Keeping up with technology and medical advancements and standards of care has and will be an ongoing challenge. We must also take the time to assure we are prepared for the unanticipated threats, natural or manmade.

Social Services - As mentioned, Behavioral Health issues are a concern at the County level and locally. The opioid and heroin crisis in our country is one example of how society changes can dramatically increase the need for supportive behavioral health programs and services. The State budget crisis has further impacted this issue as private service providers have been financially impacted. One of our partners, Salvation Army, closed their counseling services program this past year. The Village Opioid Task Force will continue to evaluate measures that we can take to assist our residents in need of behavior health services. Carol Jancek, Human Services Coordinator, will be retiring next month and we are currently evaluating the structure and staff roles within this division.

The Counseling Services survey results showed that these services in the NW suburbs of our County have been approached in different manners. There are communities that provide counseling subsidy's, referrals and linkages while others have hired social workers and provide in-house short term counseling. Those that offer in-house counseling typically limit it to 5-6 sessions. The communities that offer in-house counseling have a larger social services staff. Communities provide services for various behavioral health issues including substance abuse, domestic violence, family counseling, youth counseling and mental health.

Our community offers a Counseling Subsidy Program where residents are referred to professional counseling agencies. These agencies provide services that cover the behavioral health issues listed above. Residents that qualify for financial need receive a subsidy to help pay the counseling fees based on a sliding scale. We offer up to 12 sessions which are then reviewed with the therapist and can be extended if deemed necessary. One of the benefits to our program is that because our staffing costs are lower, we are able to continue counseling sessions to these clients for longer periods of time to make serious strides in addressing their needs.

The State of Illinois budget impasse also had an effect on funding we received from the Salvation Army for use to our clients in need of emergency services. They were unable to provide us with any funding for several months. Recently, they reinstated funding to prior levels.

Senior Center – Although we still refer to the building as the “new Senior Center” we need to prepare for the issues associated with an aging physical plant. The building serves us well, but needs TLC. Potential projects include painting and attention to the resilient and carpeted floors.

Through Arlington Heights Senior Center, Inc., the Senior Center Manager applied to the Eisenberg Foundation for \$4,000 to equip two bathroom doors with electric openers and received \$3000. The challenge is to find the rest, approximately \$8000 to complete the project.

The Senior Center's success required us to evaluate plans to help augment the Senior Center's staffing levels. Our current staffing levels are lower than they have been in the past and our attendance and programming has increased. The composition of the Senior Center's patrons has also changed. By observation, the level of acuity has risen. The one recommendation that we are currently moving forward on is a summer internship.

The State of Illinois budget impasse posed serious ramifications for the Senior Center's Title III B (Catholic Charities Case Coordination Unit) and the two Title III-C programs, Meals on Wheels and Congregate Dining. Both programs are operated by Catholic Charities. The Meals on Wheels program was a mix of 50% State Funding and 50% Federal Funding. The Congregate Dining Program is funded by Federal funds. Catholic Charities made the tough decision to provide hot containerized meals, to the congregate program participants in order to continue to operate the Meals on Wheels program.

The Senior Center needs more safety cameras to cover all entry points and areas that are under populated. These will also provide the opportunity to gather data for when we try to resolve security issues.

Section 5: Key initiatives now underway

Environmental Health -

- As discussed, IDPH has adopted the 2013 FDA Model Food Code, while allowing local jurisdictions the option to begin enforcement no later than July 1, 2018. Staff will continue to receive training on the many new requirements in the Code and its implementation. This information will continue to be provided to food service establishments before the new laws are enforced. Staff will be providing business owners and operators with written material and will also be discussing Code changes with them while conducting routine inspections of their operations.
- EHD will begin using a digital inspection platform once the new Food Code takes effect. The new system will allow instant updating of inspection results to a Village database, will provide inspectors instant access to past inspections to check for repeat violations, enable training materials or signs to be

provided while on-site, and photos and food employee training certificates to be attached to the Village file.

- The EHD conducted an evaluation of internal recycling at Village Hall and determined there were some deficiencies. In response, new recycling containers are being purchased for the hallway on all 3 floors, dual recycling/refuse containers for all 3 entry points off of the parking garage, and additional recycling containers for kitchens and desk side. Additional public recycling containers were also purchased for our Senior Center. Staff followed up by preparing an article for the “Happenings News” for Village employees on “how to recycle”. In addition, displays have been produced for Village buildings to educate residents about their options for disposal of landscape waste, curbside recycling and how to dispose of special items.
- The Village is transitioning to adjudication for Health Code violations that are now heard in the Cook County Third Municipal District Court. Staff will need to develop standard procedures for issuing the violation notices and how to proceed during the hearings.

Nursing Services -

- Our nurses, in conjunction with our Disability Services Coordinator, have been working more closely with our partners for disaster preparedness. Early plans are in place to be able to provide a Point of Distribution (POD) for the event where mass immunization or medications need to be distributed or administered at the Arlington Park Racetrack. The setup needed will be further discussed by staff and members of our Board of Health.
- We continue to work on mechanizing our documentation for all nursing services. This involves ongoing updates with IDPH’s system and we are very appreciative for the support we continue to receive from our IT Department.

Social Services -

- Human Services is evaluating opportunities to add additional service providers to our Counseling Subsidy Referral Program to help our residents with their specific needs. A service provider that specializes in substance abuse was recently added to our program. During the Opioid Task Force meetings other providers may express an interest in being included in our referral program. Through the Task Force other suggestions may also be learned to aid in our effort in regard to substance abuse. Improvements can also be made in how we advertise this service to the public.

Senior Center –

- Mid May, we are launching a “meet up” program designed to help people ages 60-70 to find friendship matches based on common interests. Some people might match up because they have an arbor interest and want to go look at trees or some might want to link up to discuss their favorite philosopher. To begin, we anticipate 7 “interest tables (topics).”
- Presentations are being offered to residents regarding available resources within the Village and have included the Village Manager, Village Clerk, and Officer Todd Radek.
- In 2015, our Program Coordinator Karie Van Grinsven served as a judge for the 24th Annual National Mature Media Awards, and will do so again in 2017.
- Between all of our agencies, we have a large Senior Center staff, many of whom don’t even have the opportunity to meet each other. We’d like to host one center wide staff appreciation event.
- We plan to complete the initial phase toward reaccrediting the Senior Center, which includes submission of the binder and substantial completion of the committee work to Age Options.

Staff continues to work closely with our Boards, Commissions, and not for profits on projects that are underway to help serve our community. Arlington Cares and Senior Inc., continue to have excellent fundraisers that help our Emergency Assistance Fund and Senior Center agencies respectively. The Commission for Citizens with Disabilities currently has two key initiatives including the Commission’s “Disability Employment Campaign” and recommendation for the Village to adopt the “Accessibility Chapter” of the International Building Code. The Environmental Commission will be working on an educational campaign related to our recycling programs. The Senior Citizens Commission is interested in the Livable Cities, Age Friendly Communities and the CAPABLE (Community Aging in Place – Advancing Better Living

for Elders) initiatives. They are planning on a survey of Senior Citizens Needs and anticipate that the results will drive the process. The Youth Commission is preparing a summer/fall outdoor movie night for teens and will continue to work on expanding their new Snow Shoveling Program.

Section 6: Potential new initiatives

In order to stay current with any new initiatives in the Health & Human Services field, the department will review other municipality and County websites to evaluate best practices. Site visits to other municipalities will be provided, when appropriate, to evaluate delivery of services. Any programming of possible interest to our community will be reviewed and discussed for possible implementation.

The department may become involved with the Alliance for Healthy and Active Communities, the CCDPH collaborative group that addresses chronic disease prevention. We may also participate on the CCDPH 2020 WePlan Implementation Collaborative.

Now that disaster preparation and planning is consolidated among several municipalities, we will need to focus on our support and participation. Education and training will be needed in an efficient and easily understood format. This need is being addressed with our preparedness partners. The next step for our Mass Pharmaceutical Distribution Plan will be to conduct a Table Top Exercise. The final step will be to conduct a full-scale exercise with some public stand ins. We also hope to evaluate our Senior Center shelter plan, currently designed to shelter a small number of senior residents, to see if it can be expanded to include larger numbers.

As we transition to a digital inspection platform for our Environmental Health database, we will evaluate how we may be able to use this service to the benefit of our residents. One area that we will evaluate will be consideration for posting Food Service inspection results on-line.

Another area of technological improvement is anticipated in the Human Services Division. As our programs grow and the families we assist are quickly changing demographics, it is becoming increasingly important to track data on social service needs, demographics, and general information. The Human Services Coordinator (HSC) has looked into a professionally created database specializing in social services. One company is developing a database system specifically for municipalities. They have already created a database for Townships which the HSC has been able to view. It is very important to be able to track this data for various reasons, such as changing needs and origination of funding trends. Being able to obtain information on clients, services, history, and other data will help us stay up-to-date with current trends, stay current with the responsibilities of reporting, and manage activities in a transparent manner. Another important project for the Human Services Division is the creation of a procedural manual to aid in maintaining a consistent level of service. This manual is in its final stages and should be a helpful tool for staff to continue offering consistent services.

We will look at our technology for the Senior Center to see if it's adequate to meet our future needs, specifically with the media set up in the Central Core Program Rooms and Room 172.

Additionally, we have the following programs and project that we want to evaluate:

- Evaluate and make recommendations for the Senior Center's Food Service Program.
- Evaluate the Senior Center's subsidized taxi program with the goal of redeveloping it.
- Evaluate Senior Center's security procedures and make recommendations.
- Plan a 20th anniversary party to celebrate 20 years in the "New Senior Center."

Finally, we need to further evaluate how we are promoting our programs to the public to determine areas for improvement. Social media and technology are continually changing and we need to keep abreast of new ways to educate our residents about Health & Human Services.



Item: Departmental Status Reports - Building

Department: Village Manager's Office

ATTACHMENTS:

Description	Type
Building Dept.	Report



DATE: May 22, 2017
TO: Village Board
FROM: Steven Touloumis, Director of Building Services
SUBJECT: Annual Department Report

This summary memo has been prepared to provide the Village Board with information about the Building Services Department.

The year 2016 was most notably a year of transition for Building Services. Separation from Health and Human Services, a new Director, departmental restructuring, and six new members out of a total of seventeen, a 35% change with three of those being supervisors, along with a significantly increasing workload made it a challenging year, but the existing staff has held up to this challenge, helping new people get acclimated all while adapting to many changes being implemented by a new Director, Fire Safety Supervisor, and Permits Supervisor.

Many technological improvements are underway which are providing a new way of thinking about processes and offering many efficiency and customer service opportunities. While it will take some time to fully develop, this path is looking very positive.

The department restructuring brought span of control to no more than six people for any supervisor. Prior to restructuring there were nine people under the Assistant Building Official. A current department organizational chart is attached to the end of this memo.

Section 1- Building Services Department Scope of Services

The Building Services Department provides management and enforcement of:

- Building construction and property maintenance standards; functions as the 'hub' for multi-department coordination in this sector of operations.
- Business Licensing. *(Of note- the department is transitioning the 'brick and mortar' portion to the Village Clerk. Outside contractors, solicitors, etc. will continue to be handled by Building Services.)*
- Sewer Back-up Rebate program

Oversight of standards is handled through several primary methods:

A. Construction Permitting

The permitting process involves application submittal, processing, permit issuance, and for some projects the issuance of a certificate of occupancy. Key phases of processing are:

- Plan reviews. Plans are submitted to the department, routed to appropriate departments & staff, and reviewed for substantial code compliance; deficiencies, if any, are noted and sent to the applicant who makes corrections and submits revised plans to be re-reviewed for approval.
- Contractor registration. All contractors and sub-contractors associated with a project are verified for having proper licenses to perform their scope of work.
- Permit Inspections. Projects are required to obtain inspections through the course of the project. Inspections assure that the project is being built according to approved plans as well as verifying non-substantial elements meet code.

B. Annual & Business License Inspections/Vacant Building Inspections

Commercial and multi-family buildings are inspected on an annual basis. Businesses are inspected for general safety requirements upon application for a Business License. Assurance is made of such elements as:

- Safe exiting
- Proper storage of materials
- Up-to-date fire extinguishers
- Compliant fire systems such as fire sprinklers and fire alarms
- Compliant electrical, mechanical, and plumbing systems such as working emergency lights, properly vented gas appliances, and similar obvious elements.

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

C. Fire Systems Testing Program

Fire systems such as fire sprinklers, cooking fire suppression, fire alarms, and fire pumps are required to be tested periodically. Building Services tracks that these systems are being tested and enforces compliance where they are deficient.

D. General Code Enforcement

Enforcement of the Village's property maintenance or related ordinances for structures, properties, and/or operations that are not compliant. This generally involves a site visit, tracking, follow-up, and if voluntary compliance is not obtained, citation issuance, and court or adjudication preparation & attendance.

E. Elevator Annual Inspection Program

Elevators and similar types of equipment such as escalators, lifts, etc. are inspected annually. Building Services contracts with a third-party company to perform this work. Where deficiencies are not brought into compliance, code enforcement follow up is handled by internal inspection staff.

F. Research and Recommendation of Updated Standards

The Village typically adopts national codes to be applied within its boundaries. Staff stays abreast of the updated versions of these codes, highlights significant changes, and prepares recommendations, including any amendments to the national code.

G. Public Education of Codes and Processes

Creation and management of informational documentation distributed to the public via handouts and direct publishing on the Village's website. Also, collaborative efforts with the Chamber of Commerce are being made to help existing and potential businesses understand development and permitting processes in an effort to reduce their frustrations and costs.

H. Liaison to Building Code Review Board and Electrical Commission

Coordination of applications for code waivers to the BCRB and recommendations of electrical standards to the Electrical Commission.

Section 2- Workload and Performance Data

Contained in this section you will find four key data measures. In short, all numbers are up across the board which is resulting in additional overtime and 3rd party resources needing to be utilized to maintain target timeframes. This upward trend appears to be leveling off in 2017 based on data through April of 2017.

Plan Reviews:

CountDateOut	2014	2015	2016
Building Services External	118	116	66
Building Services Internal	4,598	4,743	5,948
Engineering	2,008	1,965	1,778
Health	170	230	196
Planning/Zoning	2,409	2,112	1,686
Public Works	59	94	77
Summary	9,362	9,260	9,751

External includes Elevators and Structural Consultant reviews

Internal includes Building, Electric, HVAC, Plumbing, and Fire reviews

Plan review counts increased over 25% in 2016 from 2015. The increase in total applications (4571 in 2015, 4816 in 2016) accounts for some of the increase while some comes from a higher percentage of rejected plan reviews- 28% in 2015, 36% in 2016.

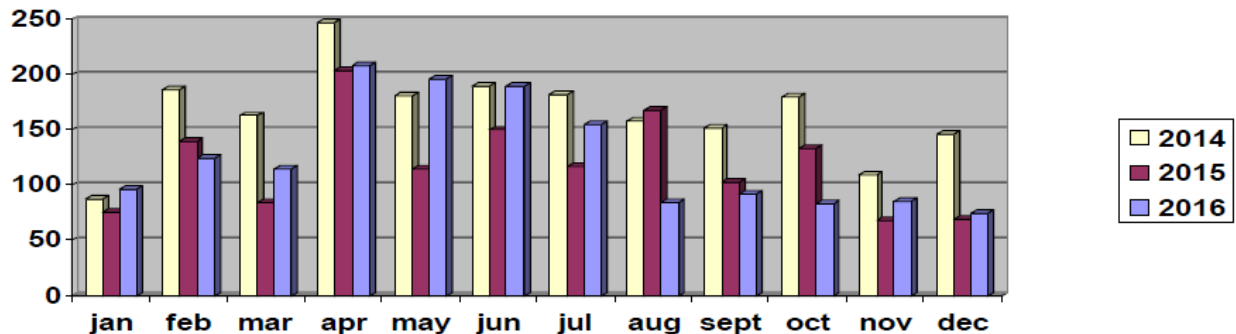
Permit Inspections:

CountInspDoneDate	2014	2015	2016
Building	5,074	5,797	6,518
Electric	2,003	2,301	2,547
Elevator	1	33	73
Engineering	1,907	1,915	1,626
Fire	577	631	488
Health	104	131	130
HVAC	869	968	809
Plumbing	1,832	1,906	1,995
Other			
Summary	12,367	13,682	14,186

Construction inspection counts increased 6.5% in 2016 which is correlated to the increase in applications- 4,571 in 2015, 4816 in 2016.

Fire Inspections:

Annual Fire Inspections



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
2014	88	186	163	247	181	190	182	158	152	180	109	146
2015	78	140	84	204	115	150	117	168	103	133	68	69
2016	96	124	115	208	196	190	155	84	92	83	85	74

There were 1502 initial and 575 re-inspection annual fire inspections in 2016, up slightly in total from 1429 initial and 604 re-inspections in 2015. These numbers remain woefully short of the approximately 5500 commercial occupancies. In the following sections we will address ways the department is looking to make improvements in this area.

Revenue:

	2012	2013	2014	2015	2016
All Permits	\$ 1,012,359.84	\$ 1,746,378.16	\$ 1,445,410.25	\$ 1,232,404.32	\$ 1,781,989.18
Business License	\$ 708,949.34	\$ 686,330.05	\$ 691,544.80	\$ 699,921.20	\$ 689,996.80
Total	\$ 1,721,309.18	\$ 2,432,708.21	\$ 2,136,955.05	\$ 1,932,325.52	\$ 2,471,985.98

Revenue increased 28% in 2016. This was also the highest revenue total in the last five years. Projects valued at \$100,000 or more remained up in 2016- (166 in 2012, 164 in 2013, 157 in 2014, 224 in 2015, 218 in 2016).

Section 3- Key Accomplishments

With the transition of organizational structure and staff came many fresh ideas and the beginnings of their implementation. A common theme connects many of the initiatives—technology. The Department has been using primarily manual methods for controlling and managing systems and workflow, using databases only to capture key project specific information and gather some basic collective data. While the fundamental work gets accomplished, there is much inefficiency and lack of ability for staff and managers to assure projects are being processed properly.

The Department has begun using several new technologies and business models to create greater efficiencies, provide better production oversight, and output a more professional, modern looking product:

- The Compliance Engine- A web-based system that is managed by a third-party company which, in essence, provides administrative oversight of required fire system testing. There is no cost to the Village for this service as it is covered through a fee paid by the testing company submitting test results through the system. The amount of work involved with this program would equate to a full-time administrative person on staff.
- FireHouse- An existing software already having been used by the Fire Department is now being used by Building Services to manage annual inspections. This includes the use of field devices to record inspections.
- Cognos Business Intelligence and Analytics- A web-based system that provides many applications that allow for better, more efficient, tools for management and staff to control workflows and provide a more professional output. Commonly referred to as a 'reporting software', it is much more than that. Many of the applications possibilities are still being discovered by staff. This system works in conjunction with the existing HTE database.

Along with these new technologies, the department is improving and maximizing the usage of existing technology. Several Microsoft Access databases that had been in place and used on and off over the past, are being improved to allow for better control of department functions such as Code Enforcement and annual elevator inspections.

Besides for technology, staff technical training has been strongly promoted and is advancing nicely. Fire inspectors have gained Office of the State Fire Marshall recognized certifications, building inspectors have gained and renewed International Code Council certifications, and permit staff have gone to technical and legal training as well as shadowing inspectors in the field.

Section 4- Challenges

The department is enduring several overlapping challenges at once—substantial increases in construction related workload while bringing new staff up to speed on existing processes, trying to make changes to department structure, introducing new technology, workflow techniques, and improving collaboration with the Chamber of Commerce (Business Plan objectives for 2017), all while maintaining high-levels of customer service. This is a daunting task, but promotion of open communication with all staff members is helping the transition, though by no means seamless. Additionally, organizational initiatives, such as separation of the Building and Health Departments have added additional emotional angst that needs extra attention.

In short, time, or lack thereof, is our biggest immediate and future challenge. Finding adequate time to stay focused on improvement initiatives and staff training surrounding these initiatives has been very difficult. Staff has been putting in increased amounts of overtime just to keep up with day-to-day tasks such as plan reviews, inspections, processing, and data entry (and a reduction in construction permitting is not anticipated in the near future). In order for efficiency improvements to occur, striving to find time will need to be our highest priority.

One way of dealing with this will be to utilize 3rd party support. This will naturally increase expenditures temporarily, but can be covered by the increase in revenues. The Department hopes the Board will consider these factors if and when budget increases are requested.

Section 5- Key Initiatives Underway

As this has been a transitional year, much of our Key Accomplishments for the Year, are to some degree still also Key Initiatives Underway. While implementation of technology has been done, there are continued improvements being made using the many tools that the technologies provide.

Workflow evaluation and technology evaluation are very closely interrelated; a push and pull relationship requiring simultaneous consideration as proposed changes are considered. In short, one affects the other. Careful planning of a framework for making changes in the right order at the right time is required to assure primary functions don't fall through the cracks. This framework is still being developed. For example, the current structure of permitting data has over 200 application types. With restructuring there will be about eight or nine. But this cannot be changed with a simple switching from one way to the other because it affects other aspects of operations, such as reporting.

One overarching purpose of using technology to improve workflow is to eliminate repetition of data capture. There are many instances of repeating data capture in the existing operations. When the same piece of information is recorded in more than one location, not only is this inefficient, it increases the possibility of errors, both of which detract from customer service. Significant reduction of duplicated data is possible with the technologies, whereas it wasn't possible before.

Besides for technological advancements, the department is working towards better collaborative efforts with the Chamber of Commerce to provide more comprehensive information to existing and potential new businesses. A pilot program is being developed which is intended to help potential new small businesses analyze existing commercial spaces in conjunction with their intended business plan, for minimal costs, to assure they will match up well before signing leases or making other commitments.

The department is also working with the Manager's Office to improve website structure and information.

Additionally, the department will begin utilizing administrative adjudication instead of County Court; although it will remain a primary goal to seek voluntary compliance versus writing citations.

Section 6- Potential New Initiatives

In the continued theme of modern technology, some potential initiatives in the future include:

- Online permitting. There are many obvious advantages to being able to apply for a permit at 10 o'clock at night while in your pajamas.
- Field devices for tracking/managing field data. In continuation of efficient data entry, the ability to not have to copy inspection reports into a database, along with the ability to have all the information related to a permit in real time, has many efficiency and customer service benefits.
- Transitioning all archive records to Laserfiche. As interest in government records and transparency continues to trend upwards, the ability to efficiently and thoroughly retrieve this information becomes more crucial. Additionally, it allows for staff to make better, more educated judgment calls relating to existing structures when trying to apply current codes to them for modifications and/or other related enforcement issues. Laserfiche is currently used by the Clerk's Office.

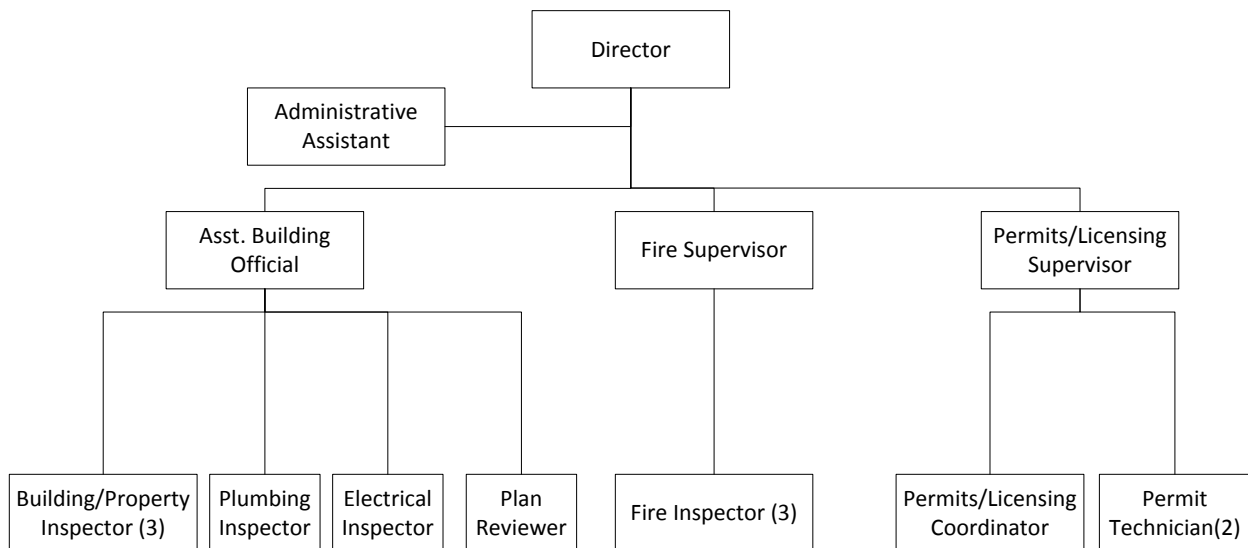
Besides for these technological initiatives, the department is considering creating some type of code 'training' for contractors, design professional, developers, etc. Staff would do a presentation on some aspect of the code which the public could attend. A Q&A at the end would help clear up code confusion and encourage education for the public and staff. This could be done monthly or quarterly at first, and if received positively, could be done more frequently.

In addition to training sessions, which are 'pre-process' in nature, creation of a 'post-process' opportunity to allow residents to give feedback on their experiences with the permitting process, would be a way to stay attuned to expectations and provide staff with a mechanism to analyze processes with an empathetic mindset.

Lastly, updating of the Building Codes is planned to begin later this year after the 2018 version of the ICC codes become available.



Building Services Department Organizational Chart 2017





Item: Departmental Status Reports - Public Works

Department: Village Manager's Office

ATTACHMENTS:

Description

Public Works

Type

Report

Memorandum

To: Randy Recklaus, Village Manager

From: Scott T. Shirley, Director of Public Works

Date: May 16, 2017

Subject: 2017 Public Works Departmental Status Report

The following is the Public Works Department's 2017 Status Report. As outlined within the report, Public Works continues to efficiently manage the public infrastructure needs of the Village. Contractual work continues to expand to accept new challenges. It should be noted that this is the final year of our Emerald Ash Borer (EAB) Program. This program began in 2012, and was originally projected to expend \$11.2M and will be concluded on December 31, 2017 at an estimated total cost of only \$8M.

Each year, the Department re-dedicates itself to the efficient delivery of services. We also maintain a focus on safety. Our goal is to maintain our high levels of quality customer service while maintaining this focus on safety. The numerous services performed by Department personnel put our employees in difficult working conditions in all types of weather and environmental conditions. Likewise, our services frequently interface with the public and therefore, we continually concentrate on public safety as well as the safety of our employees.

SCOPE OF SERVICES PROVIDED

Included in this section is a brief overview of the responsibilities of the Department and who is responsible for each category, as well as the legal requirements that help guide some of our programs and services.

DEPARTMENT OVERVIEW

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

KEY DIVISIONS / STAFF MEMBER AND THEIR ROLES

The PW Department is led by the Director, Scott Shirley and Assistant Director, Cris Papierniak. Both positions oversee all aspects of the Department's operations including internal and external communications, personnel duties, safety and training programs, compliance with all regulatory agencies, employee development and morale, public notification, new program development, development of both Capital Improvement Programs, and annual budgets .

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

Jeff Musinski, Utilities Superintendent, oversees the Public Works Utility Division including the Sewer, Water Distribution, Water Meter Services, Water Production, and Traffic Units, and reports directly to the Assistant Director. Mr. Musinski ensures compliance with all Federal, State, and Metropolitan Water Reclamation District of Greater Chicago (MWRDGC) water and sewer regulations. The Superintendent oversees capital program projects such as watermain replacement, storm and sanitary sewer rehabilitation, and water tank maintenance. Mr. Musinski also processes numerous resident inquiries related to water quality, flooding, sewer concerns and miscellaneous private property utility questions.

The PW Services Coordinator, Steven Mullany, handles all utility coordination with outside agencies such as ComEd, Nicor, Comcast, etc. and processes all utility permits for work performed by these agencies within the Village. Mr. Mullany also serves as the liaison between these agencies and residents. The PW Services Coordinator is also the Department's safety and training officer, handling all required safety training for the Department, as well as CDL licensing and random drug testing programs. Mr. Mullany also handles day to day maintenance for the Metropolis Theatre and the spaces within the building owned by the Village.

Chester Gorecki is the Department's Management Analyst and handles all purchasing duties between accounts payable, processing of invoicing, contract administration, adherence to certified payroll requirements, and administration of the Village's purchasing guidelines. Mr. Gorecki also proofs all Department-issued RFP's and Bid Specifications for compliance and applicable requirements and spearheads the Department's use of Social Media. He also oversees the Department's budget development and adherence throughout the year.

The Department's Administrative Support Coordinator, Theresa Wolkowicz, oversees all aspects of the Department's Front Office including maintaining personnel records and timekeeping for the Department. The Support Coordinator also manages all phone communications, record keeping for Safety and Departmental training, as well as word processing and Front Office duties of the clerical staff. Ms. Wolkowicz acts as the executive secretary for the Department Director and Assistant Director, managing communications and traditional office manager and executive secretary duties.

The Department's Draftsman is responsible for updating utility atlas sheets and maintaining Department maps pertaining to sewer, water, and street lighting systems. The Draftsman also records plans for infrastructure and building projects throughout the Village, prepares public utility right-of-way permits for review by the Services Coordinator and assists residents with utility questions.

The two Staff Assistants are responsible for a variety of clerical tasks. These include, but are not limited to maintaining timekeeping records for the Department's payroll processing, receiving incoming telephone and in-person resident inquiries, following up with related work order entries and performing miscellaneous data entry for the Department.

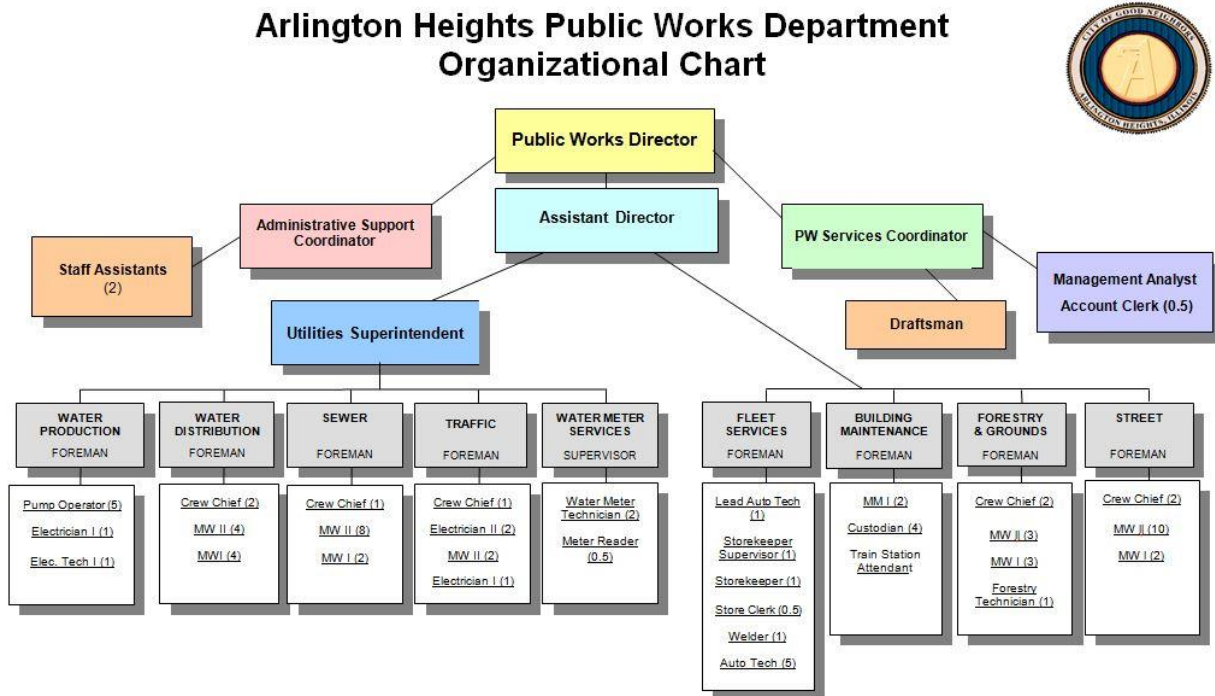
The Department has one Part-Time Account Clerk responsible for Department purchasing and accounting tasks including expense reports, accounts payable, and tracking of various program costs.

The nine Operating Units within the Department are: Building Maintenance, Fleet Services, Forestry and Grounds, Sewer, Street, Traffic, Water Distribution, Water Meter Services, and

Water Production. Their duties and responsibilities are described later in this summary. These Units are managed by a group including (8) Foremen, (1) Supervisor, and (8) Crew Chiefs. The supervisors are responsible for the day-to-day operations, and the training and safety of these employees. A brief summary of the work they accomplish will be included in the workload summary section.

Total staffing includes 92 full-time employees and 3 permanent part-time employees. During the summer months, 10 to 12 additional seasonal employees are hired to assist crews, primarily with outdoor seasonal maintenance activities.

The following organizational chart shows how the Units are structured within Public Works:



MAINTENANCE PROGRAMS

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

- Consumer Confidence Annual Report
- Contractual Tree Trimming Program
- Contractual Landscape Maintenance Contracts (2)
- Municipal Separated Storm Sewer System (MS4) Program & Yearly Reporting Requirements
- Tornado Warning Siren Program
- Holiday Lighting Program
- IEPA Water Sampling
- Snow & Ice Control Program (Roadway and Sidewalk)
- Emerald Ash Borer Program
- Street Sweeping Program
- Sign Maintenance Program
- Sidewalk Maintenance Program
- Contractual Fountain Maintenance Program

- Contractual Crack Sealing Program
- Friday Police Car Check Program
- Contractual Mowing & Weed Spraying Program
- Meter Reading Program
- Contractual Thermoplastic Program
- Leak Detection Program
- Generator Maintenance Program
- Sewer Televising Program
- Sewer Root Cutting Program
- Traffic Signal Maintenance Program
- Contractual Preventative HVAC Program
- Julie Locate Program
- Contractual Sprinkler Maintenance Program
- Tree Inventory Program
- Contractual Reduced Pressure Zone (RPZ) Program
- Special Event Program
- Parking Garage Maintenance Program
- Fuel System Program
- Vehicle Maintenance & Replacement Program
- CDL Drug Testing and Cert. Program
- Pace Bus System Maintenance
- Water Meter Replacement & Repair
- Contractual Roof Maintenance Program
- NPDES and MS4 Permit Compliance
(National Pollution Discharge Elimination System)
- Safety and Training Program
- Pace Bus Equipment Maintenance Program
- Water Main Replacement and Repair Program
- Contractual Sanitary, Sewer, and Slip Lining Programs
- Public Detention Basin Maintenance

LEGAL AND OPERATIONAL RESPONSIBILITIES TO THE COMMUNITY / ORGANIZATION

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

WORKLOAD SUMMARY

As mentioned in the Department Overview, the Department has operational responsibilities for the basic infrastructure needs of the community, whether located in public buildings, utility easements and/or right-of-ways. The following summaries also address the responsibilities of the Unit Foremen and Supervisors. It should be noted that the Foremen, Supervisors and Crew

Chiefs in each Unit administer numerous contracts that are constantly ongoing, while each unit's basic responsibilities continue.

PERFORMANCE MEASURES

Many of the statistics reported annually by the Department are driven by weather and our related responsibilities. The events that require the majority of our time and are out of our control are snow/ice control events, wind events, extreme cold weather, and rain events. Each present unique challenges, and often two or more occur simultaneously.

In the absence of a major weather event, we have numerous maintenance activities that the Foreman and line staff spends the majority of their time performing. The following are some samples of the ongoing maintenance activity measures we track and report in our Annual Report. The data provided is for CY2016.

Building Maintenance 8 Full Time Employees (FTE)

Responsible for the overall maintenance, cleaning, and repair of the 28 Village-owned buildings totaling more than 521,560 square feet of building space. The Police Station and four Fire Stations are occupied 24 hours a day, 365 days a year.

- Completed 688 significant Work Order Requests for services
- Responded to 127 Emergency Services calls

Fleet Services (10.5 FTE)

Responsible for the acquisition, fueling, maintenance, repair, and disposal of 340 Village-owned vehicles and equipment and the maintenance of 10 Wheeling Township buses.

- Completed 2,351 Repair Orders
- Completed 1,099 Police Vehicle Checks
- Completed 3,961 Job Orders

Forestry (10 FTE)

Responsible for the inventory, care and planting of 36,000 parkway trees and approximately 75 acres of maintained public property.

- Planted 2,221 trees
- Removed 1,163 trees
- Decorated 278 trees for Holiday Season

Meter Services (3.5 FTE)

Responsible for the accuracy, maintenance and repair of 21,038 water meters and 1,500 backflow devices.

- Performed 129,525 meter readings
- Responded to 670 high bill complaints
- Scheduled 521 appointments for service

Sewer (12 FTE)

Responsible for the maintenance, repair and replacement of 254 miles of sanitary main, 212 miles of storm main, and associated structures.

▪ Sanitary and Combined Sewer Flushing	9,511 lineal feet
▪ Sanitary and Combined Sewer Root Cutting	272,882 lineal feet
▪ Storm Sewer Root Cutting	3,201 lineal feet
▪ Manhole / Catch Basin Repairs	44
▪ Sewer Repairs	18

Street (15 FTE)

Responsible for the maintenance and repair of 240 miles of roadway and sidewalk, four municipal garages and 20 parking lots.

- Swept 10,260 street miles
- Installed 5,020 tons of asphalt
- Plowed 51,044 miles of roadway
- Used 138,928 gallons of liquid deicer
- Applied 5,076 tons of granular deicer

Traffic (7 FTE)

Responsible for repair, maintenance, and replacement of 3,000 streetlights, 320 traffic signals, 13,000 street signs, and all municipal pavement markings on Village roadways.

▪ Street Light Repairs	1,088
▪ Traffic Signal Repairs	271
▪ Building Circuit Repairs	608
▪ Signs / Maintenance Orders	3,848

Water Distribution (11 FTE)

Responsible for the maintenance, repair, and replacement of 232 miles of water main, 4,350 fire hydrants, 3,400 main line valves, and associated structures.

- Repaired 275 Water Main Breaks
- Repaired 36 Water Service Leaks
- Repaired 121 Fire Hydrants
- Installed 14 new Fire Hydrants and 4 Surge Suppressors
- Flushed 4,347 Fire Hydrants
- Installed 63 New Water Service Connections

Water Production (8 FTE)

Responsible for the water quality serving a daily population of 79,000 people, responsible for the operation, water testing, maintenance, repair and replacement of 24 generators, 5 pumping stations, 16 storm and sanitary lift stations, 10 elevated and ground storage tanks, and 6 wells. This Unit also performs all maintenance and responds to service requests for the Village's non-emergency telephone system and door access control system to many Municipal buildings.

▪ Water Samples Collected	1,429
▪ Generator Maintenance Checks	1,248
▪ After-Hours Emergency Calls	874
▪ Phone and Door System Repairs	190

The Public Works Department responded to 16,437 JULIE Requests.

COST MEASURES

Public Works maintains cost measures on work performed in order to keep track of expenses associated with our responsibilities. These costs enable us to compare in-house costs with contractual costs to ensure efficiency, and also allows us to focus our attention on programs with escalating costs. Cost measures are frequently impacted by weather conditions as described earlier, but also by day to day fluctuations in the costs of critical materials. Material costs vary not only due to economic conditions in general, but also by the changes to external factors within very specific national and international markets, i.e. oil, fly ash, steel, lime, salt, etc. Labor costs are generally adjusted annually depending on the economy and budget limitations.

The following is a sampling of some of our most important performance cost measurements:

PERFORMANCE COST MEASUREMENTS	2015	2016
Snow & Ice Control	\$ 14.53 / mile per event	\$ 18.55 / mile per event
Tree Removal (In-House)	\$ 312.36 / tree Avg. Dia.17.8"	\$ 321.60 / tree Avg. Dia.17.4"
Tree Removal (Contractual)	\$ 318.56 / tree Avg. Dia. 18.0"	\$ 260.04 / tree Avg. Dia. 16.1"
4" In-House Edge Grinding	\$ 1.41 / sq. ft.	\$ 1.80 / sq. ft.

2016 KEY ACCOMPLISHMENTS

Continue focus on Safety Awareness –Through our in-house Safety Committee, Annual Safety Day, Snow Day presentations, and annual safety courses, we continually strive to maintain a safe work environment. The Department's safety record in 2016 was very good.

Enhance Customer Service and Community Outreach – Our new "Cityworks" Work Order Asset Based Management Software should allow us to keep better track of the work performed by Public Works Staff. The software will also facilitate a Work Order Request form on the Village's new website, which will eventually lead to a smartphone "app" to facilitate resident service requests.

5-Year Water Main Replacement Program – Following the expansion of the Village's Water Main Replacement Program, staff worked with a consultant in 2016 to create a matrix that identifies water main that needs to be replaced over the next 20 years. This 20-year program will be updated annually to provide the Pavement Management Committee a 5-year near term program for planning of the Street Improvement Programs.

Performed first year of Storm Sewer System Assessment Program – Staff developed a multi-year program for the assessment and possible repair of the Village's 9,462 storm structures and corresponding 212 miles of storm sewer main. The first year of the program was completed this year.

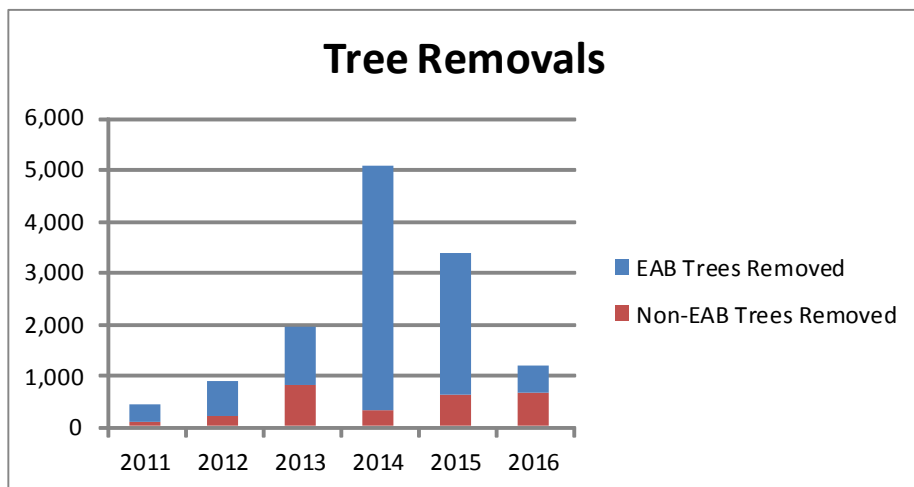
PW Garage floor sealing program shifted to in-house – Staff is scarifying the existing reinforced concrete floor and installing an epoxy coating in sections of the Public Works Garage. This multi-year project is designed to prolong the life of the reinforced concrete slab and improve its resistance to petroleum and snow/ice products.

Expanded Participation in Municipal Purchasing Incentive (MPI) Joint Bidding and Contract Administration Program – The Department continues to lead and participate in several programs administered through MPI. MPI is the collaboration of more than 18 local communities to jointly purchase materials or contract services. In 2016, Public Works staff led the Concrete Replacement Program and the Sanitary Slip-Lining Program and participated in the Crack Sealing Program. This coming year we will also develop specifications and administer the Manhole Rehabilitation Program for several municipalities.

Successfully completed Phase Two of Four-Year Parking Garage Rehabilitation Program – In 2014, the Village developed a four-year program to rehabilitate the four Village-owned and maintained parking garages. The first phase of the project was completed in 2015 and included the full rehabilitation of all three floors of the Municipal Garage and the repair and sealing of the top floors in both the Eastman and Vail Garages. In 2016, the second phase work at TIF 2 was successfully completed with little or no negative feedback due to our efforts at advance notification and communication.

Sewer Lining Program – Continued to line sanitary sewers in lieu of full replacement. In 2016, this program lined 10,585 lineal feet of sewer main.

EAB Program – Completed 5th year of EAB Program. This program includes resident education and notification, identification of infested trees, condition assessments, tagging, removal, stump grinding, and replacement of infested ash trees throughout the community. The graph below shows the increase in trees removed since the identification of the infestation.



Anti-Icing Liquids – Continued the expanded use of anti-icing liquids on the Village's roadways and parking garages. Increased storage capacity of liquids by 10,000 gallons and introduced non-chlorine anti-icing liquids to improve Snow/Ice Control at our three Municipal-owned parking garages. Staff also met with a consultant in 2016 to investigate making our own de-icing liquid in the future.

Public Works Participation at Local Events – Increased Public Works active participation at local events over and above the usual setup and custodial assistance. In 2016, Public Works participated in the Mane Event, Touch-A-Truck, Windsor School World of Work Program, Thomas Middle School Mock Interview Program, Rolling Meadows Career Fair, and National Night Out.

Continued Stop Sign Replacement – Several years ago staff began in-house replacement of Stop signs due to decreased retro-reflectivity. Traffic Unit staff replaced a total of 400 Stop Signs in 2016.

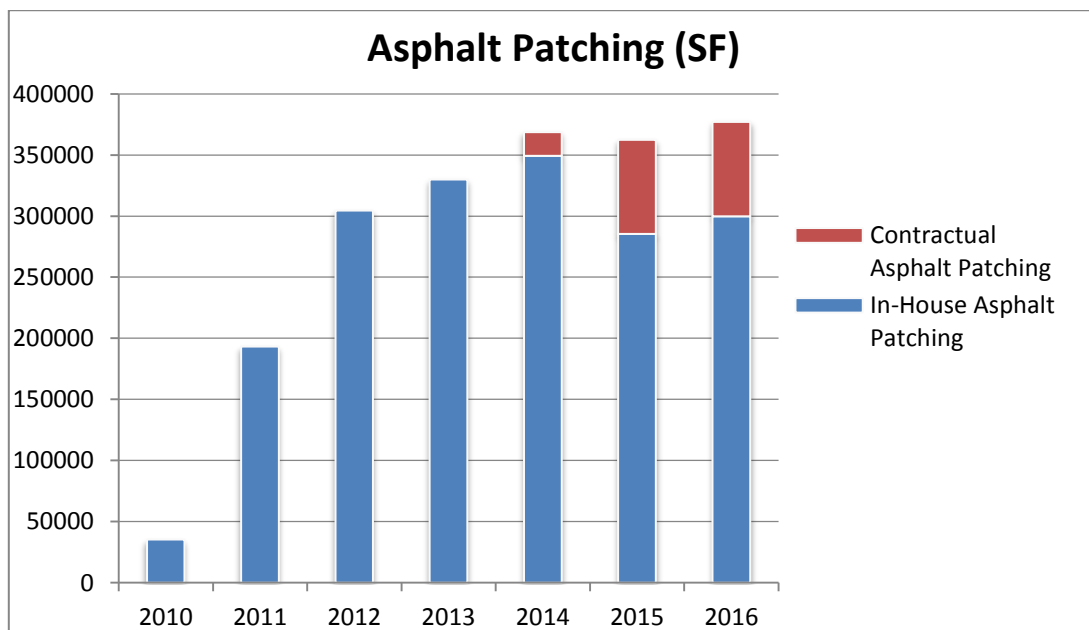
Enhanced Social Media Output – The Department’s “Social Media Committee” continued to encourage use of social media. The Village’s website was utilized more often for large public notice of events, Capital Improvements, significant maintenance activities, and presentations. Public Works sent out frequent tweets and Facebook posts on snow/ice control, EAB, and other high visibility programs and events during the year.

Automotive Safety Excellence (ASE) Blue Seal Certification - Fleet Services Unit achieved recognition as an ASE Blue Seal of Excellence Repair Facility. This is only given to shops which have 75% of technicians certified by ASE with at least one technician certified in each area of repair that the facility offers.



Enhanced Pavement Maintenance – Although staff has become more efficient since development of the in-house Edge Grinding Program, the unit was still falling behind in pavement repairs. Utilizing all of the available labor hours before the street sweeping season, was not enough to keep up with demand. In 2014, PW also began contracting out for additional asphalt patching assistance.

The graph below shows the increase in patching completed over the last four years. Staff has developed three phases that allow for adequate time between Special Events, parades, and other date-specific responsibilities. Timing of the actual phases varies from year to year, depending on the length of each repair site, and the proximity of the selected locations which impacts mobilization and demobilization times.



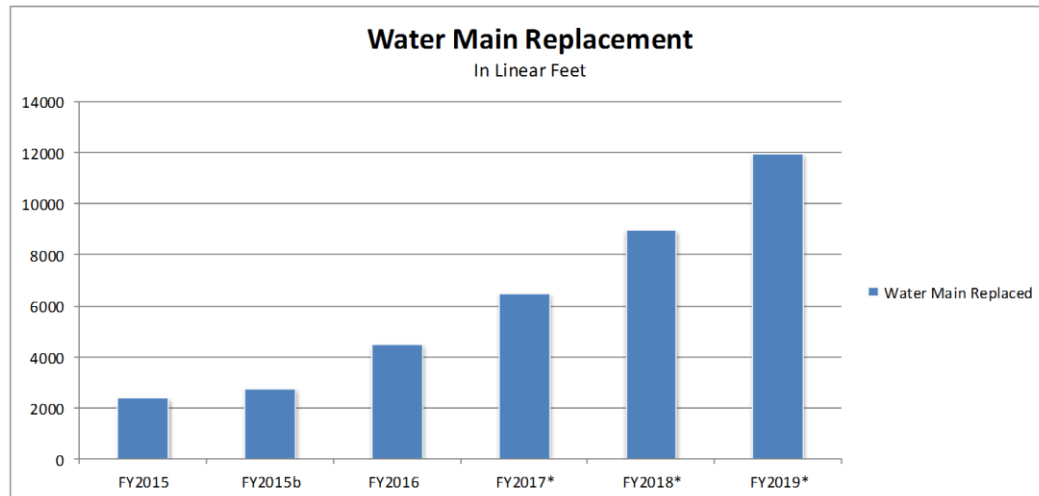
First Annual Safety Summit - On December 6, 2016, the Illinois Section American Water Works Association (ISAWWA) held the first annual Safety Summit at the Village of Arlington Heights Public Works - Training Room. Seventy-five attendees and several vendor displays were setup for the 8-hour seminar which focused on industry safety issues.

CURRENT WORK LOAD CHALLENGES:

- Maintain the direction of the Department towards proactive maintenance of the Public infrastructure
- Address Board questions about Flood Studies and begin project design once a funding source is established.
- Focus on Employee morale to make sure that our goal oriented production demands do not override the basis of our customer service success, which is directly related to positive employee attitude and a generally positive workplace environment.
- Maintaining expected level of service at all times on our Sidewalk Snow Removal Program. Currently, we have one team assigned to snow removal with very little back up for long duration events where staffing is dedicated to roadway snow/ice control.
- Aging Infrastructure
 - Water Main and Portable Water Storage Tanks
 - Storm Sewers
 - Pavements
 - Downtown Streetscape
 - Industrial and Commercial RPZs
 - Residential Sidewalks
 - Sanitary Sewers
- Continuing maintenance of the Metropolis Building and challenges presented by changing tenants and uses.
- Design and Construction supervision of the temporary Police Station in preparation for demolition and construction of a new Police Center.
- Completion of the EAB Program and continued re-population of our urban forest with increased diversity.
- Redevelopment of our Urban Forestry Plan
- Northwest Water Commission (NWC) studies and opportunities relating to backup water supplies / future with Evanston /Partnership with JAWA.
- Continued review of our Snow/Ice control service levels and newly emerging trends in conservation, i.e. beet juice and sensible salting.
- Continuing response to more stringent and newly established sampling and reporting requirements on drinking water and storm water standards and regulations.
- Ongoing improvements to implement security measures at Water and Sewer facilities related to our original vulnerability assessments.
- Elevation of commodity prices. On average there is a road salt shortage every five years. When this occurs, salt prices sky rocket and our normal level of service is threatened.

Staff continues to seek a regional salt storage solution and enhanced liquid application to manage this challenge without a significant drop in service level.

- Maintaining proper construction oversight of expanded Water Main Replacement Program. The graph below shows the estimated replacement schedule for the next three years. Note: FY2017* to FY2019* are projections.



- Addressing the additional resident requests for additional municipal services. The pressure to do more programs with the same or less Staff continues to be a challenge.
- Continue to obtain additional responsibilities. A consolidation trend is occurring in the State. Recently, Old Town Sanitary District was dissolved, adding almost 800 residential homes and associated items to our responsibility. There have been similar requests by The MWRD, Elk Grove Sanitary District and Wheeling Township.
- Enhanced training for new management
- Young Tree Maintenance. The Emerald Ash Borer has dramatically affected our urban forest. New trees need more care and attention to trimming early on to form them properly and ensure proper long term health and viability.
- Oversight of Water Main Replacement and Coordination with Road Improvement Program.

CHANGES WITH REGULATIONS AND INDUSTRY THAT ARE AFFECTING PUBLIC WORKS

- Increased State and Federal regulations regarding labor regulations, material storage, water and sewer quality and maintenance.
- Introduction to Millennial workforce with their shift in generational values, motivations, and expectations. This includes our Staff (internal to PW and the Village).
- More emphasis on increasing professionalism of the Public Works Industry. Offering / encouraging Staff to better themselves through educational and training opportunities.
- Continue to embrace social media to improve communication with residents.
- Promoting VAH – PW within community is becoming more of an expectation than an occasional feel good opportunity.

OUTSIDE REQUESTS FOR ADDITIONAL SERVICES

The most frequently requested services the Public Works Department presently does not provide are as follows. In each case, we have also listed the primary constituency requesting this service. It should be noted that implementation of any of the following services will place additional burdens on the delivery of the basic services and our already stressed in-house staffing.

Loose Leaf Pickup – Requested by Residents

Requests for the Village to provide a curbside loose leaf pickup program remains the most frequently requested service that we do not presently provide. Advances in equipment have made some of the aspects of these programs easier, but performance of this type of program remains extremely labor intensive.

Unbundled Branch / Brush Pickup– Requested by Residents

Unbundled curbside brush pickup is most often requested after wind events. However, we also receive requests for scheduled pickups. This service is extremely labor intensive because of the tangled way many residents pile branches when this service is offered. This program may also require the rental of a tub grinder to process some piles.

Arterial Sidewalk Snow Removal – Requested by Residents

This issue is seasonal, but most often requested by residents walking on Arlington Heights Road. These sidewalks are not consistently plowed and maintained by the local property owners. This concern also applies to other State arterial sidewalks as well as Central Road near the hospital. This area is probably the second most frequently requested location for removal.

School Sidewalk Snow Removal – Requested by Residents

At the present time we address snow on school sidewalks after cumulative snows of 8 plus inches. Generally, this level of service is sufficient, but recent requests have been received after lesser events and are now including requests from School Districts for more attention at dozens of crosswalks at numerous locations.

Downtown Sidewalk Snow Removal – Requested by Chamber of Commerce

The majority of these requests over the last five years have come through elected officials and the Chamber of Commerce. We presently provide sidewalk snow removal on selected routes between the commuter parking lots and garages and the Downtown train station. We also perform this service at Village-owned properties in the Downtown which include the train station, parking lots, garages, and Harmony Park.

Sewer Lateral Root Cutting – Requested by Residents

Residents who have older sanitary sewer laterals often experience root intrusion into these laterals, via the gaps between the sections of vitrified clay pipe. Although the Village Code is very clear that this is the resident's responsibility, many residents believe the Village should be responsible for service lateral maintenance and repairs.

Arterial Street Snow and Ice Control – Requested primarily by Non-Residents commuting through the Village. At times the level of snow and ice control service provided by IDOT and CCHD on our arterial streets is not as timely or lacks the attention to detail that we provide on the streets under municipal jurisdiction.

We occasionally receive negative comments from commuters traversing through our municipal boundaries and from residents who believe that this reflects poorly on the Village.

Staff is not suggesting or endorsing the additions of any of these services but believe that this document is the proper place for this summary. Each of these programs would have a resulting increase to indirect or direct costs or both. Any of these programs would require a detailed cost analysis be developed before any discussions take place.

KEY INITIATIVES AND PROJECTS OCCURRING IN 2017

CURRENT PROJECT LIST

- Flood Study and Discussion
- Parking Garage Rehabilitation
- Building Asset Inventory
- Storm Sewer Assessment
- Water Main Replacement
- Police Station Design / Construction
- Village Website Re-development
- Newly Expanded Asphalt Patching Program
- Work Order Program Replacement
- Sewer Lining
- Replacement of pedestrian signals on Village-owned intersections to countdown heads to modernize and improve level of service to pedestrians.
- Generator replacement at Station #13
- Development of a private backflow requirement notification program. This program would be intended to make private parties aware of the testing requirements of their installed devices.

WHERE STAFFS SPENDS CONSIDERABLE AMOUNT OF TIME

1. Prioritization of work activities of our Units and coordination of their labor
2. Public Contact and Outreach – Answering questions and provide advice to residents and traveling public regarding all aspects of the Village and infrastructure.
3. Police Station Design and Pre-Construction meetings and Plan/Specification Review.
4. Compliance with applicable regulations
5. Contract Administration and Inspections (outside work)
6. Specification Development and Bid Letting
7. Safety Training
8. Response to accidents and severe weather events
9. General management of 92 full time employee workforce

POTENTIAL NEW INITIATIVES

NEW PROJECTS / INITIATIVES THAT WARRANT CONSIDERATION

- Formal outreach / partnership with School District on additional education programs promoting Forestry / Public Works and possible shared services
- Implementation of the Stormwater Control Improvements outlined in the CDM Smith, Burke, Cypress Detention Basin, and Grove Street Studies

- Expand the Central Purchasing Concept throughout the Village to potentially include purchasing and contractual cooperation with the Park District and other government agencies

FUTURE PROJECTS

- Alternative Fuels and fleet modifications for in-house fueling
- Continue to explore green initiatives and Fleet Modification in Departmental operations
- Enhancement to Snow and Ice Control Operations utilizing less salt, due to environmental impacts
- R.O.W. / Gateway Beautification
 - General enhancement of public experience. Expansion of Downtown furnishings, etc.
- Implement improvements and continue to improve our Storm Water Control. This will more likely include water quality in the future as more attention is given to storm water contaminants.
- Continue to merge pavement maintenance efforts of Public Works and Engineering Departments. Insure that utility improvements to storm, sewer, and water main are incorporated and precede future road programs and possible storm water control improvements.
- Follow up on any Board direction regarding storm water control improvements and the increasing costs of managing storm water
- Development of options for effectively managing current and increasing work load and pressures
- Development of an Automatic Vehicle Location (AVL) System within Public Works. This enables Public Works to provide real time updates of service to residents, as well as more effectiveness to manage daily crews.

Please contact me if you have any questions or desire additional information.

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C: Cris Papierniak, Assistant Director of Public Works