



MINUTES

President and Board of Trustees
Village of Arlington Heights
Committee-of-the-Whole
Board Room

March 14, 2016
7:30 PM

I. CALL TO ORDER

President Hayes called the meeting to order at 7:31 PM. The Pledge of Allegiance was recited.

II. PLEDGE OF ALLEGIANCE

III. ROLL CALL

BOARD MEMBERS PRESENT: President Hayes; Trustees: Blackwood, Farwell, Glasgow, LaBedz, Rosenberg, Scaletta, Sidor and Tinaglia

STAFF MEMBERS PRESENT: Randy Recklaus, Village Manager; Diana Mikula, Assistant Village Manager; Nancy Kluz, Community Relations Coordinator; Robert Taraszka, IT Manager; Mary Rath, Director of Human Resources; Kelly Livingston, HR Coordinator; Jean Cook, HR/Benefits Specialist; Robin Ward, In-House Counsel; Gerald Mourning, Chief of Police; Nick Pecora, Deputy Chief of Police; Mark Recker, Police Commander; Nate Hayes, Police Commander; Richard Boyle, Police Sergeant; Eileen Hellstrom, Recording Secretary

IV. NEW BUSINESS

A. Departmental Status Reports - Human Resources

Village Manager, Randy Recklaus, said he would like to have the Board informed about all aspects of Village Departments. The budget reflects the policies and values of the Board but by the time the budget is drafted it is too late to re-evaluate Village Board's goals and policies. The budget process represents the end of the planning process for the year, the final allocation of resources. He asked each department to present an overview of what is going on in their department to inform the Board. Every department is different, some have more quantitative analysis and data, some have more of a story to tell because the nature of their work. Mr. Recklaus wanted to stress the fact that this is not going to take the place of Board and Staff interaction

during the budget process but he hopes this will give that process greater focus. The plan is all the presentations by each department will lead into the Board goal setting session. The goal setting session will lead into the development of a business plan by Staff which will include a more detailed blueprint on how to achieve the goals identified by the Board. This will guide Staff and the Board in the allocation of resources for the budget.

At this meeting a presentation will be given by Human Resources, Legal, Integrated Services and Police Department. The Police Department's value to the community is very well known since they are one of the more visible departments. He wanted Human Resources, Legal and Integrated Services to present their unique roles they have in the Village. Each of these departments are keepers of organizational standards, help the Village Manager and the rest of the Village leadership team manage the Village in a manner that is consistent with the organizational values, history and organizational goals. They make sure the Village is living up to its full potential.

Mr. Recklaus said after each department completes their presentations there will be time for any questions.

Trustee Scaletta entered the meeting at 7:37pm.

Mary Rath, Director of the Human Resources Department, gave a presentation on the function and what this department manages, such as recruiting, benefits, wellness, class and compensation, risk management, labor and employee relations, compliance, Staff development, and performance management for all Village employees.

President Hayes said he thought this presentation was interesting especially hearing about different ways of thinking in terms of how you interact with different generations of employees such as millennials. He also asked if each employee receives an annual performance evaluation from their supervisor.

Ms. Rath replied an annual performance evaluation is required for each employee.

President Hayes asked if the evaluation was written or oral.

Ms. Rath said it is written and signed by each employee and filed in their personnel file.

President Hayes asked if everyone who leaves employment with the Village receives an exit interview.

Ms. Rath replied that everyone who leaves Village employment is offered the option to have an exit interview. Some employees chose not to have one. Human Resources also conducts exit interviews for summer help.

President Hayes asked what is done with the information from an exit

interview after it has been completed.

Ms. Rath replied that she discusses the interview with the Village Manager and the Department Director.

Trustee Rosenberg mentioned having some employees wait a whole year for their performance evaluation might be tough and having semi-annual evaluations might be beneficial.

Trustee Rosenberg asked about the Workers Comp program and the initiatives in Human Resources to help with preventing some injuries.

Ms. Rath replied currently the Fire Department is conducting risk analysis of their different positions and had a consultant come in to review all the injuries in the past three years to look for patterns. The consultant also went to the fire stations and talked with the firefighters to get input on their job duties and looked at the fire trucks to see how equipment is stored to see if they can come up with any different solutions.

Ms. Rath said Human Resources is also looking at a trainer or physical therapist to come in and train firefighters on different things they can do to prevent injuries.

Trustee Rosenberg asked if anything was being done for the Police Officers or Public Works.

Ms. Rath replied that they have begun conversations about doing so but it has not been implemented at this time for the Police Department or for Public Works.

Trustee Rosenberg asked what percent of employees have used the Employee Assistance Program.

Ms. Rath replied that in 2015, 13% of our employees contacted the Employee Assistance Program (EAP).

Trustee Blackwood wanted to know more about the role that Human Resources represents in compliance.

Ms. Rath said state, federal and local ordinances all play a part in compliance. Workers Compensation is a state statute that we have to follow. Offering retirees medical insurance is a state statute in the state of Illinois. Human Resources follows the "Family Medical Leave Act (FMLA) in terms of time off for employees and reasonable accommodations. This department continually needs to stay up to date on any employment laws. HR works very closely with the Legal Department who also helps to keep our department up to date.

Trustee Blackwood said in her experience compliance of Village Staff falls

under the Legal Department because this is where the interpretation of laws occurs.

Mr. Recklaus explained the way it is handled at the Village is the interpretation of the laws is the function of the Legal Department and Human Resources will carry it through.

Trustee Blackwood asked how Human Resources determines if all employees are compliant.

Mr. Recklaus said every law effects every department differently. For example regarding Public Works, when water utility is managed, there is a lot of work that goes in with the IEPA and EPA, such as certifications. The Legal Department will serve as a resource to help interpret the laws and each department has to decide how to meet those standards.

Trustee Blackwood asked if a new federal mandate happens she would presume it goes to the Legal Department and from there what is the procedure.

Mr. Recklaus said he, along with In-House Counsel and the Department Head would talk it over and how this would impact the Village.

Trustee Blackwood wanted to confirm by summarizing the following; determining employee compliance to various regulations is determined by the Department Director after discussion with the Village Manager, In-House Counsel and Department Director.

Mr. Recklaus replied that was correct.

Trustee Farwell said all the information provided by this presentation will be reviewed at the goal setting session in April. Hearing the department's goals will be helpful in creating goals at the Board's goal setting session which in turn will be directed back to the Department Directors.

Trustee Farwell asked about the process of filling a vacancy since this is the process that the Board never sees.

Ms. Rath explained when there is a vacancy other than a sworn Fire and Police position, she would have a discussion with the Village Manager and the Department Director to see if it is necessary to fill the position. If it is determined that it is an integral position of the department, she has a conversation with the Department Director about updating the job description. If changes are made to the job description, then the salary structure is reviewed. Next a job posting is drafted and posted and all job applications are reviewed. At this time, structured interview questions are completed and the interview process begins.

Trustee Farwell reiterated that the dialog begins for this position with the

Village Manager, HR Director and the Department Director to see if they need another full time replacement or discuss if it can be reduced to part-time.

Ms. Rath replied that was correct.

Trustee Farwell asked if any kind of internal promotion is available for employees when there is a vacancy before it goes out to the general public.

Ms. Rath replied it depends on what the position is, if it's more of a generalized position it would get posted internally first for five days to see if there are any qualified candidates. If not, it would be posted externally. There are times that a position is posted internally and externally at the same time so employees are applying as well as the general public.

Trustee Farwell asked about the compensation study and what it would consist of.

Ms. Rath said last budget cycle the Board approved a consultant to complete a compensation study. Currently HR is in the process of designing an RFP. Every job will be analyzed including the job description and title of the position. This study would include benefits to see how they compare with other municipalities.

Trustee Farwell said he never thought of customer service beginning in the Human Resources Department. How does HR feed the spirit of employees, who work in departments that have very different needs, to go out and provide customer service.

Ms. Rath said each employee is motivated differently. The key is to find out what motivates them and work from there.

Mr. Recklaus added that one of the things he and Ms. Rath talk about is when the Village hires, we are trying to do so for more than just a checklist, and for traits such as personality and aptitude. You can teach basic skills but customer service is one of those traits that you either get it or you don't. Sometimes you have to hire people in the organization that don't have as much experience but can bring an attitude that the Village is looking for.

Trustee Sidor said he enjoyed reading the Human Resources report and it shows that "human" is put back into Human Resources. He talked about Human Resources creating a culture for the Village when they hire, and asked where the culture of the Village is headed.

Ms. Rath replied that the quality of the employees coming on board are very engaged and are very knowledgeable in technology.

Trustee LaBedz is pleased that Ms. Rath and her Staff have a strong working relationship with other departments and that Human Resources is highly valued in the Village. She was interested in the discussion of hiring and

looking at soft skill competencies for new hires. You can teach people skills but their interpersonal traits such as customer service are a part of their personality. She appreciates the fact that Human Resources is looking for new hires in that direction. She asked what kind of discipline procedure the Village has for non-union employees.

Ms. Rath replied that there is a formal discipline policy that includes progressive discipline. Supervisors are required to complete a disciplinary form should there be a discipline. Typically Human Resources is involved in the process.

Trustee LaBedz inquired about the turnover rate and asked if it was due to retirements or career changes.

Ms. Rath said the Village is an employer of choice and the majority of employees come to work for the Village and stay with the Village. She explained that the new hire needs to be the right fit both ways. Turnovers for the most part are due to retirements.

Trustee Tinaglia commented on how candidates are being viewed, not only their technical qualifications but also their interpersonal skills and he thinks this is critical. Someone could be great at their craft but if your customer service side is horrible this would not be a good fit. The Village is a wonderful place to work and has so much to offer that every potential candidate has to be chosen to include these qualities. He feels Mr. Recklaus really understands this and creates this culture.

Trustee Glasgow asked if an employee wants to apply for a position that is a lateral move, would that change their start date with the Village.

Ms. Rath replied it does not change their seniority or their longevity date which would remain the same as long as they are full-time.

Trustee Glasgow asked about tuition reimbursement and what the retention rate is once an employee achieves their degree.

Ms. Rath replied to her knowledge there has not been an employee who received a degree then ended their employment with the Village.

Trustee Scaletta commented that Ms. Rath conveyed the "human side" to the Human Resources Department. He appreciated all the details provided.

President Hayes wanted to say that he is not in favor of more frequent performance evaluations and he knows how difficult they are to complete. He wants to make it clear that more frequent reviews was not mandated by what was heard at this meeting. This is something that can be explored, possibly something less formal such as an oral review after six months.

B. Departmental Status Reports - Legal

Mr. Recklaus said the next presentation is given by Robin Ward, In-House Counsel regarding the Legal Department.

Ms. Ward presented the Legal Department and talked about their scope of services. The work they do can generally be divided into three broad categories: administrative, legislative and litigation.

Mayor Hayes said this department is very important and he thanks them for all their help.

Trustee Tinaglia asked why there are so many more requests for information by (Freedom of Information Act) FOIA's.

Ms. Ward replied the department feels that people are becoming more aware that they can ask for any kind of information they want. Most FOIA's are simple to complete but one a few weeks required boxes of information and plans to be copied. Before these could be sent out to the person who requested the information, they have to be reviewed by the Staff Attorney.

Trustee Tinaglia said the FOIA's seem so cumbersome and the expectation of someone to demand this information by simply filling out a FOIA request.

Ms. Ward agreed that they are cumbersome. This is an unfunded state mandate, and the theory behind it is for people to access government documents which makes sense. People just ask for anything and everything.

Trustee Tinaglia asked if there was any way to repute the amount of information requested from FOIA's.

Ms. Ward replied if anything, the tendency of the Attorney General is to broaden what is public. They have done some helpful things recently such as, if the document requested is on the Village's website, the Village is able to say it can be found on the website. Their department averaged 1100 FOIA's a year, but this year, they feel the number will be higher than the last two years.

Mr. Recklaus added that the Attorney General's Office tendency is towards more openness. What he would like to do is really open up the Village's website and increase the documents that are available. He would like the Village's website to be a better portal for some of this information.

Ms. Ward replied having the documents on the website will be great but people have to be able to find it on the website and it needs to be user friendly.

Trustee LaBedz said she understands the burden of the FOIA's and asked if they are able to complete them on time.

Ms. Ward replied that they hit every deadline and if they cannot respond to

the FOIA within five days, the Staff Attorney makes contact with the individual and explains why it won't be completed within five days and asks for more time. They take the FOIA time limits very seriously.

C. Departmental Status Reports - Integrated Services

Mr. Recklaus said the next presentation is given by Diana Mikula, Assistant Village Manager, for the Integrated Services Department.

Ms. Mikula said in June 2015, an organizational restructure took place and a new department was formed called the Integrated Services Department to optimize interdepartmental processes and to effectively assess and use strategic and organization wide thinking. Ms. Mikula oversees this department and it includes the Village Manager's administrative staff, Community Relations, and the IT Division.

President Hayes said this needed to be a consolidated department under the leadership of a department head and he congratulated Mr. Recklaus for making this decision and Ms. Mikula for her leadership.

Trustee Scaletta said at first he was uncertain when Mr. Recklaus wanted to create the IS Department but he feels this is one of the best things brought to the Village. He feels they have accomplished so much since June.

Trustee Scaletta said in regards to better customer service with the new website, can people apply for and pay for permits online at some point.

Ms. Mikula replied yes, that will be part of the new website. Residents will be able to take care of paying their water bill, parking stickers and building permits.

Trustee Scaletta appreciates the presentation talking about "one Village voice" since he feels it's good to have consistency across all departments.

Trustee Scaletta asked if the website visits mentioned in the presentation of 35,000 to 40,000 per month, if that included returning users.

Nancy Kluz, Community Relations Coordinator, replied they are unique visitors and most of them are going to the home page, employment page and Police Department page.

Ms. Mikula said in the new Village website they will have something called heat maps that will tell you where the visitors are going on the map. You will also be able to see where their mouse hovers and how many clicks it takes.

Trustee Scaletta said the Village has made huge strides on social media. The Village is definitely making a footprint on Facebook. He thinks any way the Village can reach out to people would be great. Even if people are not interested in social media and the website, they need to continue to find ways to get the information out to the residents.

Trustee Scaletta also mentioned that he feels it is time to explore technology that exists to update how parking is paid for throughout the Village. You see this technology everywhere such as Chicago and Lake Geneva. This requires a system where you can pay by credit card and keep track of your parking time limit. He feels it's time to move forward with this and that it would be much easier with an electronic system. He knows it will cost the Village money to start this system but in the long run the Village will save money down the road and would be more efficient for the users and the Village.

Trustee Tinaglia talked about how important it is to keep moving forward on new ways to do old tasks.

Trustee Tinaglia asked what the top complaints are that the employees' receive at Village Hall.

Ms. Mikula replied that people feel the two hour parking zones should be longer. Also, that the employees of the local businesses are parking on the street. Another complaint is that parking is not easy to understand or find in the downtown area garages. This is one of the initiatives that is being looked at, modernizing and taking a fresh approach to see where improvements can be made.

Trustee Tinaglia said there has to be a way to pool resources so information can be on the website and make things simple. He would like to see building permits online with standardized fees.

Trustee Tinaglia said the Village can have better communication with residents by encouraging them to sign up to receive Village information by asking for their email address. This way the Village can have better direct communication with them. So far there are 4,000 residents signed up out of 75,000.

Ms. Mikula said the greatest opportunity would be with the new Village website. This will relaunch the Village to the community and people will want to conduct business with the Village since it will have much more information on the website and be user friendly whereas now they might think it's too cumbersome.

Trustee Tinaglia recommended possibly having an article in the newspaper to encourage people to connect with the Village by giving their email address.

Ms. Mikula replied she would like that and would work closely with the newspaper to do so.

Mr. Recklaus said he is encouraging all departments to ask for email address on all forms as a way to communicate. Also, to ask any new resident that comes in to the Village for their email address. Over time, this will have a big impact.

Trustee LaBedz asked if there will be support on the new website if anyone is experiencing problems.

Ms. Mikula replied yes there would be support.

Trustee Blackwood said one thing she gauges the success of any venture, especially on Facebook, is how many times these videos, pictures or comments are shared. Her experience among her friends are they love to share what is on the Village's Facebook page.

The other suggestion she has refers to the Village concept, "One voice of the Village." Regarding the new website, she would like to include Village activities as well as other community activities since so many of the residents look at the Village website as being all inclusive. Maybe you might want to have community organizations post some of their activities for a small fee as an opportunity for income.

Trustee Farwell said he feels in just nine months that the IS Department has become a model department for the future. He thinks Ms. Mikula's presentation would be the perfect thing to put on the Village's tv channel to show the residents how government changes with the needs and demands of the citizens and how we are doing this efficiently in a transparent manner.

Trustee Sidor said the IS Department is taking the Village into new territory. He likes challenging the status quo and improving upon how we are the liaison to residents and the business community. He thinks that should be the model every single Department Director embraces.

Trustee Rosenberg asked if any of the IT help calls can be reduced.

Ms. Mikula replied that they know who the heavy users are and it is based on what they do due to the nature of their job which is 24 hours a day, seven days a week. Some of these help calls are on week nights and weekends.

D. Departmental Status Reports - Police

Mr. Recklaus said the next presentation is from the Police Department.

Gerald Mourning, Chief of Police gave a presentation on the Police Department which is comprised of three divisions, the Administrative Services Division, Criminal Investigation/Community Services Division, and the Patrol Division.

President Hayes said seeing the crime rate decreasing every year since 2008 is tremendous which reflects the professionalism and expertise of every member of the Police Department.

Trustee Glasgow said Arlington Heights is one of the safest communities in the state and he commends the Police Department for their hard work.

Trustee Scaletta said he appreciates the fact that the crime rates are going down. He thinks since Chief Mourning has been here, he has been a great leader and made changes to the way the Village is policed.

Trustee Tinaglia talked about parking tickets and if the Police Chief receives many complaints.

Chief Mourning said parking tickets just seem to enrage the public.

Mr. Recklaus said the Police Department issues about 16,000 parking tickets a year. When the Village gets a few hundred complaints it puts things into perspective. The complaints are a small percentage when you look at the amount of parking tickets that are issued.

Trustee Rosenberg agrees with Trustee Scaletta's comments about what a great job the Police Department does and that they are well respected.

Trustee Blackwood talked about the new drug that is an opiate antidote which saved two people from a heroin overdose in Arlington Heights. She asked about heroin usage in Arlington Heights and if it has increased.

Chief Mourning replied yes it has increased. Heroin has become a cheaper alternative to opiates in people ages 18-28.

Trustee Blackwood asked if any of the Officers have gone to the schools to educate the students about heroin.

Chief Mourning said his department has provided forums.

Trustee Farwell congratulated the Chief on the crime rate going down and how this reflects his leadership.

Trustee LaBedz thanked the entire Police Department for all they do. She appreciates how caring the department is to the residents of Arlington Heights and how fortunate the Village is for their service.

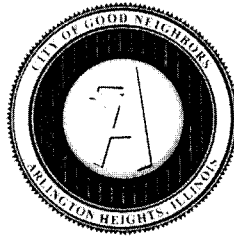
Mr. Recklaus talked about a statistic that sticks with him regarding the Police Department. There are about 19,000 municipalities in the United States, and 437 municipalities that are the size of Arlington Heights or bigger. Arlington Heights has the 5th or 6th lowest crime rate. This speaks for itself. He also wanted to mention that when he meets with the Police Chief every week and they talk about the different Police cases he is amazed how many of these cases get cleared. This comes from the culture of the Police Department.

Mr. Recklaus commented that the theme present throughout the presentations given this evening is the Village has really great people in this organization and he is proud to be part of it.

V. OTHER BUSINESS

VI. ADJOURNMENT

Trustee Scaletta moved, seconded by Trustee Farwell to adjourn the meeting at 10:33 p.m. Upon a voice vote, the motion passed unanimously.



MEMORANDUM

DATE: March 8, 2016
TO: Randy Recklaus, Village Manager
FROM: Diana Mikula, Assistant Village Manager
SUBJECT: Integrated Services Department – Annual Departmental Report

INTRODUCTION

In June 2016 an organizational restructure took place and a new department was formed called the Integrated Services Department or ISD. The new Department includes the Village Manager's administrative staff, Community Relations, and the IT Division. The Assistant Village Manager oversees this new Department. The focus of this new Department is to optimize interdepartmental processes and to effectively assess and use strategic and organization-wide thinking.

The Integrated Services Department is organized into two divisions- the Village Manager's Office and the Information Technology Division. A total of eleven staff members make up the ISD.

This new departmental workgroup focuses on key service areas where interdepartmental coordination is key.

- *Utilization of Information Technology*- Involve IT earlier in process planning and project decisions. We want to leverage technology as much as possible to optimize our operations.
- *Community and Public Relations*- With a growing reliance on social media, websites, and other technology to get the Village's message out, this area will work even closer with IT and have it play a bigger role with various interdepartmental efforts.
- *Customer Service*- Instill a spirit of continuous improvement and a positive customer service experience while delivering efficient and effective government service.

This new Department intends to challenge the status quo and improve how we are a liaison to residents and the business community but also to our internal customers which is our employees and helping 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 solutions oriented.

The Assistant Village Manager (AVM) 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, social media platforms & website. Also provide News Releases to press. Manage responses to comments on social media platforms. 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.
- **Community Events Staff Committee** - oversee 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.)
- **Assistance with Marketing** - work with Planning & Community Development regarding ad campaigns, promotions, Discover website and Discover Facebook
- **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, Idle Free, informational/promotional videos
- **Cable Liaison** - assist residents with cable complaints regarding service problems and billing problems

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 FOR 2015

ADMINISTRATIVE UNIT

Liquor Licenses:	
New applications	10
Special Event Licenses	44
Annual Renewal process	119
Proclamations – General/Annual	30
Conference Rooms Used by Outside Groups	324
Civic Event Sign Posts	35

LEGISLATIVE UNIT

Village Board Agendas	24
Committee of the Whole Agendas	26
Friday Informational Packets	53
Boards & Commissions:	20
Total Members	148
New Member Appointments	21
Reappointments	42
Resignations	13
Proclamations – Village Board Agenda	20
Presentation of Colors by Scout Troops	8

COMMUNICATIONS UNIT

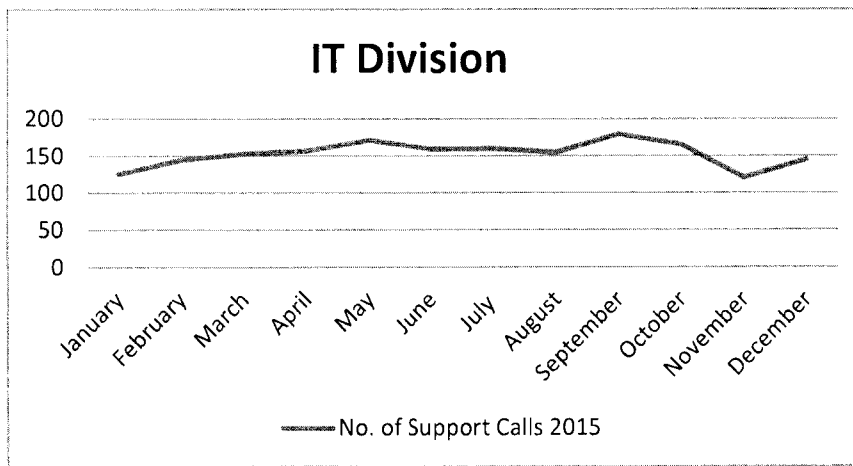
Public Inquiries through “Contact Us”	40 - 50 emails per month
Social Media Posts:	4-5 per week
Village Facebook	1-2 posts per day
Discover Facebook	2 posts per week
Village Twitter	2 posts per day
Social Media Followers:	
Village Facebook	7,899 Likes
Discover Facebook	10,988 Likes
Village Twitter	2,032 Followers
Social Media Engagement (Facebook & Twitter)	20 per month. Responses increase depending on topic.
Website Visits	35 - 40,000 per month
Website News Posts	150-160 per year
Reach	4,000+ receive e-alerts on news & events
Online Streaming of Board Meetings	800-1,500 viewers per month
Community Event Staff Review Committee	30+ events reviewed per year
Sounds of Summer	15 concerts
Fundraising	\$15-16,000

IT DIVISION

On an annual basis, the IT division supports:

- 8 locations
- 463 computers
- 1833 IT help desk calls
- 109 servers/routers/switches/security devices
- 51 Public Safety Mobile Data Terminals (Fire & Police)
- 172 Printers/scanners/copiers

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



The GIS staff supports and maintains the following records:

Data	Year (2015)
1. # of addresses maintained in the GIS system (The number of unique property addresses in the GIS System)	35,973
2. # of address labels (Each label represents an address of a single family or multi-unit building in the GIS System)	22,184
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)	519 (89*)
5. # of GIS training hours provided to Village staff	295

6. # of GIS projects - maps/data (Projects include Crime Analysis, Comprehensive Plan, Fire Districts, Police Beats, etc.)	-566 ArcMap projects -644 PDF maps
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*Layers located in Public Works and they are separate from the main database server.

3. KEY ACCOMPLISHMENTS IN 2015

VILLAGE MANAGER'S OFFICE

- Creation of the ISD - Communicating the focus on interdepartmental service integration, optimization of business process and reorientation of the IT Department within the organization
- Initiated the Village Facebook Page - formerly the Facebook page of the Planning Department, the Village-wide Facebook was started in February, 2015 with 1,700+ Likes and has now reached nearly 8,000 Likes in February. The majority of the audience is Arlington Heights residents. The Facebook Page joins other two social media platforms – Arlington Heights Twitter and Instagram.
- Social Media Enhanced Outreach - The rollout into social media has been embraced by the public as a new tool they can use to have a true dialogue with its local government.

As the audience continued to grow, Staff tried “live messaging” from our largest event, the Mane Event held in early August in the Downtown. Our goal was to see if the Facebook audience would engage with us on this fun adventure, which included 10 different posts throughout the evening of the event.

Each post during Mane Event reached between 1,200 – 3,500 of our Facebook followers and each post received between 200-500 likes and comments. That's an incredible, positive engagement!

At the end of the event, a slideshow video of Mane Event pictures, entitled “Oh what a night” was posted that provided an upbeat, fun showcase of life in Arlington Heights. The short video reached an impressive 6,400 people with over 300 likes and comments.

From this engagement experiment we successfully captured and built enthusiasm and community spirit. We also learned how popular short, video messaging can be and it needs to be used more often as a communication tool on social media and the Village's websites.

- Police Station Project “subsite” on the website - Several pages were included on vah.com that provide a timeline, articles, video clips and presentations made to the Village Board on information regarding the Police Station project.

The special pages dedicated to the Police Station project have generated 300-600 monthly views by users, according to the analytics of the website. With news articles posted on the website and posts to Facebook, Staff makes sure to include a link to the pages that provide background information on discussions and decisions regarding this important project.

- Selection of a new website vendor - Now that a new website design is fully supported by Administration and the Village Board, and an innovative vendor is selected, the Village is able to create a new website that will make local government easily accessible, interactive, and increase citizen engagement.

The new website will feature a Citizen Request System that enables a resident to put in a request for a pothole to get filled, for example, and include commentary and pictures. That citizen's request will be routed to staff that will respond to the request and keep the citizen informed of progress. The resident who put in the request is able to log into a "dashboard" that will allow them to track the progress of their complaint/request.

Department leaders will also have the ability to monitor the "work flow" on a citizen's request and data will continue to be stored on the website's management system that can be downloaded by Department Directors as a way to track how efficiently and quickly their staff is responding to requests for services. This website module will provide great insight in how we can make the services we provide as effective as possible.

Other items included with a new website include an interactive calendar that will sync dates with your calendar, news e-alerts that can be sent by email or text message, online payment portals, a jobs module that allows applicants to upload their resumes, voting, surveys and polls module, focus group module where the Village can have an area for citizen groups to exchange ideas and documents with the Village in a secure environment versus an open social network, event management and registration and a separate internal Intranet module for review of specific information that can be accessed by the Village Board and Staff.

IT DIVISION

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

Village Wide:

- Performed a major network upgrade to the backbone which interconnects all remote sites. The migrated Core Switch provides resiliency, redundancy and improved performance.
- With the assistance of Public Works, implemented a Village owned fiber-optic connection between Village Hall & Public Works

- Migrated and decommissioned 10 servers off an old 10 year server hardware
- Upgraded numerous server and client applications village wide
- Replaced 86 PCs village wide
- Implemented Password Policy change for all Village Staff user accounts
- Implemented a secure file sharing solution that enables Village employees to share files with vendors in a secure manner
- Completed email server migration to Microsoft Exchange 2010
- Reconfigured Wi-Fi network to provide better coverage and enhance security
- Developed an internal Customer Service Directory website
- Installed UPS battery backups on critical network devices
- Implemented enhancements to the GIS Neighborhood hub and various internal GIS web applications

Public Safety:

- Implemented two-factor authentication in all Police vehicles to meet FBI - Criminal Justice Information Services Division security requirements
- Upgraded Police In-Car Camera System
- Upgraded the Virtual Private Network (VPN) software on all Public Safety vehicles
- Standardized the operating system to Windows 7 on all Public Safety vehicles
- Assisted Northwest Central Dispatch with the network connection upgrade

4. REVIEW OF CURRENT AND ANTICIPATED CHALLENGES

- **Implementation of a new website** - Designing and implementing a new Village website that will provide ease-of-use for all users, provide online forms and payments, and have information delivered in a manner that uses a “Village Voice” instead of using “government-speak.” Providing timely training to Staff on the new website modules.

As technology changes, so does the way in which Village news needs to be delivered to the public. Habits of users on websites also continue to change, which will directly affect the way a new Village website is designed (heavy demand on online forms, online payments, ability to quickly locate information). Employees will need to streamline processes and forms as well as explore digital solutions.

- **Social Media Expectations** - The public's expectation regarding their communications with the Village has also evolved with technology. It must be understood that the public expects a quick response if they email or post a comment on a Facebook page.

While we have tools in place to quickly reach residents who follow us on social media or use the Village website, we must continue to look at ways we can reach the population who is not as comfortable using technology as a way to learn about news of their Village government.

- **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. In addition, GIS faces challenges in regards to digitalization of data and maintaining increased workload.

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:

- Internal technology consulting and departmental assessments
- Coordination of interdepartmental projects including: 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 & Friendship Park work groups
- Reviewing new liquor classifications to meet new business concepts and an overhaul of the entire liquor code
- Preparation for the new website conversion and keeping up to date with all social media efforts
- Instituting Goal Setting session with the Village Board and establishment of a Business Plan
- Assistance with communication and temporary parking solutions for the parking garage maintenance and rehabilitation project

- Participation on various committees associated with the new Police Station
- Improvements to signage in the parking garages and surface lots
- Exploration of new parking “zones” and ways to meet temporary parking needs
- Exploration of commuter mobile payment solutions
- Encouragement of paperless processes

IT and GIS

- 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
- Replacement of equipment that has reached the end of life
- Provide technology leadership in the rebuilding of the Police Station
- Storm sewer inventory (including relaying all storm sewer lines and developing comprehensive data attributes)
- Fill the vacant Information Technology Specialist position

6. POTENTIAL NEW INITIATIVES

- a. Village Newsletter - Explore reintroduction of a Village Newsletter. The former “Village Quarterly” was last printed nearly 15 years ago. It should be considered resurrected online and thought should be given as to how it could be mailed or shared with those who do not routinely use technology as a way to connect with the Village.
- b. Increase citizen engagement - as a new website is completed and becomes a more convenient site because of the new online tools made available to the public we serve, we have to be prepared to improve our customer service response time and to continue to utilize a Village Voice that is consistent and reflective of how we want people to envision their community of Arlington Heights.

We also need to take advantage of the new tools we will have and of the immediacy that technology provides us as a way to engage citizens more in their government – whether it be by providing input on a project/topic or by participating in online polls/surveys, etc.

- c. New Communication methods - As another form of information sharing with the public, we believe information delivery is becoming more short video and picture-oriented. We plan to include more informational and lifestyle videos into our messaging to the public.

- d. Employee Training in Technology - Invest in employee training to include skills in Adobe Photoshop, Adobe Illustrator and InDesign, as well as iMovie and other video editing as necessary. Skills in these design programs will enhance our messaging capability.
- e. Parking System - Explore commuter parking automation and whether an updated parking study is needed. Investigate current parking policies for meeting the parking needs of different user groups. Consider refreshing/updating parking maps and signs in the garages.
- f. Automate Liquor License Process - create fillable forms. Also explore online processing of liquor license renewals and other forms/applications.
- g. Streamline internal Boards and Commission process - explore a sharable database for B&C procedures and information to include term expirations, letters from the Mayor, and notification to departments of resignations.
- h. IT initiatives - improvements to the disaster recovery and business continuity, shift towards web-based and mobile applications, provide paperless solutions, and assist in streamlining business processes.
- i. Explore a community-wide Customer Service Survey - This survey will help identify community needs and priorities. Information gathered from the survey will help the Village make data driven decisions and prioritize actions based on objective data. Regular surveys will also provide a benchmark to compare community attitudes and perceptions over time.
- j. Creation of an ISD motto – Plan to convey the importance of employees communicating in “**One Village Voice**” that is **Clear, Consistent and Courteous**. As we integrate best practices, we will continuously search for better solutions that improve our work products and enhance the Village experience for the public. We plan to strengthen the Village experience by conveying our motto to all employees to communicate in “**One Village Voice**”.



ARLINGTON HEIGHTS POLICE DEPARTMENT DEPARTMENT MEMORANDUM

TO: Randy Recklaus
Village Manager

FROM: Gerald S. Mourning
Chief of Police

DATE: February 24, 2016

SUBJECT: 2016 Police Department Report

Scope of Services Provided

The Police Department is comprised of three Divisions.

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

Records Bureau

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

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

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

Support Bureau

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

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

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

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

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

Grant Preparation: Conducts research and develops grant opportunities.

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

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

Training: Facilitates formal and in-service training programs.

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

Criminal Investigation Bureau

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

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

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

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

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

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

Community Services Bureau

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

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

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

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

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

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

Patrol Bureau

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

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

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

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

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

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

Traffic Crash Investigation: Traffic crash investigation and reconstruction.

Traffic Bureau

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

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

Parking Enforcement: Responsible for the enforcement of parking ordinances.

Traffic Crash Analysis: Traffic crash data is analyzed for selective enforcement targeting.

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

Workload Indicators

Performance Measures	Calendar Year		
	2013	2014	2015
1. # of DUI Arrests	200	206	153
2. # of Citations Issued:			
Hazardous Citations	6,510	5,967	6,291
Non-Hazardous Citations	5,795	5,140	7,019
Parking Violations	<u>16,729</u>	<u>17,746</u>	<u>15,596</u>
Total Tickets Issued	29,034	28,853	28,906
3. Part I Crimes	854	809	721
Part II Crimes (all other offenses)	<u>1,952</u>	<u>1,832</u>	<u>1,846</u>
Total Crime Reported	2,806	2,641	2,567
4. Arrests:			
Adult	936	853	706
Juvenile	<u>126</u>	<u>146</u>	<u>124</u>
Total Arrests	1,062	999	830
2014 Citizen Satisfaction (Survey)			
		(Conducted every three years)	
▶ Competence of the Officers		90.5% Rated Good to Excellent	
▶ Courtesy of the Officers		88.5% Rated Good to Excellent	
▶ Fairness of the Officers		87.4% Rated Good to Excellent	
▶ Demeanor of the Officers		89.8% Rated Good to Excellent	
▶ Overall Satisfaction of Police Services		89.1% Rated Good to Excellent	

Key Accomplishments in 2015

Training remained a top priority for the Department. The annual re-training for Department personnel was restructured in an effort to maximize content with significant consideration given to limiting costs. Electric/on-line training for sworn personnel was expanded to include re-training on Department policy. Cybercrime related training was increased to ensure Officer proficiency in fraud and identity theft investigations. A lesson plan was developed to train Public Service Officers in the manual of control of pedestrian and vehicular movements.

Personnel initiatives were completed and included intensified recruiting efforts to create a candidate pool for entry level Police Officers that more closely resembles the demographic makeup of the community. Department personnel collaborated with Human Resources on processes related to entry level and promotional testing. Recommendations were made to the

Police and Fire Commission that included annual testing for Police Officers, consideration of out-of-state certified candidates and increased staff input in the oral exam process. Personnel re-assignment and/or retirements were forecast in an effort to identify future staffing needs. One of the Department's two Animal Welfare Officers retired in November 2015. The position's job description was revised resulting in expanded responsibilities.

The Patrol Division expanded successful traffic calming efforts by obtaining additional radar speed signs to alert motorists of their speed in neighborhoods, school or work zones, thereby increasing the effectiveness of an established traffic safety program. Patrol resources were strategically deployed in conjunction with data driven crime analysis to increase crime prevention suppression factors. The Division participated in both national and statewide Chiefs Traffic Safety Challenges focusing enforcement efforts to reduce personal injury and fatal accidents. A pilot program was researched, developed and implemented for collecting traffic stop data in a more efficient matter. A life saving opiate antidote Narcan was researched, developed and implemented, resulting in one life being saved.

Other successes during the past year included additional grant funds being obtained for the continuation of the Crisis Intervention Team (CIT outreach program). A policy was developed for best law enforcement practices related to the use of automated license plate reader technology.

Significant Cases Cleared by Arrest

- An Arlington Hts. north side gasoline station was robbed at gunpoint twice. Des Plaines Police Department (DPPD) arrested a 26-year-old male of unincorporated Arlington Hts. outside a Des Plaines gasoline station. A DPPD Detective contacted the Arlington Hts. Police Department (AHPD), and the AHPD Detective interviewed the offender. He admitted robbing the Arlington Hts. gasoline station on two separate occasions.
- An Arlington Heights electronics and appliance franchise experiencing a rash of retail thefts at their store, and other stores owned by the franchise in the greater Chicagoland area. The Detective learned the five identified offenders were part of an organized theft crew operating in Illinois. AHPD Detectives recovered over \$20,000.00 in stolen merchandise, a Mercedes Benz, two firearms, over \$88,000.00 in jewelry and \$101,000.00 in cash. The 36-year-old male offender, his 34-year-old wife, 18-year-old son, 19-year-old daughter and the daughter's 21-year-old boyfriend, all from Northbrook, were each charged with a felony count of **Continuing Financial Crimes Enterprise**.
- A clerk at a south side Arlington Hts. convenience store reported being robbed. Detectives conducted a canvass of surrounding businesses and found a business owner who believed the offender was a frequent customer at his store. Detectives determined that the suspect resided in a Rolling Meadows apartment complex. Detectives went to the apartment and located the offender. The offender was interviewed and confessed to committing the robbery.
- An Arlington Hts. resident reported she provided approximately \$340,000.00 to an investment broker. The offender did not purchase securities and futures contracts for

his clients, instead, spent the funds on gambling expenses at area casinos and personal living expenses. Investigation resulted in the 59-year-old male, being charged in federal court with **Wire Fraud**.

- In August, detectives were assigned to investigate a report of a Home Invasion/Aggravated Criminal Sexual Assault that occurred at a retirement community. The offender dragged the sleeping 97-year-old victim from her bed, pulled her into the bathroom, and sexually assaulted her. The 51-year-old Mt. Prospect resident was charged with **Home Invasion, Aggravated Criminal Sexual Assault and Aggravated Battery**.
- In September 2014, detectives investigated a report of a Home Invasion/Sexual Assault which occurred in the 2400 block of S. Embers Lane. The offender was not identified until October/2015. The offender was charged with **Home Invasion and Aggravated Criminal Sexual Assault**.
- An Armed Robbery was reported at a tanning salon in the 300 block of Palatine Road. A 24-year-old Arlington Hts. resident was charged with one felony count of **Aggravated Robbery**.
- An Armed Robbery occurred at the TCF Bank 440 E. Rand Road. The 37-year-old Arlington Hts. resident was identified as the offender and was turned over to the FBI and later charged under Federal Statutes for **Bank Robbery**.
- A lengthy cold case investigation into the 1991 homicide of Loretta Tabak-Bodtke culminated with the arrest of former attorney, Donnie Rudd, 73-years-old, of Sugar Land, Texas, for the 1973 murder of his 2nd, wife, Noreen Kumeta-Rudd, 19-years-old. The investigation prompted a series of forensic and medical re-examinations of the evidence, including the exhumation and autopsy of Kumeta-Rudd. As a result, the Kane County Coroner changed the manner of death to homicide attributed to blunt force trauma to her head. Mr. Rudd has been charged with **one count of Murder**.

Awards

L.W. Calderwood Officer of the Year Award

Officer Doug Glanz was selected as the L.W. Calderwood Officer of the Year – An annual award presented to a sworn officer of the Department for recognition of demonstrated contributions for the overall betterment of the community.

Crime Stoppers Officer of the Year Award

Officer Tim Jasper was selected as the Crime Stoppers Officer of the Year - An annual award presented to a sworn officer of the Department for recognition of demonstrated contributions to public safety and the reduction of crime through the use of investigative skill and enforcement-oriented activities.

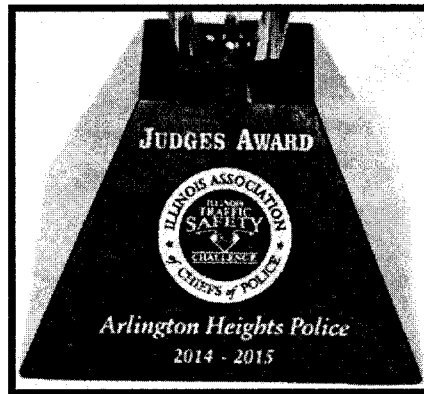
Civilian Employee of the Year Award

Administrative Assistant Candace Nykiel was selected as the Civilian Employee of the Year - An annual award presented to a non-sworn officer or civilian employee of the

Department in recognition of demonstrated contributions to the overall betterment of the Department and/or the community it serves.

Illinois Traffic Safety Challenge

Arlington Heights Police Department was the 2014-2015 Illinois Traffic Safety Challenge Winner for Municipalities with 101-250 Sworn Members.



National Night Out

National Night Out against crime program award for 11 consecutive years.

The Department received its initial accreditation from the Commission on Accreditation for Law Enforcement Agencies in 2008. The Department has been re-accredited in 2011 and 2015.

100 Safest Cities

For the third year in a row, Arlington Heights has been named as one of the 100 Safest Cities in the United States, for communities of 25,000 people or more.

Current and Anticipated Challenges

The Illinois Legislature passed the Police and Community Relations Improvement Act that became effective January 1st of this year. This unfunded State mandate contains many subsections that include: Investigation of Officer involved deaths, UCR arrest – related death and other reporting, traffic and pedestrian stop statistical study, temporary questioning without an arrest, prohibited use of force by a Peace Officer, office of professional conduct database, law enforcement worn body cameras, and creates the commission on police professionalism.

In partial response to portions of the Act, the Major Case Assistance Team (MCAT) revised its operational policy to include the investigation of Officer involved deaths as well as in-custody deaths. This was done after consultation with the Illinois State Police and the Cook County State's Attorney's Office.

A different topic but equally challenging, is the filling of Police sworn Officer vacancies. As of today's date, the Department has two vacancies and is anticipating as many as five additional vacancies due to retirement in 2016.

Of the 21 Supervisory positions within the Department, seven of the incumbents will be eligible for full retirement benefits over the course of the next 28 months. This includes all three of the Department's Deputy Chiefs of Police.

Dealing with community mental health issues continues to be a priority for the Department. It is estimated that as many as 10% of all calls are related to individuals suffering from mental health issues. Crisis Intervention Team training will be expanded to include additional Patrol Officers this year.

Key Initiatives Now Underway

Police Department personnel are currently heavily involved in planning for the new Police Facility. The design phase will require involvement from key contributors throughout the entire organization. This is expected to take 12 – 15 months.

Anticipated vacancies within the Command Staff will require that an assessment center process be established by early summer. Mid-level supervisory personnel will continue to be sent to School of Police Staff and Command.

Personnel related issues include the development of a personnel policy that addresses medical marijuana, increased training for defensive tactics and rapid deployment, advanced training in cybercrimes, training regarding fire operations that will result in increased Officer awareness.

Other issues that will be tackled this year include: a study on the use of body cameras, re-establishing the volunteer program, developing a multi-year plan for the use of forfeiture funds, the exploration of an alternative to the State Police forensic laboratory.

New Initiatives

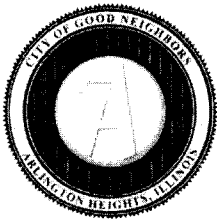
The Police Department will be literally on the move in 2017. The anticipated move to a temporary facility will require hundreds of hours of planning, in advance of the actual move. The primary goal for the Police Department is to minimize the disruption of delivery of Law Enforcement services to the community.

New technology provides many opportunities for improved productivity. Areas to be explored include card readers, ticket printers and electronic traffic stop data, replacement surveillance equipment, replacing the current pay-box system, the use of cameras at the top ten crash intersections, a forensic computer lab in the new Police Facility and the use of facial recognition software.

Other challenges ahead include: preparation for re-accreditation, acquisition of a Police command/communications vehicle, development of a professional recruitment video and assessment of the need for additional positions, such as a full-time civilian Crime Analyst, Police Social Worker and a second Financial Crimes Investigator.

Gerald S. Mourning
Chief of Police

GSM/kp



Memo

To: Randall Recklaus – Village Manager
From: Mary Rath – Human Resources Director
Date: March 7, 2016
Re: Annual Department Report – Human Resources 2016

WHAT DOES HUMAN RESOURCES DO?

"Human Resources" is a vague term. Although it suggests that the department manages the human assets of the Village, it does not provide a clear explanation of its role and purpose.

Traditionally, going to Human Resources used to be thought of as "going to the principals office," causing people to wonder what they did wrong. In reality, HR is collaborative, and works with all Village Departments on an ongoing daily basis. The Department is adaptive, resilient and quick to change, and has become a true function within the Village providing structure as well as managing its most important aspect - our employees. The core of HR's function is employee relations.

The simplest way to think about what Human Resources does is to think of any employment-related issues that an individual encounters from when they look for employment until they leave employment. It encompasses everything from on-boarding an employee (orientation) all the way through the employee's exit interview.

More specifically, our HR department manages recruiting, benefits, wellness, class and compensation, risk management, labor and employee relations, compliance, staff development and performance management for all 435 Village employees. HR interacts and works with each Village Department in establishing long-term strategies for growth and development of both its employees and the organization as a whole.

For example, HR staff spends a lot of time managing employee performance problems. In the case of a poor performing employee, HR discusses the issues with that employee's manager and develops a plan for improvement. Often, an HR representative is present in the meetings with the poor performing employee, and monitors the employee's progress. Depending on the situation, the employees may be referred into the Employee Assistance Program.

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

WHO IS HUMAN RESOURCES?

Including myself, there are four full-time employees and one intern in the HR Department. While being cross-trained in every HR area and balancing varying compliance issues, each staff member has clear duties and responsibilities.

My role is the Director of the HR Department. My duties include planning, managing and coordinating all duties of the Department. As such, my duties vary on a daily basis. For example, I spend some days immersed in employee relations coaching a Supervisor how to have a difficult conversation with an employee and other days I review and rewrite personnel policies. I am also a resource to other Directors regarding application of policies and rules, employee issues and the coaching of employees on their work performance.

Eileen Hellstrom is the Department's Administrative Assistant; however, she is actually the analytical link of the Department. She manages the day-to-day activities of the Department and conducts various surveys and tests candidates for open positions. Eileen coordinates recruitment for all non-sworn positions, and coordinates the Village's bi-annual employee physical program as related to Fire, Police and Public Works employees.

Kelly Livingston is the Human Resources Coordinator, coordinating recruitment for entry-level and promotional sworn positions in Fire and Police. Additionally, Kelly assists in numerous safety and risk management functions including the Village's Safety Committee and the Accident Prevention Board. She works closely with the Workers Compensation program and is the conduit between the Village's Third Party Administrator and employees.

Jean Cook is the Village's Benefits Specialist, and manages the Village's numerous benefits functions including all medical, retirement, and accruals. She schedules all training in this area and is responsible for the Medicare Part D prescription rebate program that the Village receives annually. Jean works closely with the Village's payroll coordinator.

HR is fortunate to have an intern. The intern learns about and assists with many of the HR functions. We take great pride in this position and use every opportunity to train and mentor our interns. Given the exposure and responsibilities provided to our interns, I am proud that every intern we have had has gone on to gain full-time employment in the HR field.

SKILLS

I believe that there are eight main skills to an effective Human Resources Department:

1. Organization
HR management requires an orderly approach. Organized files, strong time management skills, and efficiency are necessary.
2. Multitasking
On a typical day in HR, we may deal with the varied issues of an employee's personal problem, an intermittent leave question, a recruiting strategy for a hard-to-fill job, or contract interpretation. Priorities and needs change fast, and we must be able to quickly adapt and re-prioritize.

3. Understanding that organizational dynamics are not black or white, there are always shades of grey
A surprisingly large percentage of the issues that HR deals with are in “the grey area.” Does a particular decision by a supervisor constitute discrimination? Is an employee being harassed? What’s a “reasonable” accommodation? To be an effective Department, HR must be able to act with incomplete and best available information. We also need to recognize when to seek additional guidance to determine the best course of action on a problem, while maintaining and enforcing a sense of consistency and fairness across the organization.
4. Negotiation
HR must be able to negotiate. This includes day to day situations, when there are two or more opposing views, as well as contract negotiations between the organization and the Fire and Police unions. We must be able to find an acceptable agreement between all parties.
5. Communication
HR needs to be able to effectively communicate. We interact with potential employees, all levels of current employees, and outside entities. We must be able to communicate verbally and in writing. In our communications, we must be authoritative, convincing, and caring.
6. Confidential and ethical
HR is the keeper of confidential information. We monitor employees’ actions to ensure that policies and regulations are followed. We get involved when necessary and cannot be hesitant to implement change when needed.
7. Balance
HR must maintain a balance between being an advocate for the employees while also enforcing Village policies and procedures. This is a delicate balance, but if managed properly, reinforces trust and confidence among all staff.
8. Conflict Management
Not everyone gets along in the work environment; however, all employees must work together in a civil manner. Our challenge is to determine solutions to conflict in the most efficient and effective way.

WORKLOAD AND PERFORMANCE DATA

RECRUITMENT

Human Resource is responsible for the recruitment of all open positions. Throughout the recruitment process, we create the culture of the Village.

Human Resources hires the most qualified candidates for position vacancies. The recruitment process for non-sworn (non-bargaining) positions consists of reviewing the job description to determine if the responsibilities of the job have changed, posting and/or advertising for the vacancy, reviewing applications, interviewing, and checking the candidate’s background, including a reference check and potentially a drug screen and physical.

As the liaison to the Fire and Police Commission, I am responsible for the recruitment process for both entry-level and promotional positions in both the Fire and Police Department. The recruitment process varies but has similar components for both sworn and non-sworn.

Human Resources, along with the Police and Fire Departments and the Fire and Police Commission, are dedicated to filling vacant positions with qualified candidates. Both entry-level and Police Sergeant and Fire Lieutenants are interviewed by the Fire and Police Commission to create an eligibility list.

The chart below illustrates Fire and Police Commission meetings for the past three years. These include interviews for entry level Firefighters as well as entry level and certified Police Officer. The creation of eligibility lists for Police Sergeant and Fire Lieutenant are also included for the 2014 data.

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

Additionally, we just completed the written portion for entry level Police Officer and Police Sergeant testing. We are in the planning stages for entry level Firefighter and Fire Lieutenant testing, these tests are conducted bi-annually.

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

Total Village Positions Filled Per Year				
Police	Fire	All Non-union Positions	Temporary Postions	Total Positions filled
2013				2013
9	6	24	61	100
2014				2014
13	8	12	52	85
2015				2015
7	3	14	50	74

While we seek to promote internally for qualified candidates it is not always the right choice, as internal candidates may not be the most qualified for the position. In 2014, of the 25 positions filled, 79% were external candidates. In 2015, of the 11 positions filled, 64% were external

candidates, averaging 72% for the past two years. The Village currently has **13** vacancies, which includes two Fire and two Police positions.

BENEFITS

Wellness is a journey defined by physical, social, intellectual, emotional/mental, and financial components. Human Resources strives to offer training and guidance for each of the five components of the wellness journey in order to provide the best possible work environment for our employees and to distinguish ourselves from competing organizations. These training programs are promoted via the employee newsletter as well as email notifications to all employees.

We offer employees weekly physical fitness sessions with a certified trainer at both Administration and Public Works. We just completed our first year of a new running/walking program and will continue with monthly walks. In addition, we have a dietitian from Mariano's offer classes in cooking and nutritional guidance.

The Village offers numerous opportunities for social interactions throughout the year which provide valuable interaction among all Departments and fosters a sense of inclusion and commitment to a common goal. These opportunities include:

- Muffins with the Manger
- Employee Recognition
- Benefits Fair
- Employee Appreciation
 - Ice cream day
 - Picnic luncheon
- Brats and Shots
- Holiday Party

The Village has a long-standing relationship with Bensinger DuPont, the Villages Employee Assistance Program (EAP). Facilitators are scheduled to conduct training for our employees on a quarterly basis. These training programs range from stress management to dealing with elderly parents. HR also interacts with EAP on employee referrals and to gain insight into a specific employee issue.

Wellness is a journey with no defined starting or stopping point; it is different and personalized for every employee. We try to meet expectations and provide avenues for training and exposure in each component for all of our employees.

FINANCIAL

While the Village does have three defined benefit plans, the Illinois Municipal Retirement Fund (IMRF) and the Police Pension and Fire Pension fund, it is important for employees to have another "leg" for retirement. The Village provides a defined contribution plan, a 457, for which all employees are eligible. In fact, sixty-nine percent of all Village employees contribute to the 457 plan. The Village also has a payroll Roth program and a voluntary IMRF contribution program.

CLASSIFICATION AND COMPENSATION

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

On an ongoing basis, Human Resources both conducts and responds to surveys from our surrounding communities for comparable job descriptions and often times for salary comparisons. Surveys are also conducted for varying reasons stemming from benefit comparisons to comparisons of personnel policy.

Internal and external surveys conducted		
2013	2014	2015
296	250	342

A job audit is a process used to collect information about the duties, responsibilities, skills, and work environment of a particular job or jobs. The number of job audits varies annually and are conducted at the time of position vacancy, at the request of either the employee, Department Director or at the direction of the Human Resources Department or at the request of the Village Manager. A job audit can result in a title change, change in duties or a change in pay structure.

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

LABOR-MANAGEMENT RELATIONS

Our Police and Fire bargaining unit members are represented by two unions. Accordingly, we have certain obligations including negotiations for labor contract and occasional labor-management issues. The HR Director along with the Village's In-House Counsel and the Assistant Village Manager make up the Village Administration's negotiating team. We are proud to say that we have a positive relationship with both our Fire and Police Unions.

KEY ACCOMPLISHMENTS

We continually look for ways to streamline our work processes, reduce paperwork and become greener wherever possible. For example, in the past year, we have implemented the following practices:

- Implemented a debit card for Flexible Spending plan, reducing paperwork and administrative time
- Employees who utilize direct deposit now have the option of having their pay stubs emailed to them rather than sent a paper copy
- Candidates are able to email resumes and applications
- Files for Accident Prevention and Safety Committee meetings are available electronically

Recruitment is at the core of what we do in Human Resources, and finding the most highly qualified, skilled individuals possible is a great accomplishment. Through the recruitment process we are changing the culture of the organization by the level of quality employees that are joining our Village. I am very excited and energized about the quality of staff that we have at the Village, who adds diverse skills to our workforce. Our challenge is keeping our employees motivated, engaged, contributing and happy.

The key to recruitment is to remain flexible and open to new and better ways. Recruitment notification and position positing has changed drastically over the last five to ten years. No longer do candidates peruse the newspaper searching for employment. Technology has become the main avenue for position notification. The Village currently uses twitter, Facebook and the Village website, and is researching other social media for recruitment avenues. We are continually looking for and evaluating our recruitment procedures.

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

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

Risk management is a large part of the activity in the Human Resources Department. Risk management is an ongoing, continuous activity. Having a risk management process means that we know and understand the risks our employees are exposed to and we aim to minimize - if not eliminate - those risks through ongoing analysis, awareness and potentially training.

CURRENT AND ANTICIPATED CHALLENGES

Employee relations affect everything we do in Human Resources. We are continually reminded of the balance between taking care of our employees as well as the business side of our responsibilities. It is imperative to have a very clear vision of what can and cannot be done regarding employee requests. We must balance the rights and obligations of both the employee and the Village. In order to be successful, we must build relationships of trust and confidence with our employees; this must remain in the forefront of all the staff in the Human Resources Department. Maintaining our well-established relationships along with the trust that we have built remains paramount to us. I like to think of it as relationship management, which is ongoing and ever-changing.

FINANCIAL CONCERNS

Rising Costs of Medical Care:

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

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

UNFUNDED MANDATES:

1. Workers Compensation (WC)

Workers Compensation is a statutory benefit for employees who suffer accidents or diseases arising out of and in the course of their employment in accordance with the Illinois Workers' Compensation and Occupational Diseases Act.

The Illinois Workers Compensation Act was written for the benefit of the injured worker. It contains a very low causation standard. Unlike some other states, injured Illinois workers only have to prove that work was "a causative factor" in causing their injuries. They do not have to prove that work was a major, or even a minor cause.

2. Public Service Employee Benefit Act (PSEBA)

PSEBA was designed to provide medical benefits to law enforcement and firefighter personnel, their spouses, and children when employees are killed or catastrophically injured. The Act does not define "catastrophic injury." In recent years, a number of courts attempted to define "catastrophic injury" and clarify what triggers the requirement to pay health benefits. Currently the courts define "catastrophic" as any line of duty disability. This definition has placed a heavy financial and

operational burden on the Village. This unfunded mandate has a direct relationship on the cost of medical insurance to the Village of Arlington Heights.

3. Affordable Care Act (ACA)

Since 2013, the Village has been affected by the Affordable Care Act (ACA) and has complied with the law's complex requirements. The requirements range from various employee notifications as well as required reporting to the government. Additionally, there are required changes to Health Insurance plans and fees the Village is required to pay, which are used to offset costs of medical insurance. There remains the "looming" effects of the Cadillac tax which will not take effect until January 1, 2020, instead of the original deadline of January 1, 2018.

IMPACT OF THE AGING PUBLIC SECTOR WORKFORCE

Approximately 31% of Village employees are eligible to retire; however, it is often difficult to accurately estimate when those retirements will occur. This can be challenging in that it is imperative to not have a drop in service levels for our public safety positions. Accordingly, there may be valuable reasons to over hire in critical positions in order to avoid changes in service, as well as curtail the rising amount of overtime payments and eliminate potential job burnout.

In order to prepare for the impact of the aging workforce, I would like to design and implement mentoring programs for our employees in order to prepare them for future opportunities within the Village and to help avoid a gap in services due to retirements or turnover in Village staff.

CHANGING WORKFORCE

In our experience, there is not a labor shortage, there is a talent shortage. Recruitment in the public sector has become increasingly competitive. We are moving towards creating a culture that is strategic in its recruiting to ensure that technical skills are identified and practiced by all employees. Currently the Village of Arlington Heights is an employer of choice in the public sector. Our challenge is to maintain this prestige, continuing to be innovative and open to changes that come along the way.

An additional challenge is the recruitment of qualified Police Officers. In light of the media scrutiny of public safety officers, the number of candidates testing has slightly dropped, however the percentage of passing candidates has remained stable. I believe that is because those who are interested in Public Safety positions are driven and highly motivated regardless of the media bias towards Officers.

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

Due to the changes related to the Fire Hire Act, which established guidelines for hire and allows preference points for direct fire training and certifications, we do not experience the same challenges during the recruitment process for entry-level Firefighters. With these additional qualifiers, the candidates are more likely to have experience in Fire service, understand the duties and responsibilities of the position, and thereby go through the entire recruitment process typically very smoothly.

Millennials, born between 1979 and 2000, have now surpassed Generation X to become the largest generation in the American workforce. Adults between the ages of 18-34 now make up one in three American workers. Millennials want flexibility; they work well with clear instructions and concrete targets however they do not want to be micromanaged and are used to multitasking in order to accomplish their jobs.

One of the greatest challenges to us as an employer is that millennials are less likely to change their lifestyles for a job. As a whole, they are less likely to want overtime and are looking for flexible work schedules. They care about the community, however, they want flexibility regarding their work schedules. Interestingly, millennials understand that life isn't just about making money, they want to make a difference - which is what a career in the Public Sector is all about.

In order to effectively manage this generation, we must clearly explain to potential employees what is expected from them in terms of work output. There is also a significant gap between perception and reality when it comes to the promises of work/life balance. We need to be aware of the message we are sending out regarding work/life. Additionally, we need to be aware of personal and professional goals of our employees. It is important to have continual feedback and more frequent evaluations and conversations; millennials want to know how they are doing much more frequently as opposed to an annual performance evaluation.

The growing use of technology is driving the demand for a highly skilled workforce which in turn will propel the Village forward in technology innovation in all its Departments. We need to prepare for this and continue to be open to innovative ways to work better and smarter.

We are looking to continue our intern program for college students as well as our continued work with District 214 with High School students. We have implemented safety training for all of our interns on an annual basis to minimize personal injuries and vehicle accidents. The individual departments conduct a review of each intern at the end of their employment and HR conducts an informal exit interview. These reviews serve to help interns gauge their performance as well as prepare them for future career opportunities.

CREATING A HEALTHY WORKFORCE

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

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

KEY INITIATIVES NOW UNDERWAY

WORKFORCE PLANNING/TALENT MANAGEMENT

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

We are changing the focus from “is this person a good fit for this role?” to “is this person not only a good fit for this role, but also for the organization as a whole, and for future roles they may inhabit?” Talent management is an organization-wide, holistic strategy for hiring, training, and retaining top performing employees.

Talent management differs from previous HR processes in terms of hiring, training, and retaining employees. We now work as a team with each Department in terms of job descriptions, candidate objectives and training. Talent management is more strategic, and is a long-term plan closely associated with overall Village goals, while HR is more tactical, dealing with the day-to-day management of people.

We work closely with Village supervisors and guide them throughout sensitive employee situations. We are currently designing training for new Supervisors in the Village which will be implemented this year. An effective supervisor training program is crucial because a bad supervisor or even a bad decision by an otherwise good supervisor has haunted countless employers, whether it comes in the form of lower employee productivity or potential employee lawsuits.

We are in process of designing and implementing an employee satisfaction and morale survey. These results will help us in planning and implementing positive changes in the workforce.

A well-designed survey can provide feedback on strategic planning and branding, recruitment and selection and improve retention for highly skilled employees.

ONGOING RISK MANAGEMENT

Risk management is a cycle. That means that it is not something that gets checked off a "to do" list but it is a continuous activity. Having a risk management process means that the Village has a process in being proactive in identifying potential risks and evaluates the risks and has strategies in place to remove the risk altogether, reducing the likelihood of the risk happening or minimize harm in the event that something happens.

Human Resources is working with the Fire Department as well as Fire Union Representatives in a Loss Control/Risk Management study. This study evaluated the Fire Department’s injuries and identified targeted areas to add to the Village’s employee safety committee as well as suggested solutions. A committee has recently been formed whose function is to review and assess the suggested solutions, then work towards implementation. Additionally, we are working at identifying and implementing a Peer Training program for our firefighters and police officers.

We work closely with the Police Department and Police Union Representatives in limiting potential areas of risk and continuing to fostering our working relationships.

We are continuing on our safety training initiative and are currently scheduling safety training for our inspectors as well as refresher courses on reasonable suspicion.

BENEFITS

In our efforts to reduce medical costs the Village has converted its dental plan to a “Passive PPO” dental network. This provides deeper discounts for both the employees and the Village when employees elect to use a participating dentist. Approximately 50% of employees have seen their dental dollars go further due to the new discounts without changing their providers, as many dentists are in the approved network. Participants who elect to use non-participating dentists will continue receiving the same benefits as provided in the past.

This is the eighth plan year the Village has applied for and received a rebate for participation in the Medicare Part D prescription drug rebate program. To date, the Village has received approximately \$989,000 since its initial participation in this program. This past year, the Village received a rebate of \$123,000. This rebate helps to offset the cost of the health insurance premiums.

The Village will continue to actively pursue cost saving measures for both the Village’s medical plans and workers’ compensation. Wellness programs continue to be the number one strategy that organizations use for health care cost containment. For several years, the Village has offered wellness programs to promote health through diet, physical fitness, emotional fitness and the reduction of high-risk factors. In addition, the Blue Cross/Blue Shield website provides wellness support which includes a 24/7 Nurse Helpline. I also meet quarterly with the Villages Occupation Health physician discussing concerns and suggested ways to keep our employees healthy and safe throughout their working career.

Employer paid benefits make up 30 – 36% of total compensation costs and is rising annually. In 2016, each employee will receive a Total Benefits Statement that will show employees the total value of their benefits and compensation package.

Total benefits statements give employees information on the complete pay package awarded to them on an annual basis, including both direct and indirect compensation. Direct compensation is “all compensation (base salary and/or overtime pay) that is paid directly to an employee.” Indirect compensation can be defined as “compensation that is not paid directly to an employee and is calculated in addition to base salary (e.g., employer-paid portions of health/dental/vision insurance, retirement benefits).

POTENTIAL NEW INITIATIVES

The Village last conducted a formal classification and compensation study in the late 1990's. While the Village has internally managed the classification and compensation since then it has become increasingly evident that this system is no longer responsive to the Village's growth as well as the internal and external job market. The results of the Classification and Compensation study that the Village Board has approved will have been completed by 2016/early 2017. The results will identify direction and suggestions regarding internal and external pay equity and alignment with our comparable communities. In addition, we will review the Village's current performance evaluation system to determine if re-engineering is warranted.

We will be looking at cost-effective ways to expand the use of Technology in HR and are working towards a goal of a paperless HR Department. I believe we may be able to utilize software that is either in place or is scheduled to be available within the next year.

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

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

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

I am very proud of the HR staff's high level of professionalism and continued enthusiasm for our new incentives. At the same time, I remain aware of the importance of maintaining a healthy balance for each of them. If we talk the talk...we have to walk the walk.

In conclusion, it's important to keep the "human" in human resources and to humanize and empathize with our employees. We motivate employees, encouraging them to always do their best and to prepare for their professional and personal future from talent management through planning for retirement. All employees have challenges, obstacles and life issues that may affect the workplace. It is Human Resources' responsibility to be there for our employees, help them maintain balance, and continue to contribute as valued employees of the Village of Arlington Heights.

Legal Department

Memo

To: Randy Recklaus, Village Manager
From: Robin R. Ward, In-House Counsel
Date: March 7, 2016
Re: Legal Department Report

Introduction

The Legal Department has four employees - one full-time employee and three part-time employees. The work we do touches every department, the Village Board, and the members of the Village's board and commissions. In addition to the work we do, we have Staff members who serve on the internal Community Events Committee, Parking Committee, Plan Review Committee and on the board of the Metropolis Commercial Condominium Association. We are the Village's FOIA Officer, Open Meetings Act Officer, and HIPAA Officer. In the past, we have served on a variety of internal staff committees, including a committee reviewing various permit processes, a task force looking at appropriate conduct in public buildings, and several committees dealing with troubled pieces of property.

1. Scope of Services

The work we do can generally be divided into three broad categories: administrative, legislative, and litigation.

Administrative

We advise the Village Board, Village Boards and Commissions, and Village Staff. That includes responding to questions, including questions related to conflicts of interest, doing research (including Municipal Code, State and Federal statutes or regulations, and case law), checking with other municipalities and the Northwest Municipal Conference as well as State and Federal agencies. The scope of research ranges from interpretation of our own code to Constitutional issues. The questions range from whether a bid can be rejected to whether we can discipline an employee.

We regularly answer phone calls from residents on a variety of topics. Some are looking for a lawyer's services - which we cannot provide; others are looking for answers to problems they are having and hope the Village can help or trying to find out what is or is not permitted in the Village. We frequently serve as a resource - sending callers to the correct governmental entity for issues that are outside the Village's services. We also serve as an informal mediator - sometimes between neighbors, sometimes between a resident and a business.

We draft contracts and agreements and review all contracts and agreements to which the Village is a party. Contracts range from quite complicated and detailed like the contract for the Architect for the new police station to simpler contracts like the agreements with Harper College for classes at the Senior Center. We are involved in everything that the Village is a party to which involves a contract or agreement in some form. In the last few years, this has included, among others, agreements for municipal aggregation, collective bargaining agreements with two groups of unionized employees, solid waste contract, and Northwest Water Commission contracts. We are also involved at the other end when contracts need to be terminated, providing timely and appropriate notice. We also prepare indemnifications as needed for a variety of events.

We draft leases and review leases, working issues out with the other party while also conferring with Village Staff to ensure that all Village concerns are addressed. Leases we have drafted range from a lease for space on the Northwest Central Dispatch antenna for a cell phone carrier to the lease with the newsstand operator in the train station. We are also involved at the other end when leases need to be terminated, providing timely and appropriate notice.

We oversee compliance with the Freedom of Information Act. The Department receives requests, routes requests, responds to citizen questions regarding the process, responds to Staff questions, reviews records for exempt information, monitors and reviews responses for completeness, correctness and timeliness, receives and files all responses and handles inquiries from and appeals to the Illinois Attorney General Public Access Counselor. We keep a record of every FOIA received and how it was responded to and by which department. This process can be simple or complex. Frequently, FOIAs have to be routed through multiple departments and we coordinate those FOIAs.

We handle real estate transactions - both purchase and sale from contract to closing. These transactions have ranged from residential lots to larger commercial parcels like North School Park and the University Drive property. We keep the files on every piece of property the Village owns. We do what is necessary to obtain real estate tax exemption status on newly purchased property, and file appropriate documents with the Board of Review, Assessor and Treasurer's Offices for tax payment and/or exemption, including recording all documents that need to be recorded. We also handle requests for vacation of Village rights-of-way, from the initial request through Village Board approval.

We maintain notices of residential real estate foreclosures in a database and file for use by Village departments. We prepare and distribute a monthly report on the foreclosures we have received. We also receive and maintain bankruptcy notices.

The Village is required to keep a copy of all certificates showing completion of mandatory Open Meetings Act training. After a newly elected or appointed official is sworn in, we notify them of the requirement, with detailed instructions on how to complete the training. When the certificates are received, we enter that information in a database and file the certificate. As the training must be completed within 90 days of

being sworn in, we send out reminders as needed to those individuals who have not complied as their 90-day period gets closer and again, after the 90-days has expired.

I am the lead negotiator for the collective bargaining process. There are two collective bargaining units in the Village and they include approximately 185 employees. That process generally takes place every three years but in the intervening years, numerous questions arise related to contract interpretation and employee issues.

I am the administrator of the Novus electronic packet system. This involves ensuring the proper employees are authorized (or de-authorized) to utilize the system and troubleshooting when things go awry. It also involves answering a myriad of questions about, among other things, how to use the system, where to place items on an agenda, and how to coordinate with other departments on items.

I review and sign off on bond documents on behalf of the Village, not as bond counsel but as the Village's attorney.

I coordinate all legal services for Village Staff, including outside labor counsel.

Legislative

We provide regular updates to Village Staff as needed on changes to State and Federal law that impact municipalities. That includes legislation, agency regulations and case law. We provide a comprehensive update on an annual basis.

We prepare all ordinances and resolutions for Village Board approval. These can be based on Plan Commission projects, Code amendments, traffic control, agreements, and miscellaneous State and County approvals. This involves document preparation, review, and approval, and, as needed, coordination with other departments and outside entities.

We are responsible for keeping the Village Code up-to-date. As changes are made to the Code, the chapters are updated. Quarterly, the pages to the chapters that have been updated are prepared, copied for in-house and outside distribution and sent on to the Village Clerk for uploading on to the Village website.

We are the keepers of the Board of Trustees Policy Manual. The Manual contains policies that have been created by the Village Board. Amendments, additions and deletions are made to policies of the Manual, when necessary, and pursuant to the direction of the Village Board. From time-to-time, the entire Manual is reviewed and amended to keep the Manual up-to-date with current laws and practices.

Litigation

I oversee all pending litigation being handled by outside counsel. This includes staying in contact with outside counsel as to the status of the case and providing assistance as needed in obtaining documents and coordinating between outside counsel and Village employees as needed. We prepare a quarterly report on litigation – status of pending cases and a list of cases that have closed. I also review worker's compensation cases when settlements are proposed.

We review and handle all subpoenas. That can involve routing the subpoena, reviewing records, requesting additional time, clarifying the scope with the attorney providing the subpoena, pulling privileged material and ensuring a complete and correct response in a timely manner. If an employee is subpoenaed, we review the nature of the case to determine if a lawyer should sit through the deposition with the employee.

While an outside prosecutor is used for prosecution in traffic court, the administrative support for the Village Prosecutor is provided by the Legal Department. Non-traffic offenses are sent over from the Police Department. These cases are scheduled on an officer's traffic court date but are not generally routine traffic offenses - they may be underage drinking, truancy, driving without a license, etc. These cases are listed on the prosecution log. The prosecution log is a list of non-routine traffic cases that will be going to court on a particular date and time to let the prosecutor know the day's non-routine cases. Prior to court, each defendant is looked up in the court database in order to let the prosecutor know if there are any prior criminal cases or tickets.

After each court date, the cases on the log are looked up in the court database to verify the outcome and appropriate follow-up is taken - case closed, moved to a new court date, correspondence prepared, etc. For cases where the defendant has been placed on supervision, that information is entered on to a supervision log

For accident cases where the defendant has opted for the court diversion program, we regularly check the court database to see if they complete the court diversion program, get a court date, or have been found guilty.

We keep a log of all DUI cases, with all court dates, ticket numbers, police case number, accident information (if relevant), lawyer's information and video information. Once a DUI case is closed, it is moved to a closed DUI log. Most DUI defendants receive a supervision period. Once the supervision ends, the court database is checked to ensure the fine has been paid and the database shows that the case is closed.

Any type of correspondence that may come from the prosecutor is prepared by the Legal Department. This correspondence may include letters to a defendant's attorney, memos to police officers, letters and/or subpoenas to Northwest Community Hospital requesting all test results. There are also letters prepared in accident cases to complaining witnesses in accidents, letting them know when the case will be up in court. In addition, as appropriate and/or required, reports are sent to the Secretary of State, notifying him of the disposition of certain types of cases.

We also do all of the work for the Liquor Commissioner's hearings. These hearings are for the cases of illegal sale of liquor to minors. We prepare all of the required notices and ensure the parties are properly served. I serve as the Liquor Commissioner's legal advisor during the hearings. Once the hearings are concluded, we prepare the Liquor Commissioner's Orders and serve them. We also maintain a log of all Liquor Commission proceedings.

We also do all of the work for any Electoral Board hearings. This includes ensuring proper procedure is followed, notice is provided, advising the Electoral Board, and preparing appropriate orders.

2. Workload and Performance Data

The work of the Legal Department does not easily lend itself to quantitative analysis. We do not keep count of the number of agreements and contracts we review. Sometimes we are just tweaking an earlier version of a document, sometimes we are commenting on the other party's draft, and sometimes we are drafting fresh. The amount of time dedicated to any agreement or contract varies greatly and therefore the number does not relate to the work involved.

Annually, we prepare an average of about 90-100 ordinances and/or resolutions. Some of these are simple; some are complex.

We average recording about 50-60 documents annually. Recording a document can involve one or two trips downtown (depending on the document being recorded).

There are currently 10 pending lawsuits that I am overseeing.

In 2015, the Village Board approved 55 agreements. Each of these was reviewed or prepared by the Legal Department. These are not all of the agreements we worked on, just those that required Village Board approval.

The number of FOIA's that we keep track of has been about 1,100 each of the last few years. Through the first six weeks of 2016, we have processed approximately 150 FOIA's.

In 2015, approximately 680 new cases were researched in the court database, with many requiring subsequent checks.

The 2015 prosecution log (again, this is just for cases that are not just traffic tickets) contained 1,217 cases. To date in 2016, there have been 470 cases added to the court log.

We are currently monitoring 33 traffic accident cases.

3. Key Accomplishments over the Last Year

We just finalized an application for public safety personnel seeking benefits under the Public Safety Employee Benefits Act ("PSEBA"). PSEBA provides that public safety employees suffering a qualifying catastrophic injury are entitled to free health insurance for themselves and their qualified dependents. The application is utilized to ensure that employees applying for PSEBA benefits meet the statutory requirements.

I served as the primary liaison with the consultant hired by the Village to study Performing Arts at Metropolis ("PAM") and recommend changes to help PAM become more financially steady. As a result of that study, the Metropolis Oversight Committee ("MOC") was formed. MOC met monthly and reviewed the PAM'S expenditures. After several months of oversight, MOC's regular review was switched from meetings to paper and that review on paper is ongoing.

4. Review of Current and Anticipated Challenges

We are constantly doing what we can to ensure that our Village Code is kept in accordance with current law, as it changes by both court decisions and legislative changes.

As the number of FOIA's does not appear to be decreasing, the challenge of keeping up and ensuring that they are handled properly is ongoing.

We will be working on a contract for the architect for the Police Building and the contract for the Construction Manager. These types of contracts are always time-consuming and complicated.

We are beginning to see more requests for small cell antennas on Village facilities - light poles and buildings - and we need to develop a strategy for dealing with such requests.

There are employee relations issues that arise on a regular basis. I frequently consult with the Human Resources Department on issues that they are confronted with.

5. Key Initiatives now Underway

We are working on an expansion of the Administrative Adjudication Process, which will include moving it to oversight by the Legal Department instead of the Police Department.

We are working on possible Code amendments to address Starbucks request for a liquor license. Currently, the Code does not permit those types of establishments - coffee shops, cafes - to have liquor licenses.

6. Potential New Initiatives

We hope to be able to look at significant subject areas of the Code - particularly the Liquor Code and Zoning Code - for updating. Neither of these have been thoroughly reviewed in many years.