



AGENDA
Committee of the Whole
Board Room
33 S. Arlington Heights Rd
June 9, 2025
7:00 PM

- I. CALL TO ORDER
- II. PLEDGE OF ALLEGIANCE
- III. APPROVAL OF MINUTES

A. 05/19/2025 Committee of the Whole Minutes

- IV. ROLL CALL OF MEMBERS
- V. NEW BUSINESS

A. Department Reports

Integrated Services Department
Building and Life Safety Department
Public Works & Engineering Department

- VI. OTHER BUSINESS
- VII. PUBLIC COMMENT

Anyone wishing to speak on a subject not on the Agenda may speak at this time. Please limit your comments to three minutes.

VIII. ADJOURNMENT

Persons with disabilities requiring auxiliary aids or services, such as an American Sign Language interpreter or written materials in accessible formats, should contact the Health & Human Services Department, at 33 S. Arlington Heights Road, Arlington Heights, IL 60005, healthmail@vah.com or 847/368-5760.

**MINUTES OF THE COMMITTEE-OF-THE-WHOLE MEETING OF THE
PRESIDENT AND BOARD OF TRUSTEES OF THE
VILLAGE OF ARLINGTON HEIGHTS
MAY 19, 2025**

President Tinaglia called the meeting to order at 7:16 PM.

BOARD MEMBERS PRESENT: President Tinaglia; Trustees Bertucci, LaBedz, Manganaro, Santa Maria, Schwingbeck, Shirley and Zyck

BOARD MEMBERS ABSENT: Trustee Dunnington

STAFF MEMBERS PRESENT: Village Manager Randy Recklaus; Assistant Village Manager Diana Mikula

OTHERS PRESENT: Sejal Patel and Dipesh Patel

V. NEW BUSINESS

A. Recommendation that the Liquor Commissioner issue a Class B and Class T Liquor License to Devasya Retailers, LLC dba Esplanade Wine & Spirits located at 2948 W. Euclid Avenue

The Mayor swore in Sejal Patel and Dipesh Patel. Sejal is the owner of Devasya Retailers, LLC dba Esplanade Wine & Spirits.

Assistant Village Manager Diana Mikula gave the staff report. This establishment will continue to be a liquor store. The current business at this location has a Class B and a Class T license. The establishment hours are intended to be 10am–10pm, which are within the permitted hours for liquor sales. The space is leased and there are no prior violations at this address. Sejal is BASSET certified and has no violations.

In May 2025, the Police Department completed a background check on Sejal Patel and no issues were noted. Staff conducted a walk through on May 9, 2025 and the submitted floor plan matched what was seen at the establishment.

Upon a satisfactory interview tonight, Ms. Mikula stated staff feels it would be appropriate to issue a Class B and Class T Liquor License to Devasya Retailers, LLC dba Esplanade Wine & Spirits located at 2948 W. Euclid Avenue.

Mayor Tinaglia asked Sejal and Dipesh to clarify what their roles are in the business. Sejal Patel is the sole owner. Dipesh is her brother and assistant, but is not an owner or on-site manager.

Mayor Tinaglia asked Sejal about her past business experience. Sejal explained that she owned and managed a liquor store in New Jersey from 2015-2022. Sejal recently purchased a different liquor store in Streamwood. In the future, Sejal will probably change the dba name so her stores will all have the same name. Her goal is to buy at least 10 liquor stores. Dipesh mentioned that he also has experience in liquor sales because he owned a liquor store in New York City from 2010-2012. Neither Sejal or Dipesh have had any liquor violations, licenses revoked or licenses suspended in any of the jurisdictions where their stores were located.

Mayor Tinaglia asked about BASSET training. Sejal is BASSET certified and said that the two on-site managers and Dipesh are also BASSET certified. She will have all staff BASSET certified as well. Ms. Mikula also explained that the on-site managers are currently getting their background checks completed.

Ms. Mikula clarified that any tastings hosted by the establishment must be properly supervised and proper measurements must be used for the tasting servings.

Trustee Bertucci emphasized that the Village of Arlington Heights takes the issue of serving alcohol to minors very seriously and reminded Sejal that the Village conducts compliance checks.

Trustee Schwingbeck and Ms. Mikula clarified that if the dba name changes, Sejal will have to complete formal paperwork with the State of Illinois. Once the Village of Arlington Heights receives that paperwork, a new license will need to be issued.

Trustees welcomed Sejal and thanked her for bringing her business to Arlington Heights.

Trustee LaBedz moved, seconded by Trustee Santa Maria to recommend that the Liquor Commissioner issue a Class B and Class T Liquor License to Devasya Retailers, LLC dba Esplanade Wine & Spirits located at 2948 W. Euclid Avenue.

The following voice vote was recorded:

8 Ayes

0 Nays

The motion passed.

VI. OTHER BUSINESS - none

VII. PUBLIC COMMENTS - none

VIII. ADJOURNMENT – Trustee Bertucci moved, seconded by Trustee LaBedz to adjourn. The meeting adjourned at 7:29 pm.



VILLAGE OF
ARLINGTON HEIGHTS
— INC. 1887 —

Committee of the Whole
6/9/2025

Item: Department Reports

Integrated Services Department
Building and Life Safety Department
Public Works & Engineering Department

Department: Integrated Services

Item Description:

ATTACHMENTS:

1. ISD Biennial Department Report
2. BLS Biennial Department Report
3. PW&E Biennial Department Report



BIENNIAL DEPARTMENT REPORT

INTEGRATED SERVICES DEPARTMENT

DIANA MIKULA, ASSISTANT VILLAGE MANAGER





INTEGRATED SERVICES DEPARTMENT

Scope of Department Services

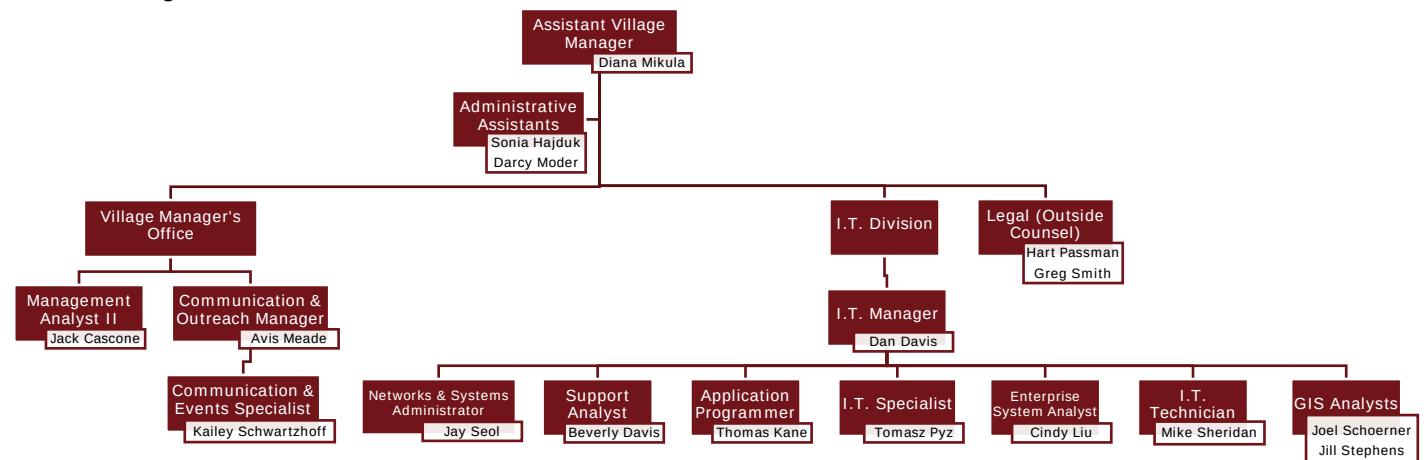
The Integrated Services Department (ISD) is a 14-member workgroup that is organized into three divisions: Village Manager's Office, Information Technology (I.T.), and Legal. The Assistant Village Manager oversees this Department, as well as two Geographic Information System (GIS) Consortium specialists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

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

Key Services and Functions & Organizational Overview

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

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



Village Manager's Office

The Village Manager's Office has seven 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, and Communications.

Assistant Village Manager (AVM)

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

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.
- Village Logo & Branding – oversee the creation and implementation of the Village's branding efforts, including logos, colors, language, and other communication guidelines, as well as enforce branding rules in order to maintain a strong Village brand.
- Liquor Licenses - staff supports Assistant Village Manager with managing, monitoring, and administering liquor licenses and issuance of temporary special event liquor licenses.
- Meeting Room Scheduling - coordination the users of public meeting space in the Village Hall including conference room set up.
- External Community Events Permit Process – Oversee the review and permitting process of external 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 (e.g., electrical needs, traffic and parking coordination, police and paramedic services, etc.).
- Electronic Civic Events Sign - promote community events by creating sign content.
- Customer Service Enhancement Initiative - provide leadership in excellent customer service and being solution-oriented.

Legislative Unit

Functions of the Legislative Unit include:

- Mayor and Trustee Support – provide professional onboarding, support, communicate community feedback, and coordinate initiatives with other governmental agencies & community partners. As new trustees enter the Board, this unit assists with the onboarding process.
- Village Board Meeting Agenda Management – oversee the preparation of Village Board and Committee of the Whole agendas, ensure Open Meeting Act requirements are met, and schedule special recognitions.

- Boards and Commissions – manage the 20 volunteer Boards and Commissions program that has varied terms. Coordinate new interviews and reappointments.

Communications & Special Events Unit

Functions of the Communications & Special Events Unit include:

- Village Communications – Ensures clear, consistent, and engaging messaging across all Village platforms. This includes publishing news articles, issuing press releases, managing resident inquiries, and overseeing social media interactions. By maintaining a professional and welcoming “Village Voice,” the unit fosters transparency, engagement, and trust within the community.
- Social Media – Manage the Village’s Twitter, Next Door, Facebook, Instagram, and Take it to the Heights Facebook. Create, curate, and monitor content across social platforms; ensure FOIA compliance; engage with the community; and maintain a consistent, professional, and engaging brand voice.
- E-Newsletter – Create an informational and promotional e-newsletter with targeted department news and community events published twice per month to 5,500 recipients.
- Village Website Management – Update website content for all departments.
- Ad Campaigns – Work with Planning & Community Development and other departments regarding ad campaigns and promotional opportunities.
- Sounds of Summer Concerts – Adjusted the 2024 season from 6 weeks of concerts on Thursdays and Fridays to 12 weeks of concerts on Thursday nights only. Manage stage/sound contracts, talent booking, solicitation and on-site management of sponsors, promotion of concerts, and oversee communications with performers.
- Liaison with Special Events Commission - Annually coordinate four major community events: Hearts of Gold, Swing into Spring, Autumn Harvest, and Tree Lighting. Create original marketing materials and promote events through digital and printed media.
- Cable Broadcast & Virtual Streaming Meetings - manage contract with Cable/Video producer of the live broadcast and streaming Village meetings, and oversees the creation of special informational videos. Assist residents with cable complaints regarding service problems and billing problems.

Information Technology (I.T.)

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

The I.T. Division is managed by the I.T. Manager and employs 7 employees and 1 full-time equivalent GIS consultant. The I.T. Division performs the following customer-driven, high-quality services:

- Enterprise Computing Services - desktop computing, server hosting, data and email storage and backup, network maintenance, cyber security, and I.T. help desk support.
- Application Services – development, deployment, upgrades, and support of web-based and on-premise business applications databases and report creation.
- Network and Wi-Fi maintenance – provide and maintain internet, network, Wi-Fi, and VPN connectivity for 8 locations and over 60 Police and Fire vehicles.
- Project Management and Technical Consulting - working with departments prior to purchase of equipment or programs that require IT connection or support.
- GIS Services - GIS Services develops and maintains geospatial data representing the Village’s utility and maintenance infrastructure, property and development, public safety, and services to residents.

The I.T. Division has the following legal and operational responsibilities:

- Fiscal - maintain fiscal responsibility by providing cost-effective technical solutions in an environment with an ever-increasing technology demand.
- Compliance - follow industry standards, as well as compliance with CJIS regulations and other mandates.

- Public Safety - support public safety's 24/7 operations by supplying Police and Fire with technology tools aimed to provide high quality service to the community.
- Reliability - maintain the backbone of the network structure which provides Internet access and links to key Village facilities.
- Cybersecurity - continuously monitor, analyze, and update the network, desktop, and server environments to reduce security risks to the organization.

Legal

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

The Legal Division is responsible for:

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

Workload & Performance Data

Administrative & Legislative Units

	2023	2024
New Liquor Licenses Issued	8	6
Special Event Liquor Licenses Issued	27	25
Annual Liquor License Renewals	106	108
Liquor License Hearings Prosecuted	5	6
Conference Rooms Used by Outside Groups	60	53
Website's "Contact Us" E-mails	726	753
Village Board Agendas	26	29
Committee of the Whole Agendas	8	15
Village Board Proclamations	37	33
Ordinances Adopted	85	74
Friday Informational Packet	51	51
External Community Event Permits Issued	20	7
FOIA Requests Processed	38	50

Communications Unit

Platform	2023*	2024
www.vah.com		
- Users	296,000	377,000
- Views	798,876	1,081,176

* Google Analytics changed their analytics in April 2023. Data from March 30, 2023 – April 23, 2023, is not reflected in the 2023 column above due to Google Analytics changing the way they capture analytics. The data for that time period is lost.

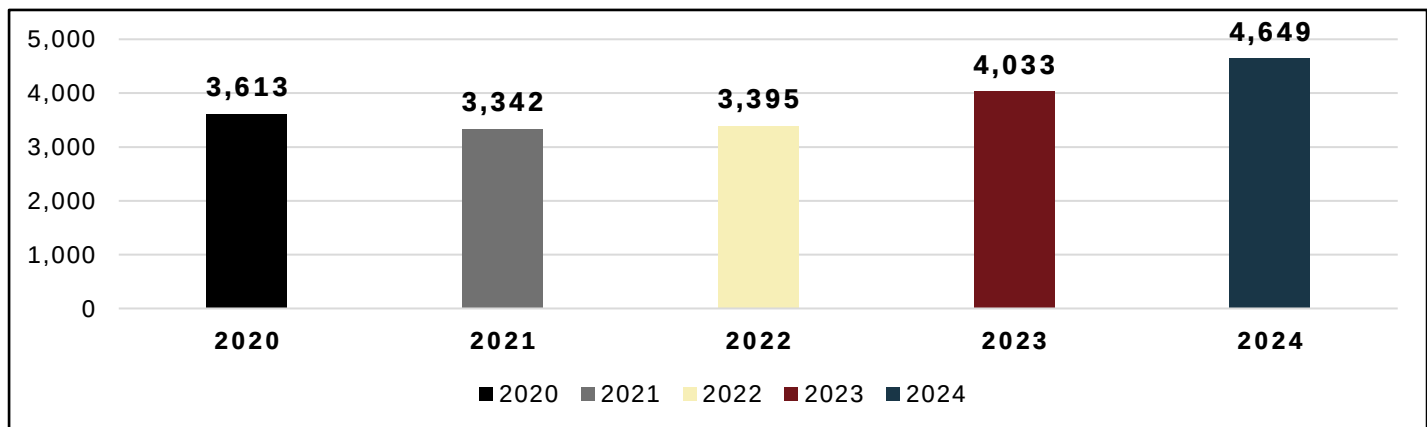
Top Pages Visited:

Top pages visited in 2023 were: Pay a Bill, 47,017 visits; Sounds of Summer, 34,093 visits; Permits and Licenses, 29,189 visits; and Careers, 25,403 visits.

Top pages in 2024 were: Pay a Bill, 74,197 visits; Permits and Licenses, 56,031 visits; Sounds of Summer, 39,847 visits; and Careers, 37,837 visits.

Platform	2023	2024
Village Facebook		
- Posts	687	643 posts
- Users Reached	2,240,902	4,572,783
- Video Views	60,039	102,598
Discover Facebook		
- Posts	185	161 posts
- Reach	336,832	209,699
Village Twitter/X		
- Posts/Tweets	456	93
- Impressions	407,290	130,060
Instagram		
- Posts	550	564 posts
- Impressions	402,565	427,291
Next Door		
- Members	25916	27267
- Posts	130	74
YouTube		
- Views	4,600	10,500
- Watch Time (hours)	983.9	2,200
Village E-Newsletter		
- Newsletters Sent	24	23
- Subscribers	4,611 (+511 in 2023)	5,123 (+ 623 in 2024)
- Opened Emails	72,959	73,529
- Open Rate Average	66.7%	67.3%

Information Technology (I.T.)



Annually, the I.T. Division supports eight locations, 434 Village employees, 362 desktops, 213 laptops, 48 servers, and 89 iPads and tablets.

Key Accomplishments During 2023 – 2024 Period

Village Manager's Office

- Arlington Racetrack Project – Village Manager's Office staff diligently worked with the Village Board, Village departments, Chicago Bears Football Club (CBFC), local school districts, state legislators, and other interested parties to further the progress on redeveloping Arlington Park. The most significant progression was the creation of the Memorandum of Understanding between the Village, CBFC, and the school districts to settle outstanding issues regarding short-term property taxes.
- ERP – Oversaw the multi-year, Village-wide training and implementation of the Village's new Enterprise Resource Planning system – Tyler Technologies. The ERP affects the internal operations of every department and allows data to be tracked and communicated more easily among staff. Village Manager's Office staff also specifically worked on the new and renewal applications for the liquor licensing process in the ERP in order to make experience more efficient and intuitive for liquor license holders and staff.
- Business Plan & Quarterly Snapshot – Coordinated quarterly updates the 2024 – 2025 Business Plan and Quarterly Snapshot documents in order to keep the Village Board informed of how their strategic priorities are being met and of the projects occurring in each department.
- Village-Wide Brand Refresh – Developed and implemented a refreshed Village-wide brand, including a new logo, logo variations, department logos, primary colors, font, brand guidelines, email signatures, letterhead, flags, business cards, clothing, and much more.
- Municipal Code – Implemented a new municipal code software to replace a primarily paper-based process. MuniCode by Civic Plus is more efficient and user friendly for the public and staff.
- Agenda Management – Implemented a new agenda management software to replace an outdated and difficult software. Select by Civic Plus makes agenda creation more efficient for staff, provides greater and easier access to information for the public, and integrates with MuniCode to seamlessly update both software systems as changes are approved by the Village Board.
- Community Outreach Task Force – The Community Outreach Task Force changed its name to the Community Connections Group and in November 2024 reassessed its goals. The group will focus on three goals including: 1 – Meeting in June to assemble Community Connection bags that contain helpful information from all organizations that will be distributed through all organizations; 2 – The group will support the growing Heritage Fest event which celebrates our community's rich diversity of cultures with planning and on-site assistance; and 3 – The group will host an annual public speaker event in January that is open to the public, at the Arlington Heights Library, to provide a learning resource for visitors.
- National Community Survey – The Village conducted its second National Community Survey through Polco – a national surveying company. The Survey will be complete in Quarter 2 2025 with a report to the Village Board in early-summer. The results of this survey will be compared to the 2023 National Community Survey results and will be used to inform Village planning.
- Expanded Social Media Reach – The Village's efforts and focus on improved graphics, branding standards, consistency and interactive connection continue to pay off, with increased social media reach on all platforms.
- Special Events – The Communications Unit of ISD currently plans and coordinates 19 large-scale community events, including Harmony Fest, Sounds of Summer concerts, Hearts of Gold, Swing into Spring, Autumn Harvest, and Tree Lighting. The Village Manager's Office also reviews and approves 15 – 20 applications for annual special events hosted by community organizations like Frontier Days, parades, 5Ks, and more.
- Successful recruitment and onboarding of a new Building and Life Safety Director, Planning and Community Development Director Finance Director, Village Manager's Office Administrative Assistant, Health & Humas Services Director in a short period of time, as well as created and hired a new Village Manager's Office Communications & Event Specialist to further support the Village's professional communication and special event management efforts.
- Liquor Licensing – Staff redesigned the new Liquor License Application and Liquor License Renewal Application to improve internal and external efficiencies, as well as address complaints from Liquor License Holders. Staff also created new liquor license classifications for Chez Hotel and Bitter & Sweet Cocktails.

Information Technology (I.T.)

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

ERP Accomplishments in 2023 & 2024:

I.T launched a multi-year ERP implementation project in January 2022 and successfully completed the deployment of all modules throughout 2023 and 2024. It was a long process, but a successful transition from HTE and other legacy systems to a new robust, Tyler-hosted SaaS ERP solution. Listed below are all the ERP modules that were implemented -

Modules	Go Live Date
Financials - GL; GB; Project & Grant; Purchasing; AR; AP; Cashiering; Capital Assets; Inventory; Cash Management; Budget	01/09/2023
Human Capital Management (HCM) – HR Mgmt.; Talent Mgmt.; Risk Mgmt.; Salary-Benefits Projection; Recruitment	10/16/2023
Enterprise Permitting & Licensing (EPL) – Licenses; Permits; Inspections & Civic Access	12/12/2023
HCM – Payroll & Employee Self Service	01/12/2024
Utility Billing; Utility Access; Resident Access	01/29/2024
HCM - Time & Attendance	02/18/2024
Financials - Vendor Self Service; Bids Management; E-Procurement	04/17/2024
HCM - Time& Attendance Advanced Scheduling	07/07/2024
My Civic API Integration with Cityworks and Utility Billing	08/15/2024
HCM – Benefits Open Enrollment	09/09/2024
EPL - Enterprise Service Request/My Civic	09/25/2024
HCM – Year End Process – W2, ACA, 1095, Payroll	Dec '24-Jan '25

The new ERP system enhances operational efficiency by streamlining workflows, automating routine tasks, and improving overall productivity. By integrating workflow automation, it optimizes work processes and reduces manual effort. Village employees can utilize the ERP system for time entry, requesting time off, accessing pay stubs, downloading W-2 forms, and enrolling in benefits—all through a user-friendly online platform. Additionally, web portals such as Civic Access, My Civic, Utility Access, and Resident Access within the ERP system provide convenient digital tools for residents and the business community. These portals enable users to apply for permits, licenses, and inspections, facilitate payments for water bills and general invoices, and report concerns efficiently. The recruitment process is also fully online, ensuring a seamless and streamlined hiring experience.

Staff Promotion, Training & Attrition:

- The I.T. Division hired Michael Sheridan as IT Technician.
- I.T. Specialist Tomasz Pyz earned his Genetec Security Center AutoVu Mobile Essentials Certification, enhancing our support for parking enforcement vehicles.
- I.T. Manager Daniel Davis and I.T. Specialist Tomasz Pyz earned their Ericsson Cradlepoint Certified Network Associate certification, enhancing support for Police & Fire vehicle modems.
- I.T. implemented the following new systems:
 - CivicPlus Municode (Cloud Municipal Code Solution)
 - OpenGov cloud Budgeting software for Finance
 - The Village's on-premises email archiving solution was migrated to a new cloud-based email archiving system.
 - A new SIEM (Security, Information and Event Management) System and vulnerability scanning service
 - Verizon cellular service repeaters (free of charge) to improve mobile phone reception in Village facility basements
 - Microsoft Teams A/V conference rooms
 - New Wifi Access Points
 - New Network Switches
 - New High-Availability Redundant Network Firewalls

- I.T. implemented CloudFlare's web application firewall and supplementary cloud-based network security tools, including DDoS protection, all of which provide security and protection to the Village's website and public-facing web applications.
- Northwest Central Dispatch/FBI mandated the implementation of multifactor authentication at the computer logon screen of all Police Department computers, both in-vehicle and in-station. I.T. began the gradual rollout of this new security feature.
- I.T. implemented the Village's new logo and branding throughout various I.T. systems (email, login pages, etc).
- Assisted with setup, configuration and go-live of our new vah.com website, now hosted by Revize.
- Unexpected Issues:
 - July 19 CrowdStrike Outage Response: Our team successfully addressed the widespread outage that made national news, manually restoring most Village computers affected by the incident by noon that day.
 - Due to an accidental fiber optic cut in June 2024, I.T. scrambled to restore network service to Public Works within a few hours, then hired a third-party contractor to repair the underground fiber
- Cost Savings:
 - The Illinois Department of Innovation and Technology provided a grant-funded antivirus solution free of charge to the Village (~\$16k/year value). The new solution was deployed to all of the Village's 600+ PCs and servers resulting in a cost savings. Additionally, IL DoIT provides SOC (Security Operations Center) services to the Village also free of charge.
 - Remote workers, Police vehicles, & Fire vehicles were migrated to an alternative free VPN solution provided by Verizon to First Responders, resulting in a savings to the Village of ~\$17k/year over their legacy paid VPN solution.
 - The Village's cyber insurer provided KnowBe4 email phishing service/training for free to the Village, a ~\$17k/year value. The Village now tests employees and mandates phishing email training.
 - Migrated public computer certificates to a lower-cost public certificate authority.

Geographical Information Systems (GIS)

- Public Map Gallery Enhancements and Modernization – Developed modern interactive map applications to inform and educate residents with details on Construction Projects, Development Projects, and Traffic Studies underway or planned in the Village. Additionally, updated the branding and logo to reflect new Village guidelines.
- ERP Implementation Support – Collaborated with Village departments and Tyler implementation teams to develop the GIS data layers and tools needed to support Utility Billing, Permitting & Licensing, and Service Request modules.
- Public Works Operations Tool Development – Developed and enhanced data collection and visualization tools to help Public Works management plan and optimize operations. Highlights include the Realtime Snowplow Operations tracking tool, which allows Public Works to see locations of snow clearing equipment during winter weather events; Water Service Line Material Inventory tracking tools to support Illinois Environmental Protection Agency mandates for service line replacement tracking and planning; GIS Asset Management tracking applications which allow for simplified field-collection of daily and periodic tasks that link the activity directly to the asset.
- Planning and Decision-Making Applications – Developed data visualizations to allow Public Works & Engineering to plan future projects based on multiple criteria. Examples include the Historical Projects Dashboard which tracks water, sewer, and pavement projects in the village over a 15-year period, and the Tree Planting Dashboard, which was used to identify potential tree planting spaces based on factors including current tree locations and US Forest Service grant requirements.
- GIS Layer Enhancements – Collaborated with departments across the Village to add new layers to the myGIS viewer and link the map features to relevant associated documents. Highlights include the completion of the Annexation Layer, the development of the On-site Maintenance Agreement Layer, updating the Sidwell Tax Map layer, and subdivision plat maps.

Legal

- Significant Contracts – New collective bargaining agreements were reached with the Fire and Police Unions.
- Ordinances and Proposals – Legal review of ordinances and proposals prior to Village Board review.

- Executive Staff Support – Provided high-level support to Village executive staff as issues and ideas arose.
- Arlington Park Redevelopment – Elrod Friedman, in collaboration with Village departments, drafted the Memorandum of Understanding agreement by and between the Village of Arlington Heights, the Chicago Bears Football Club, and affected area-school districts. The MOU settled outstanding short-term property tax issues and provided a roadmap for future conversations regarding the redevelopment of Arlington Park.

Review of Current and Anticipated Challenges

Village Manager's Office

- Arlington Park Redevelopment – This project requires constant and significant resources from Village staff. As discussion continues with the Chicago Bears Football Club, staff time and energy will continue to be dedicated to this project – ultimately requiring other projects to be reprioritized or will require third party support.
- Department Director Turnover & Staff Retirements– Since August 2024, the staff leadership team experienced several high-profile retirements from four out of nine Department Directors, as well as other critical staff like the Village Engineer, Administrative Assistants, and others. A significant offboarding process takes place to try to capture workflow and institutional knowledge from those that leave the organization.

Information Technology (IT)

- Provide Responsive and Quality I.T. Support – keeping I.T. staff trained and experienced on new and emerging technologies to better support the Village's I.T. needs continue to be a challenge with the I.T. field as technology changes rapidly. Ensure Village end users receive knowledgeable IT support and recommendations.
- I.T. will be migrating from aging network switches to next-generation network equipment.
- ERP – I.T. will conduct testing and implement upgrades for newer versions of EERP and other Tyler products. Also I.T. will continue to work on the improvement of the Village's Liquor License Renewal process.
- Software Vetting & Procurement – I.T. will assist departments with software procurement to ensure the new software is sustainable, compatible with existing systems, and can be efficiently supported.

Geographic Information Systems (GIS)

GIS Desktop Editor Migration - GIS will migrate Desktop editors in the Village from ArcMap to ArcGIS Pro, which necessitates changes in how the data is versioned and updates are processed back into the production database. Desktop editors will need to complete training for the new application in a timely manner to ensure a smooth transition. Additionally, GIS will need to develop mistake-proofing to enforce database rules and ensure that there are not issues with data quality.

Potential and New Initiatives to Explore

Village Manager's Office

- Develop & Expand Trustee Orientation - Through appointment and election, ISD will assist in the coordination and orientation of new trustees to the Village. Meeting with all departments, providing necessary materials, and mentoring throughout the Trustee's tenure are the main goals of acclimating the Trustee's to their new role.
- Village Board Goal Setting Session - Staff will prepare for a Goal Setting Session with the new Village Board in Summer 2025. The newly established goals will result in the creation of new Strategic Priorities and a new 2-Year Business Plan.
- Fourth of July Fireworks - The Village will remain open to consider potential proposals or partnerships for a future Fireworks Display.
- Continued work on the potential redevelopment of Arlington Park. Staff must find meaningful, ongoing ways to work with residents and all other stakeholders to understand all perspectives on

this important effort, including continuing effective communication strategy of content and messaging.

- Communications Enhancements
 - Efforts to explore ongoing opportunities for residents and businesses to connect through social media will continue through hashtag usage, location tagging for events, photo stations, and more.
 - Continue to explore ways to improve long-standing processes (e.g., the successful repackaging of the Sounds of Summer sponsorships).
 - Explore options to help meet the increasing expectations and needs regarding community events.
 - Focus on keeping Village project webpages current and promoting these resources through social media.
 - Targeted Communication: Increase use of targeted communications such as automated email lists for specific subjects including developments, construction, and events.

Information Technology (IT)

- ERP - Tyler releases updates for most products on a quarterly basis. As we move forward, our priority is to continuously evaluate these new releases, ensuring that we optimize and expand the ERP system's capabilities to enhance efficiency, user experience, and service delivery. Key initiatives include:
 - System Evaluation & Upgrades – Assessing and implementing Tyler's latest releases to enhance functionality and performance.
 - Advanced Reporting & Analytics – Utilizing Tyler SSRS reporting tools to generate more insightful reports for data-driven decision-making.
 - Process Optimization – Refining ERP functionalities to align with evolving operational needs and maximize efficiency.
- Cybersecurity - this is an area where I.T. needs to continue to focus on as threats keep evolving.
- Internal Technology Consulting and Departmental Assessments - the IT Division will continue the centralization of departmental IT functions with central IT operations aimed at improving and reducing cost of services. IT will continue to aid and technical expertise on various department projects to better leverage technology in their day-to-day operations.
- Fire Vehicle Modem Upgrade – I.T. is planning to upgrade outdated 4G modems in Fire Department vehicles with new 5G modems to enhance connectivity, speed, and reliability.
- Centralized Printer Management
- Cost Savings - I.T. is exploring various methods of reducing the Village's I.T. spend, for example switching to less-expensive internet service providers (ISP's) at Village facilities.
- I.T. is exploring the possibility of moving some of our systems (work order, document management, etc) from in-house servers to cloud-based solutions to improve efficiency, security, and scalability.

Geographic Information Systems (GIS)

- Crime Mapping – Continue to collaborate with the Police Department to develop a modern interactive crime incident map for analysis and public transparency and explore options to work directly with Northwest Central Dispatch to develop automated data pulls of pre-processed incident data.
- Event Mapping and Visualization Development – Collaborate with Village communications staff on maps and applications to provide residents with village event locations and details. Work with Public Works logistical staff to develop event staging maps to document and streamline event set-up and break-down.
- Re-engage with Departments across the Village to understand their data needs and develop or enhance data that supports their business processes.

Legal

- Arlington Park Redevelopment – Work with attorneys from the Chicago Bears Football Club and other appropriate stakeholders to review documents pertaining to the potential redevelopment of the former-Arlington Park site. Continue to provide the Village Board and staff with legal recommendations.

- Liquor Code Update – Review Chapter 13 of the Village Code and liquor license processes to determine if there are areas of improvements. Also review liquor license classifications to adjust or create new classifications.

Conclusion

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



2025

BIENNIAL DEPARTMENT REPORT

BUILDING & LIFE SAFETY DEPARTMENT

RON WEBER, DIRECTOR





BUILDING & LIFE SAFETY DEPARTMENT

Scope of Department Services

The Building & Life Safety (BLS) Department facilitates permitting, licensing, life safety, and code enforcement to support community well-being and promote safe, resilient buildings. The Department oversees code compliance for construction, business operations, life safety, and property maintenance through plan reviews, inspections, and enforcement.

Key Services and Functions & Organizational Overview

Customer Service

Staff assist residents, businesses, and professionals by providing guidance on applications for permits and licenses, plan review comments, inspection results, code compliance, and enforcement. They also answer inquiries, offer resources, and help streamline the permitting process.

Construction Permits, Contractor Licenses, & Monitoring Elevator Inspections

Permits are required before construction to ensure compliance with Village codes. Plan reviews identify issues, require revisions, and approve permit sets to prevent delays. Inspections confirm compliance with approved plans. A Certificate of Occupancy is issued after all inspections, including life safety, are approved. All contractors and subcontractors, except those licensed by the State of Illinois, must be licensed by the Village to work under these permits. Deficiencies in annual elevator, escalator, and lift inspections are tracked to ensure timely repairs.

Business Licenses, Annual Inspections, & Monitoring Fire Protection Systems

A business license is required for a business to operate legally within the Village. Before opening, businesses must pass a safety inspection. Annual inspections are conducted for commercial and multifamily buildings to check exits, storage, fire extinguishers, fire protection systems, and building safety. Deficiencies in fire protection system certified reports and by Fire Department referrals are monitored to ensure timely repairs of alarms, sprinklers, and suppression systems.

Code Enforcement

Property maintenance complaints are investigated through site visits, tracking, and follow-ups. If voluntary compliance is not met, citations require an adjudication hearing. Enforcement also applies to overdue fire protection, elevator, escalator, and lift repairs.

Emergency Callouts

Staff responds to emergency callouts to assess structural safety and code compliance after incidents such as fires, storms, vehicle impacts, or utility failures. They evaluate damage, determine if a building is safe to occupy, and coordinate with emergency responders and utility companies. Inspectors may issue emergency permits, order repairs, or require evacuation if hazards are present.

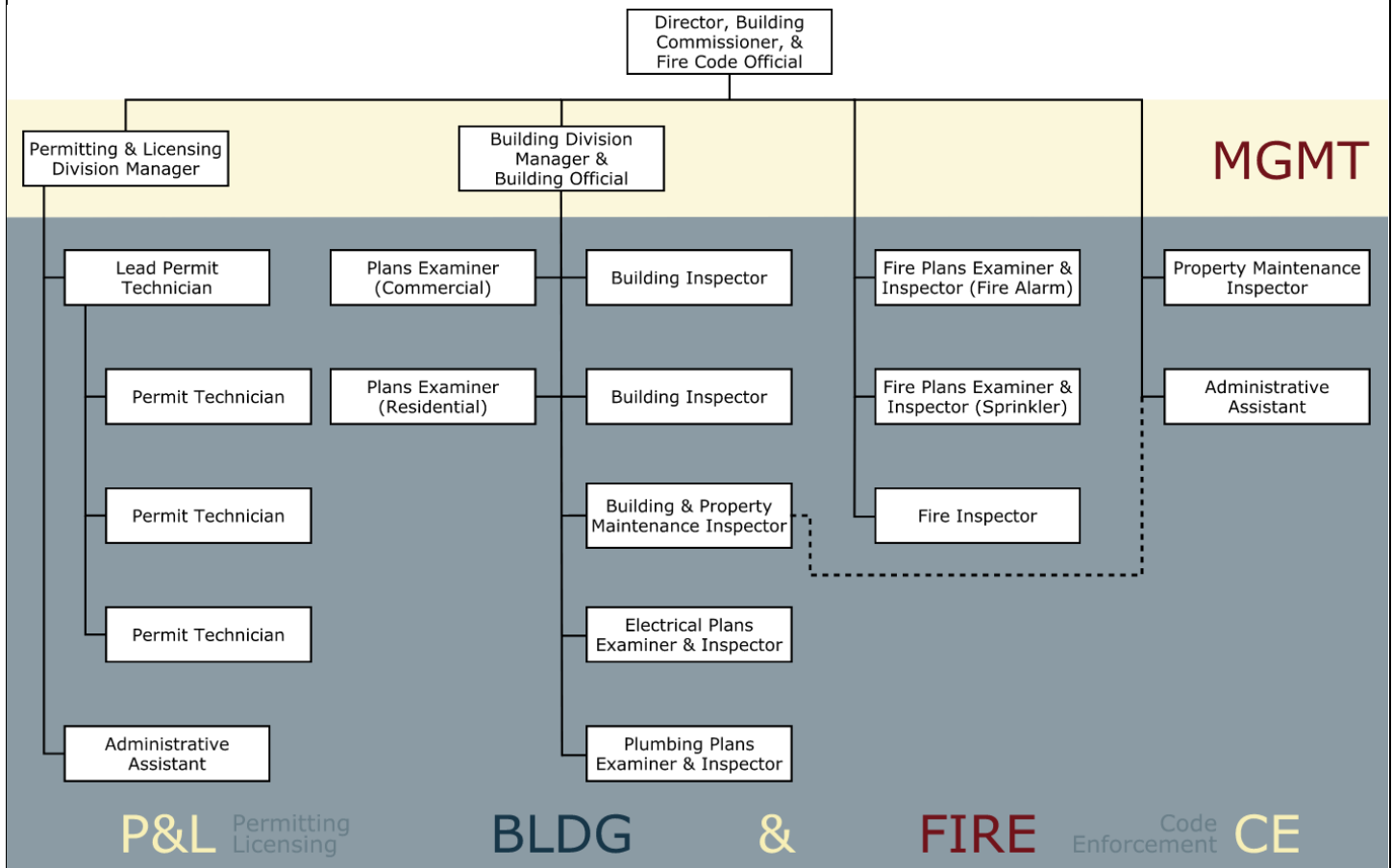
Code Adoption & Amendments

Significant Code updates are reviewed for adoption and amendments. Proposed changes are presented to the Building Code Review Board, then sent to the Village Board for final approval.

Building Code Review Board Liaison

The Building Code Review Board (BCRB) liaison facilitates communication between the BCRB, Building & Life Safety Department, other departments, and the Village Board. They assist with research, reports, and correspondence and present BCRB recommendations to the Village Board.

Organizational Overview



Workload & Performance Data

Annual Totals	2023	2024
Building Permits Issued	6,241	4,691
Building Inspections	12,021	11,957
Plan Reviews	8,606	5,256
Code Enforcement Interactions	1,664	992
Annual Fire Inspections	4,356	3,818
Fire Inspections (Annual, Re-inspection, & Business License)	5,594	5,095
Fire Construction	657	544
Other Fire	906	1,151

2024 Permit Issuance Summary	Permits Issued	Square Feet	Valuation	Fees Paid
Block Party	140	N/A	\$0.00	\$0.00
BLS Conveyances	63	N/A	\$7,312,870.00	\$20,603.00
BLS Certificate of Occupancy	23	N/A	N/A	\$700.00
BLS Commercial/Industrial/Multifamily	449	2,008,669	\$187,214,036.33	\$1,974,726.83
BLS Electrical	102	N/A	\$1,795,578.41	\$10,897.00
BLS Fence	441	N/A	\$2,777,246.12	\$17,320.00

BLS Fire Commercial Systems	154	N/A	\$4,069,058.03	\$43,205.00
BLS Fire Residential Systems	4	N/A	\$26,300.00	\$1,015.00
BLS HVAC	238	N/A	\$4,232,859.70	\$16,173.00
BLS Plumbing	509	N/A	\$3,505,238.81	\$54,557.90
BLS Pools	20	16,166	\$1,292,094.96	\$13,695.00
BLS Residential	2,548	2,296,612,296	\$119,342,330.56	\$1,461,827.54
BLS Signs	181	N/A	\$655,216.02	\$14,266.00
BLS Temporary Trailer	1	N/A	\$150.00	\$83.00
Driveway	145	N/A	\$1,042,920.33	\$25,338.00
Engineering (ENG) Drainage	61	N/A	\$309,745.07	\$8,096.00
ENG Parking Lot & Driveways	81	N/A	\$3,080,410.91	\$43,062.61
ENG Sewer Non-Single Family	3	N/A	\$66,533.00	\$1,791.80
ENG Site Development	30	N/A	\$8,058,118.00	\$356,297.22
Public Works (PW) Right of Way	18	N/A	\$0.00	\$0.00
PW Utility Above Ground	13	3,670	\$0.00	\$0.00
PW Utility Underground	151	96,286	\$0.00	\$0.00
Special Events	7	N/A	\$8,301.00	\$0.00
Grand Total	5,382	2,298,737,088	\$344,789,007.25	\$4,063,654.90

Key Accomplishments During 2023 – 2024 Period

These accomplishments reflect the Department's continued commitment to efficiency, customer service, and public safety improvements.

Enhanced Customer Service & Communication

- Improved how we communicate service updates and initiatives.
- Continued using SurveyMonkey and Polco, receiving over 525 responses from permit applicants.
- Addressed all constructive feedback directly with applicants to resolve concerns.
- Implemented monthly reminders to encourage public participation.

Stakeholder & Pre-Construction Meetings

- Held Quarterly Virtual Stakeholder Meetings with architects, contractors, and permit applicants to gather feedback and educate them on processes.
- Continued hosting Pre-Construction Virtual Meetings for major projects to clarify procedures and set clear expectations.

Code Enforcement Enhancements

- Established a dedicated Code Enforcement Team with an additional inspector.
- Created formal guidelines for Notices of Violation (NOVs) and citations.
- Developed a shared database to track complaints, enforcement cases, and adjudication fines.
- Partnered with Merchants Credit Guide Co. for quarterly collection of overdue fines.
- Collected over \$80,000 in fines from International Plaza, leading to the demolition of the vacant development to avoid further penalties.

Inspector Cross-Training

A Building Inspector collaborated with Fire Inspectors on life safety inspections, resulting in 500 additional inspections annually.

Enterprise Permitting & Licensing (EPL) System Implementation

- Launched the Tyler EPL Module, improving:
 - o Document submission and application tracking.
 - o Online inspection scheduling and results access.
 - o Business license renewals, now available online outside standard business hours.
- Permit Technicians provided critical support for customers setting up and using Civic Access Portal.

- Introduced Bluebeam Electronic Plan Review Software, enhancing:
 - o Plan documentation and version tracking.
 - o Simultaneous plan reviews across multiple departments.

International Accreditation Service (IAS) Recognition & Quality Assurance

- Achieved IAS recognition for excellence in permitting, plan review, inspections, and code enforcement.
- Conducted internal Quality Assurance Audits:
 - o Permit Technician Audit: Reviewed 30 random permit applications, achieving a 90% success rate for timeliness, accuracy, and professionalism.
 - o Plan Reviewer Audit: Evaluated life safety, major, and minor missed reviews, achieving a 95% success rate.

Review of Current and Anticipated Challenges

The Department is committed to adapting to new challenges while continuing to improve efficiency, customer service, and public safety. By addressing staffing needs, construction oversight, economic uncertainties, code changes, and climate-related risks, we aim to provide a proactive, responsive, and well-prepared department for the future.

Administrative Support for Code Enforcement Function

Code Enforcement currently has only one dedicated full-time Code Enforcement Officer, making administrative support crucial for handling case documentation, preparation, research, violation tracking, follow-ups, and the administrative duties required for administrative hearings. Finding ways to provide additional support for this function will be important in the coming months and years as Code Enforcement's workload increases and as other responsibilities of the Department continue to increase as well.

Retirements & Staffing Shortages

- Several staff members are approaching retirement, which could lead to a loss of trade and institutional knowledge.
- Recruiting and training qualified inspectors, plans examiners, and permit technicians will be critical.
- Increased competition for limited skilled and experienced workers in municipal government and the private sector may slow hiring efforts.

Resource-Draining Developments

- Some contractors continue to submit incomplete or inaccurate permit applications, causing delays.
- Substandard construction practices lead to failed inspections, project delays, and increased enforcement actions.
- Ensuring that contractors comply with new Building Codes will require more proactive oversight.
- Poorly managed projects often require staff to dedicate substantially more time to:
 - o Conflict resolution between contractors, property owners, and design professionals.
 - o Construction delays that impact project schedules and occupancy timelines.
 - o Improper sequencing of trades and inspections, leading to inefficiencies and rework.
 - o Increased enforcement actions, including stop-work orders and citations for code violations.

Economic Uncertainty

- Fluctuations in interest rates, material costs, and labor shortages may impact construction activity.
- Potential slowdowns in new developments could reduce permitting revenue, affecting funding.
- If economic conditions decline, more property owners may delay necessary repairs, increasing the risk of safety hazards.
- Long lead times for electric utility service entrance equipment are creating significant delays in project completion, which could impact occupancy timelines and development schedules.

Energy Conservation Initiatives

- New state and federal energy efficiency regulations will require updates to building codes and inspection processes.

- Contractors and developers may need additional guidance on meeting higher energy performance standards.
- Property owners may struggle with the costs of retrofitting older buildings to meet updated energy codes.

Significant Building Code Changes

- The adoption of new International Building Code (IBC) updates will require adjustments in enforcement, permitting, and training.
- Many contractors and designers will need education and support to understand and comply with major code revisions.

Aging Buildings & Life Safety System Upgrades

- Many existing buildings require substantial upgrades to fire suppression, egress routes, structural integrity, and conveyance equipment.
- Ensuring compliance with modern life safety standards while balancing property owner costs will be a challenge.
- Increased demand for financial assistance programs or grants for safety upgrades may arise.

Climate Change & Disaster Recovery

- Severe weather events (floods, tornadoes, heat waves, strong winds) are becoming more frequent, leading to increased repair and reconstruction efforts.
- The Department may need to streamline emergency permitting processes to assist residents and businesses in rebuilding.
- Ensuring structures are built to withstand extreme weather conditions will require stricter enforcement of resilience standards.

Potential and New Initiatives to Explore

Enhancing Quality & Service Standards

We are committed to elevating our service quality. Our leadership team is exploring strategies to:

- Strengthen training for inspectors, plan reviewers, and permit staff.
- Ensure professional, consistent service delivery aligned with regulatory standards.
- Develop clear, documented procedures for all operations.
- Implement regular performance reviews and targeted training programs.

Leveraging Advanced Technology

We aim to maximize the potential of our Enterprise Permitting and Licensing system by:

- Streamlining processes for greater efficiency.
- Enhancing communication and coordination across teams.
- Boosting productivity for both office personnel and field inspectors.
- Fully utilize Bluebeam software to facilitate precise document editing and explore its advanced features to improve the clarity of plan review feedback.

Potential Strengths & Areas for Growth

Core Strengths:

The Department's integrated structure of overseeing permits, licenses, code enforcement, and fire safety enables seamless collaboration. This unity positions us to excel in managing complex projects and offers significant potential to optimize workflows for safer, more efficient construction processes.

Anticipated Opportunities

Looking ahead, we identify key areas of focus:

- Retaining high-performing staff by enhancing career progression opportunities.
- Recruiting skilled professionals with relevant expertise.
- Maintaining excellence in industry standards without overextending resources.
- Proactively adopting technological advancements, such as artificial intelligence.

Immediate Priorities vs. Long-Term Goals

Immediate Actions:

We have identified critical areas for prompt attention:

- Enhance staff training to prepare for upcoming role transitions.
- Define meaningful responsibilities for support staff.
- Provide additional resources to alleviate overburdened inspectors.
- Improve transparency and communication channels.
- Delegate inquiry handling to appropriate team members.

Proposed steps include strengthening trust with staff and external partners, conducting regular individual check-ins, and integrating fire safety into permitting processes. These efforts will establish a foundation of accountability and collaboration.

Goals for the Next 2-3 Years:

In the near future, we aim to:

- Enhance our permitting software while supporting team development.
- Bolster managerial and supervisory capacity to meet staff needs effectively.

10-Year Strategic Vision

Our long-term plan outlines a phased approach:

- 2024-2025: Foster a collaborative, growth-oriented workplace to deliver exceptional community service.
- 2026-2027: Integrate innovative technology to enhance efficiency and transparency.
- 2028-2029: Strengthen partnerships with stakeholders to promote sustainable and safe building practices.
- 2030-2031: Cultivate a culture of excellence, prioritizing employee well-being and service improvement.
- 2032-2033: Position ourselves as a national leader in building services and workplace satisfaction.

Vision Statement: To become the premier Building Department nationwide, empowering our team to deliver innovative, customer-focused solutions.

Mission Statement: To provide superior building services through a supportive, inclusive workplace dedicated to safety and community engagement.

Conclusion

Over the past two years, Department staff improved customer service, communication, code enforcement, and permitting to better serve residents, businesses, and developers. However, challenges such as staffing shortages, evolving building codes, economic uncertainties, aging infrastructure, and climate-related impacts remain.

To meet these challenges, the Department will prioritize hiring and training skilled staff, streamlining processes, leveraging technology, and ensuring buildings meet modern safety and energy standards. Proactive planning will allow us to maintain efficient, responsive, and high-quality service for the community.



BIENNIAL DEPARTMENT REPORT

PUBLIC WORKS & ENGINEERING DEPARTMENT

CRIS PAPIERNIAK, DIRECTOR



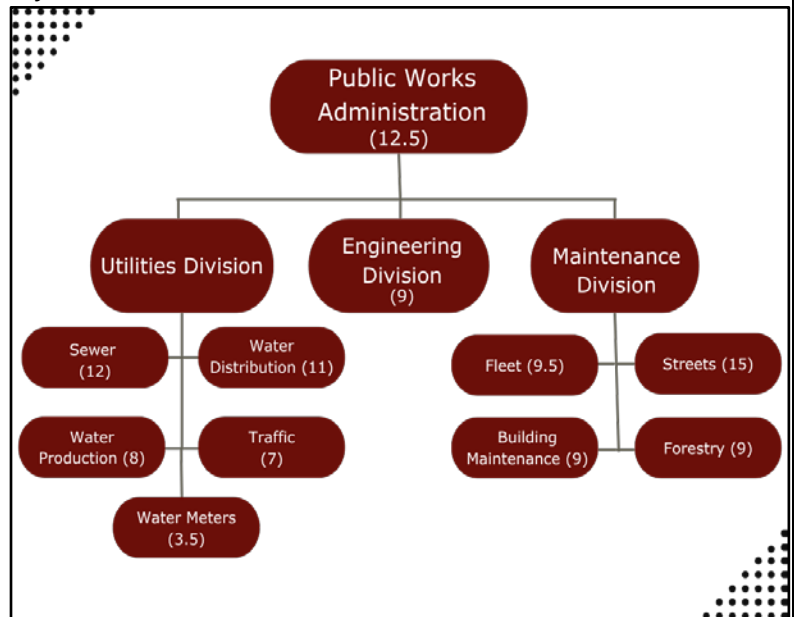


PUBLIC WORKS & ENGINEERING DEPARTMENT

Scope of Department Services

The Public Works and Engineering Department (PWE) is staffed by 102 full-time employees and 3 permanent part-time employees. The 10 Operating Units within the Department are Building Maintenance, Engineering, Fleet Services, Forestry and Grounds, Sewer, Street, Traffic, Water Distribution, Water Meter Services, and Water Production. The organizational chart represents the Department's structure at the end of 2024.

PWE is led by the Director, Assistant Director, and Village Engineer. All three positions oversee all administrative aspects of the Department's operations including internal and external communications, personnel duties, safety and training programs, compliance with all regulatory agencies, employee development and morale, public notification, new program development, development of both Capital Improvement Programs, and annual budgets. The Assistant Director oversees the Public Works Maintenance Division, Engineering Division, and Utility Divisions and their operations. The Village Engineer manages the Engineering staff, MWRD and IEPA permitting, Plan Commission review, Building Department plan reviews, and service requests generated by residents. The Village Engineer also oversees a robust Capital Improvement Program, including; the Village's street reconstruction and resurfacing programs, the backyard drainage program, the paver brick sidewalk program, and all federally-funded grant projects.



Key Services and Functions & Organizational Overview

There are numerous ongoing programs that account for a significant portion of the Department budget and resource time. The responsibilities of the PWE Department, includes; the engineering design, maintenance, repair, and inspection of all Village infrastructure, properties, vehicles, and equipment. The Department also performs all utility permitting, reviews all private and public development plans, and inspects both private and public improvements.

PWE operates and maintains the Village's essential infrastructure systems on Village-owned properties, rights-of-way, or within recorded easements on private property. These infrastructure systems include roadways, sidewalks, traffic signals, trees, streetlights, detention ponds, and all appurtenances to the Village water and sewer systems. Village-owned properties include: all Municipal buildings, parking garages, alleys and public parking lots, water and sewer pumping stations, and potable water storage tanks, potable water wells, detention ponds, and all Village vehicles and equipment.

Snow & Ice Operations

For purposes of snow and ice control, the Village is divided into 19 zones, with a combined total of approximately 260 miles of roadway to be cleared. Each zone is assigned an "A" Team driver and a "B" Team driver, along with the required 5-ton (6-wheel) or 2.5-ton (4-wheel) dump truck. Each truck is equipped with a salt spreader, liquid beet juice deicer tank, underbody mounted or "belly" snowplow,

wing-plow, and a front-mounted “nose” snowplow, depending on the route. Using a plow-blade is always the preferred method of removing snow from the roadway and is better for the environment than using chemicals to burn snow off the roadway.

When snow is forecasted and weather conditions dictate, two multi-use loader trucks equipped with 1,000-gallon tanks and spray bars spray liquid beet juice blend on street pavements before a snowstorm to prevent snow and ice from bonding to the pavement. As snow accumulates up to two inches, sodium chloride (road salt) is spread, and underbody plows are used as needed. The salt is pre-treated with a liquid blend consisting of salt brine, liquid calcium chloride, and sugar beet juice. The use of this liquid blend allows drivers to use less rock salt while achieving improved snow melting performance. This pre-treatment of the road salt allows the Village to save money by using less salt, while leveraging eco-friendly materials.

When snow accumulations exceed three inches, “nose” plows are used to move the snow off streets and onto parkways. The Village is also divided into 10 cul-de-sac zones with a driver and small pick up or 1-ton dump truck with plow assigned to each zone. They are responsible for clearing and cleaning 303 cul-de-sacs Village-wide. During a snow operation, there is also a pedestrian clearing crew to address parking and high-volume pedestrian areas, and a crew of Fleet employees/mechanics (3-4) are on duty to make sure equipment stays up and running during each significant event. Additionally, three employees respond to salt and plow Village-owned parking lots (Police, Fire, Senior Center, and commuter parking lots) and alleys. Two employees de-ice/plow top floor parking decks on the three Village-owned parking garages, and manage the salt operation by continually loading the fleet with salt and anti-icing liquids. In total, the Village is responsible for maintaining 19 parking lots, 7 alleys 8 driveways, and 7 miles of public sidewalks. Public Works also provides salt storage and loading services for School District #25, School District #214, and the Arlington Heights Park District.

Two Crew Chiefs supervise and provide necessary assistance to the 23-member snow team in the field, and a Snow Commander oversees the entire operation. Including the cul-de-sac crew, this totals a team of 36 team members for each snow operation. There is also a second team made up of 23 crew members that are deployed during extended around the clock operations. During a full-scale snow operation, the Arlington Heights Snow Fighting Team can consist of over 70 crew members, plus administrative support. From January 1, 2023, through December 31, 2024, the Snow Fighting Team responded to 21 snow and ice events. A total of 53,467 miles of streets were traveled to clear snow and ice. A total of 9,041 tons of salt was used to de-ice streets. A total of 88,135 gallons of liquid beet juice blend was used to anti-ice streets and pre-wet the road salt.

Street Reconstruction, Resurfacing, and Edge Grinding

One of the Department's largest budget allocations is for the street rehabilitation programs. These initiatives take significant planning and coordination between numerous stakeholders to develop a long-term program that takes into consideration factors, such as: scientific data, traffic load, project geography, utility/other project coordination, neighborhood impacts, bike and pedestrian needs, and maintenance efforts.

The Resurfacing Program is the most significant and generally the last opportunity to incorporate pavement preservation methods to extend the service life of Village streets. This program takes advantage of favorable road conditions and enhances them by milling off and replacing the top 2 to 3 inches of the asphalt surface to improve rideability. Select areas of poor performing curb and gutters and sidewalks are also addressed, with attention to ADA ramps at intersections.

The Reconstruction Program replaces streets that exceeded their useful life and can no longer be considered for maintenance activities. This program impacts residents more than resurfacing as it involves rebuilding the entire street. All of the roadway asphalt and concrete curb and gutters are removed. The gravel roadway base is excavated and recompacted, and any “soft” areas are excavated and replaced with additional gravel. Potential grade changes in the roadway require residential driveways to be completely removed and replaced from the sidewalk to the curb. This program requires significant design, planning, and coordination efforts to complete as IDOT permits are required. The Engineering Division staff works very hard to ensure that roadways scheduled for both resurfacing and

reconstruction are done in a fashion that minimizes impacts on residents and the motoring public as much as possible.

Edge grinding is an important maintenance practice used to maximize road life and is performed in two phases. The Street Unit and Engineering Division work together to identify and complete the roadway edge grinding and paving at various locations throughout the Village. The program was started in 2010 as a maintenance step to help prolong the life of streets that are not in larger programs within the next three to five years. This program has been very successful and well received by the residents.

The edge grinding process involves a milling machine with conveyor, rented annually, to remove deteriorated asphalt pavement on streets that meet certain qualifying criteria. Streets that qualify are generally in good condition, but are failing or breaking up near the curb-line. The milling machine effectively removes the affected areas of bad pavement. Street crews then use a Village-owned paving machine to pave the milled locations with hot mix asphalt (HMA). Crews used a total of 7,749 tons of HMA and addressed 63 road segments in 2023-2024.

Water Main Replacement and Lead Service Line Programs

The Village owns and maintains over 260 miles of water main, including 4,350 hydrants and 3,400 mainline valves. Water mains are generally anticipated to last 100 years, depending on the material and ground conditions. With approximately 6% of the system at, or over, 100 years old, the Village initiated a replacement program to aggressively fund the replacement of no less than 1% of this aging infrastructure annually. Originally funded at a static \$4 million annually, inflationary factors continue to drive funding needs up, as staff continues to incorporate creative ways to maximize replacements.

Federal and State EPA regulations mandated that the Village adopt a Lead Service Line Replacement Program. Although staff began replacing services in 2019 in anticipation of these regulations, the Village still has approximately 4,000 lead services within the Village. Since 2020, the in-house Utilities staff replaced 426 lead services from the b-box to the water main. In 2023 and 2024, the Village also worked with an engineering consultant to design the replacement of approximately 362 residential services. To assist residents with this unanticipated expense, the Village Board adopted a Rebate Program, including a no-interest loan program to assist residents with the replacement of their line when Village projects are in their areas.

Aside from the impacts related to infrastructure improvements, the IEPA regulations also established other lead mandates that staff must address annually, including complex customer notification requirements and water sampling requirements. Annual draft reporting is also required, until the final report, which is required in April of 2027. These mandates will remain in-place until 100% of the entire final reporting lead service inventory is replaced.

Stormwater Control Improvements

In 2011, the Village experienced significant flooding due to a storm that dumped between 5.4 and 7 inches of rain over a four-hour period. This storm followed two weeks of substantial rain events which already saturated the ground and filled the Village's 104 detention storage facilities. As a result of this historic event, the Village commissioned two separate flood studies to determine potential infrastructure needs. The first study looked at basement backups in the combined sewer area. The second study looked at street and structure flooding in the Village's separate-sewer areas.

In 2014, the Village's Stormwater Control Fund was developed. At the time, this fund did not have a dedicated source of revenue, and relied on transfers from other funds. Staff utilized the flood studies and developed a prioritization plan that also provided options for funding these projects going forward. As a result, the Village Board implemented a stormwater utility fee, effective October 1, 2017.

The Village was successful in completing several of the projects identified in the study. This includes major stormwater projects consisting of sewer upsizing and detention installations, including the Cypress Detention Project, Downtown Sewer Project, Greenbrier Stormwater Project, and most recently, the completion of the Berkley/Hintz Infrastructure Project. This project incorporated water main replacement improvements with a major detention installation in a nearby park, along with significant storm sewer improvements to help alleviate flooding concerns for the Berkley Subdivision near Hintz

Road and Arlington Heights Road. A smaller stormwater improvement project was completed in the Evergreen and Maude area as well.

Most recently, Village staff has worked with consulting engineers to design three additional major stormwater projects. These include the Race and Chicago Stormwater Improvement and the Forrest Avenue Stormwater Projects; both will incorporate improvements to stormwater conveyance systems and installation of above and below ground detention areas to alleviate flood prone areas in these neighborhoods. The third project includes preliminary and design engineering for drainage improvements in the Scarsdale Estates area.

Capital Improvement Programs

Administrative and technical staff collaborate on these annual/semi-specialized programs.

- Street Reconstruction Program
- Street Resurfacing Program
- Paver Brick Sidewalk Program
- Backyard Drainage Program
- Stormwater Control Projects
- LED Streetlight Upgrade
- Water Tank Painting
- Water Meter Replacement & Repair
- Contractual Roof Maintenance Program
- Watermain Replacement and Repair Program
- Contractual Sewer Slip Lining Program
- Parking Garage Rehabilitation Program
- Sanitary Lift Station Improvements
- Sanitary Sewer Capacity Improvements
- Federally Funded Road Programs

Maintenance Programs

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

- Consumer Confidence Annual Report
- Contractual Tree Maintenance Program
- Contractual Landscape Contracts (3)
- LMO-2 Lake Water Audit
- Elevator Maintenance
- Tornado Warning Siren Program
- Holiday Lighting Program
- IEPA Water Sampling
- Snow & Ice Control Program
- Street Sweeping Program
- Sign Maintenance Program
- Sidewalk Maintenance Program
- Contractual Fountain Maintenance
- Contractual Crack Sealing Program
- Friday Police Car Check Program
- Meter Reading Program
- Contractual Thermoplastic Program
- Leak Detection Program
- Generator Maintenance Program
- MS4 Program and Annual Reporting
- Sewer Televising Program
- Sewer Root Cutting Program
- Traffic Signal Maintenance Program
- Preventative HVAC Program
- JULIE Locate Program
- Contractual Sprinkler Maintenance
- Tree Inventory Program
- Contractual Reduced Pressure Zone (RPZ)
- Special Event Programs
- Parking Garage Maintenance Program
- Fuel System Program
- Vehicle Maintenance & Replacement Program
- CDL Drug Testing and Cert. Program
- NPDES Permit Compliance
- Safety and Training Program
- Edge Grinding
- Public Detention Basin Maintenance
- Custodial Maintenance Contract
- Contractual Roadway Patching

Legal and Operational Responsibilities to the Community and Organization

From a legal standpoint, the Department has compliance, permitting, and reporting requirements from the Illinois Environmental Protection Agency (IEPA), United States Environmental Protection Agency (USEPA), Metropolitan Water Reclamation District of Greater Chicago (MWRDGC), and the Illinois Department of Natural Resources (IDNR) related to our potable water storage/distribution systems and sewer conveyance systems. Compliance with Illinois Department of Transportation (IDOT), Cook County DOT (CCDOT), and Americans with Disabilities Act (ADA) regulations are required for roadway and sidewalk improvements. The Illinois Commerce Commission (ICC) controls line of sight restrictions near railway crossings.

The Department also has safety compliance responsibilities to the State of Illinois for Commercial Driver's Licensing, Vehicle Safety Inspections and Passenger Transport Safety related to our maintenance of the Wheeling Township's fleet of buses. We further have certain compliance requirements related to proper safety guidelines and material storage and handling from the Illinois Department of Labor (IDOL) and some Occupational Safety and Health Administration (OSHA) injury

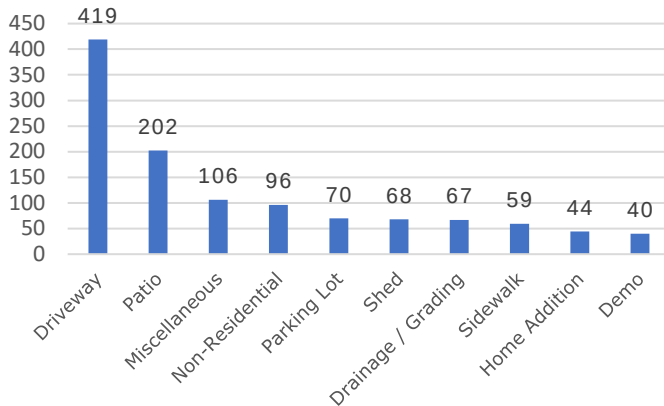
and lost time reporting requirements as well. Lastly, all street signs and pavement markings are regulated by the Adoption of Federal Guidelines by the State related to Manual of Uniform Traffic Control Devices (MUTCD).

Workload & Performance Data

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

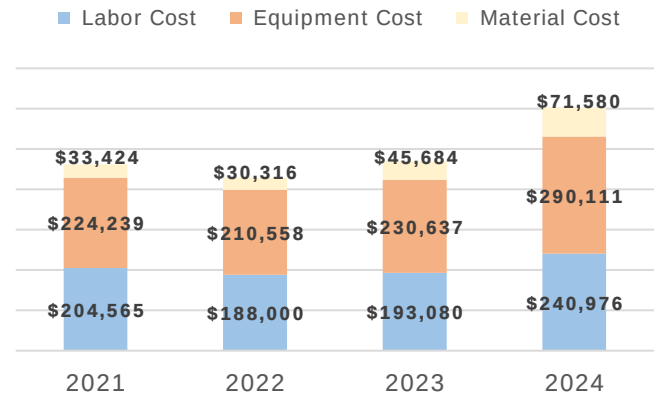
Performance Measures	2021	2022	2023	2024
Traffic Unit				
Traffic Signal Repairs	110	91	95	177
Street Light Repairs	1,487	1,366	1,367	1,107
Building Circuit Repairs	695	560	561	919
Sign Maintenance	2,124	4,507	2,429	2,139
Pavement striping (l.f.)	600	432	473	62,864*
*Metric changed to include contractual				
Street Unit				
Snow Removal Cost	\$1,194,432	\$1,058,411	\$511,278	\$746,196
Snow Removal Curb Miles	49,370	42,371	22,254	31,222
Street Sweeping Curb Miles	11,323	9,167	11,416	11,959
Asphalt Repairs (s.y.)	12,444	11,778	11,492	14,400
In-House Paving Program (tons)	4,079	4,269	3,815	3,934
In-House Paving Program (s.y.)	49,881	38,047	35,850	34,790
Forestry Unit				
Parkway Trees Trimmed	5,952	7,615	6,972	6,544
Parkway Trees Removed	690	717	604	726
Parkway Restorations	833	1,108	1,096	1,195
Building Maintenance Unit				
Work Orders Completed	1,626	1,619	1,175	1,137
Administration				
Service Requests Received	15,825	10,077	9,866	8,516
JULIE Requests	15,282	15,866	14,480	12,480
SeeClickFix/MyCivic Requests	1,378	1,514	1,652	1,841
Invoices Processed	6,705	6,068	5,681	6,785
Private Development				
Number of Inspections				
Pre-pour	903	956	664	1,340
Final	860	885	584	757
All Other	556	442	445	730
Total	2,319	2,283	1,693	2,827
Number of Engineering Requests	214	386	139	302
Number of Plan Reviews	2,337	2,038	2,007	2,050
Number of Plan Comm. Reviews	47	45	75	100
Number of ZBA Reviews	51	34	47	44

TOP ENGINEERING PLAN REVIEW CATEGORIES 2023-2024 *



*Data through 9/2024 when new metrics tracked through EnerGov

Water Main Break Operations 2021-2024

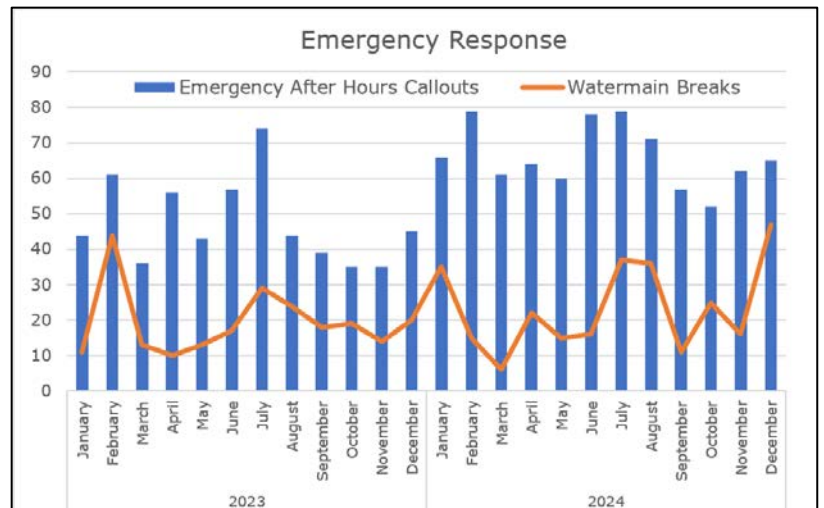


Key Accomplishments During 2023 – 2024 Period

Emergency Response

Responding to emergencies plays a key part in day-to-day operations in the PWE Department. Responding to storm events, water main breaks, and sewer backups requires immediate action, which our staff recognizes as our greatest contribution. However, staff regularly conducts preventative maintenance in all of our operations to help decrease the severity of emergencies whenever possible.

In 2023 and 2024, crews responded to 25 storm events, including snow and wind events. In addition, staff responded to 513 water main breaks, and 152 requests for potential sewer line blockages. Due to unique weather conditions, Staff responded to, and repaired 53 water main breaks in December of 2024 alone.



While many of the impacts of Covid are long behind us, supply chain shortages continue to impact many of the Village's ongoing operations and major capital investments. Planning for major mechanical replacements, such as HVAC equipment, generator equipment, and elevator equipment continues to escalate repair costs due to extensive delivery times. Vehicle purchasing delays also continue to be disruptive and requires significant advanced planning efforts. Manufacturer's unwillingness to commit to order dates, product availability, and absolute pricing have made it almost impossible to maintain a cohesive replacement program. Many vehicles scheduled for replacement have been postponed multiple years, with the average turnaround time continuing to be delayed up to two years until product delivery, which stresses extended maintenance activities.

Community Outreach

The Arlington Alfresco initiative continues to be a success, and as such, each year staff takes on the responsibility of setting up and maintaining the area throughout the summer. As summer draws to a close, staff removes everything from the area, after the annual Harmony Fest in October. The involvement is a considerable resource commitment, as staff maintains the area daily before the

morning commute, including; garbage pick-up, street sweeping, daily management of delivery and refuse vehicles, detours, and needed informational traffic signs developed by Engineering and other Village Departments.

PWE is committed to engaging the community, and take great efforts to educate the public on the various responsibilities of the Department. PWE participated in over 43 events over the last two years. Whether at Village or Community Events, career programs, or job fairs, our team takes great pride in showing our wares. The team especially enjoys working with programs like the World of Work and TreeU, where our staff gets the opportunity to interact with young people about the positive impacts they're making in the community.

Construction Projects

In 2023 and 2024 the Engineering Division successfully completed the annual Street Resurfacing and Street Reconstruction Programs by improving condition on 22.74 miles of roadway. The combined roadway budgets in these years totaled \$19,391,200, with final construction costs of \$18,463,369, or 95% of the programmed funding expended.

As a result of historic flooding events experienced over a decade ago, drainage improvements continue to be a priority of the PWE Department. In 2023/2024 drainage improvements were completed in the Berkley Subdivision and the Evergreen/Maude area, as well as design work completed for construction projects to take place in 2025, including the Race/Chicago, Somerset Courts, and Forrest Avenue areas. Engineering staff work with residents annually to address localized flooding issues addressed as part of the Backyard Drainage Improvements Program.

Other major road projects included the Beverly/Rockwell/Ridge Project and the Wilke Road Resurfacing Project. Both were completed in 2024 with major assistance from federal funding. Wilke Road included resurfacing from Route 14 to Algonquin Road, and the installation of a new multi-use path on the east side of Wilke Road from Central Avenue to White Oak Street, allowing for travel from Route 14 to Golf Road. The Village also secured significant funding (~\$2.3 million) for the resurfacing of Euclid Avenue from approximately Rohlwing Road to the west and Route 12 to the east.

Critical capital planning efforts line up engineering design to leverage good bidding results. All Department staff work very hard to make sure projects are ready for bidding results to be as favorable as possible. Future projects in the pipeline include the Windsor Road Resurfacing and Pedestrian Improvements; Hintz Road Reconstruction Project; Thomas Street Resurfacing Project; Weber Drive/Old Wilke Road Reconstruction Project; Algonquin New Wilke Intersection Improvements; and the ComEd Multi-Use Path Project, among others.

Over the last two years, the Utilities Team completed installation of approximately 21,500 linear feet (or ~4 miles) of water main replacement as part of the Annual Watermain Replacement Program. The funding allocated over these two years was \$8,529,925, with final construction costs of \$7,705,523, or 90% of the programmed funding expended. Staff was also able to reduce the total lead service lines by 604 services over the last two years.

The Department began the enormous project of a complete Residential Water Meter Replacement Program that began in 2023 and continues through 2025. In 2023, staff worked with the Village Board to develop goals, objectives, and budgets needed to complete the project. Additionally, professional services and contractual contracts were awarded. The Department implemented a plan to change approximately 9,100 meters (18,358 total) over the course of two years. Staff exceeded this goal by approximately 1,000 meters. Staff is on track to complete all remaining meters by the beginning of summer 2025, far exceeding the original goal of December 2025. Integration of ComEd technology with the new ERP Utility Billing software will provide residents and staff with significantly greater technology and data related to water usage, billing, etc., helping guide the user to live data of their usage and potential leaks.

Professional Development

Public Works continues to value the importance of its well-trained staff. Over the course of the last 18 months, Public Works experienced significant turnover due to retirements. This provides many

opportunities for advancement, as well as new, more technically advanced staff, with less working experience. When engaged, this new energy will be beneficial to the Department in many ways when coupled with sound skill-building training that covers mandated safety and regulatory topics. Additionally, succession planning efforts associated with enhancing management, communication, and other important leadership skills are critical to ensure internal candidates are ready to take the next step in their careers as internal promotional opportunities present themselves within the Department.

Implementation of the new Enterprise Resource Planning (ERP) software program took center stage for the entire PWE Department over the course of 2023 and 2024. Staff demands required to develop and integrate new software and operational systems were critical to the project and had significant impact on Department resources. As of the end of 2024, all required modules were implemented, though the impacts of transitioning continue. ERP systems implemented over the two years include EnerGov, Utility Billing, Human Capital Management, Time management, and MyCivic.

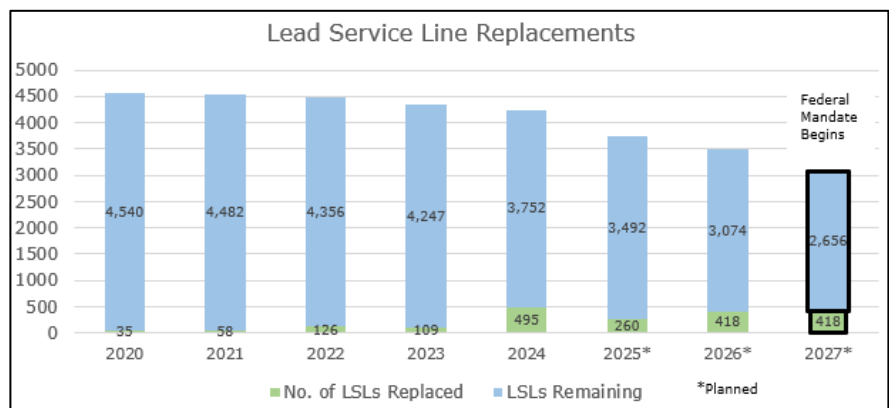
Review of Current and Anticipated Challenges

ERP Implementation

Implementation of the new Enterprise Resource Planning (ERP) software program will continue to present challenges as staff becomes accustom and learn how best to integrate it into existing and refined processes. Staff demands required over the last several years to develop these new software modules, including unanticipated software implementations such as the Village agenda and budgeting software systems, were necessary, but required other priorities to sacrifice. It will take time for staff to “catch up” to those other responsibilities that suffered during the integration process.

Lead Service Lines

Mandated lead service replacements originally required completion by 2044, are now escalated to 2037. In anticipation of these mandates, the Village began to replace all lead service material in-house in Village parkways prior to the required 2027 start date. Since 2020, staff replaced 823 lead service lines through in-house and contractual services. In 2024 alone, staff completed approximately 360 service replacements. In 2023/2024, staff



secured approximately \$2.2 million in federal funding, and continues to annual seek federal funding opportunities. The estimated cost to replace the Village’s portions of all lead service lines in public R.O.W. in the Village is approximately \$55 million. Data continues to be collected and updated to accurately reflect the Village’s lead water service inventory, as required for annual IEPA reporting mandates. The management of this program will continue to challenge the Department until completion.

Long-Term Planning

Although the Department has made great strides as of late, harmonizing long-term planning efforts with the needs of the Village’s aging infrastructure and available resources continues to be a consistent balance of priorities. Long-term programs have been developed to address Village streets, aging watermain, water pumping stations and storage tanks, and improving the Village’s drainage and sanitary system capacities to manage short/intense rain events. However, as the needs of these assets increase, staff must be creative and agile when programming funding needs to ensure no single asset is neglected. These efforts are enhanced by Village programs designed to help residents, such as the overhead sewer program, backyard drainage program, and lead service line replacement programs, which enable residents to participate in solutions for their concerns.

Capital Improvement Projects

The success of completing projects in the Capital Improvement Plan is strongly dependent on available funding for projects. To this end, staff continues to seek grant funding for qualifying projects when possible. Village staff were successful in recent history, securing approximately \$22,934,000 in outside grant funding for projects completed in recent years and planned for construction in the next few years. It is unclear how the current federal political climate might affect the availability of project funding in the upcoming years. It is likely that competition for federal dollars will increase, as opportunities decrease.

The challenge of a robust and aggressive capital program will continue to motivate the entire PWE Department. Of approximately \$90 million programmed for Capital expenses over the next two years, PWE is responsible for approximately 97% of the program, including more than \$16 million for the Annual Street Resurfacing, Street Reconstruction, Water Main Replacement, and Lead Line Replacement Programs, among many others. Additionally, significant drainage projects are planned for Race/Chicago and Forrest Ave in excess of \$4 million combined, and with the design of Scarsdale Estates and Somerset Court drainage improvements the total funding needed could equal that. It will be important that the team work together and identify opportunities to maximize efficiencies and monitor/limit employee fatigue.

Backyard Drainage

As major drainage projects are completed, staff will be challenged to address smaller scale backyard drainage programs. These isolated locations often impacted by years of private improvements, negatively affect residents by routine spring/fall ponding. Staff will be challenged to offer solutions to private problems that are repeatable across the entire Village.

Arlington Park Redevelopment

PWE maintains a position of readiness for any new challenges that arise associated with any potential new regionally significant development that might occur at the old Arlington Park site. The Department will play a lead role in infrastructure planning for the project along with the property owner and our consulting teams. It is expected that the development of the site will require Staff to be heavily involved with development activities like design review, consultant coordination, project management efforts, and future impact assessments to ensure Village priorities are represented.

Staffing

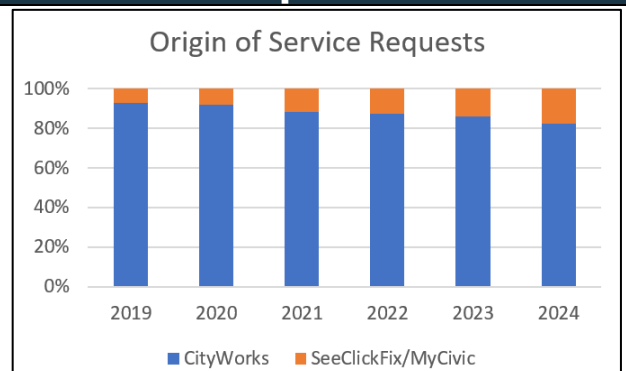
Staff challenges related to generational priorities are quickly evolving with a such a substantial influx of new staff. Many newer employees do not value overtime opportunities as much as they value experiences away from work. Challenges that will continue into future years will circle around managing overtime opportunities and responsibilities. It is important that we continue to stress the importance of the Department's response to community needs and emergency situations. Striking the right balance between these two opposing dynamics will continue to pose a challenge.

Potential and New Initiatives to Explore

Communication and Community Engagement

Moving forward, the Department plans to continue to increase outreach efforts to residents and businesses, specifically as it relates to construction project information. Presently, a variety of information avenues are used, including email, social media, website, and written correspondence. Continual cooperation with the Integrated Services Department is critical to getting this vital information to residents, businesses, customers, and motorists.

After replacing the "See Click Fix" mobile app, with the new MyCivic mobile app, it will be important that staff leverage as many opportunities as possible to promote the new tool so residents are aware of the change. Along with the use of social media for public outreach, staff will use special events throughout the year to promote the use of this valuable tool.



As always, the Department consistently looks for ways to become more efficient and effective. Staff regularly looks to reduce paper, streamline processes, and maximize data collection to help drive decisions. Improvements in software systems such as the CityWorks workorder and asset management system, along with continued integration of field tablets for the workforce continues to improve data collection, asset inspection, and repair and maintenance.

Staffing

With almost one-third (30) of the staff new in the last three years, and another 13 employees promoted into new positions, employee development is a critical focus. Additionally, over the next 10 years, it is estimated that another 25-30 employees will retire, with 18 of those employees currently serving in leadership roles in the Department. Staff will be focused on succession planning and employee growth and development strategies, intended to prepare internal employees for future opportunities to limit institutional knowledge loss and accelerate operational improvements. Although a future initiative the Department will pursue, actions have already begun to encourage employee growth and development, along with providing constructive and actionable feedback to continue to promote a culture that is built on valuing our employees.

The Department continues initiatives intended to meet the needs of staff, including new employee meetings (twice/year) giving new employees an opportunity to discuss potential improvements, and new employee introduction days allowing new employees to meet the management team and learn from staff what is important to the Department. Staff continues the development of a cross-training program allowing employees to work in other areas of our operations to develop understanding, respect, empathy, and appreciation for each other's value to the department.

Sustainability

Looking to the future, the Department continues to explore new ways to improve sustainability and positively impact the environment. Through the use of alternative fuels and hybrid vehicles, the Village continues to reduce its dependence on fossil fuels. Capital programs have allowed the development of new landscaped islands, pedestrian paths, installation of native plantings, and pervious paver parking lots, which reduce our impact from construction. Staff is thrilled to generate sustainable energy with the installation of solar panels on the Public Works Garage.

Arlington Park Redevelopment

While the future of the regionally significant development on the Old Arlington Park site is uncertain. Staff anticipates a variety of opportunities that might leverage new technologies and infrastructure improvements related to the potential implementation of Smart Cities solutions. Staff will focus on the improvements of traffic management, pedestrian enhancements, and other Village assets, such as trees, roadways, street lighting, and water and sewer utility systems, once a clear development vision is identified.

Conclusion

Over the past two years, the PWE Department faced numerous challenges, both anticipated and unforeseen. These obstacles tested our resilience, adaptability, and resources, but our commitment to serving the community to the best of our ability never wavered. Through collaborative team efforts, strategic thinking, and steadfast dedication by our staff, the Department navigated these complexities and emerged even stronger. As we look toward the next two years, and beyond, our team remains committed to facing new challenges, embracing new opportunities, learning from our experiences, and striving for excellence in everything we do.

PWE staff will focus heavily on improving long-range planning and coordination efforts related to major capital infrastructure improvements and maintenance activities to coordinate with lead replacement mandates. We will continue to build a culture of teamwork over isolation, and will utilize staff skills and abilities to improve the working environments of all Village staff and residents. While the community's infrastructure improvements will always be a top priority for PWE our team will face more challenges in 2025 and beyond; however, the PWE staff is up to the challenge and will face them head on with the same dedication and professionalism that they exhibit every day.