

2021-2023 Long Range Plan

Report #5

Priority Action Items

August 17, 2021

PRIORITY ACTION ITEMS

A key component of the Long Range Plan are the Village Council Priority Action Items. These items reflect Council priorities and serve as the Village’s work plan from September 2021 through April 2023.

Criteria for Priority Action Items

Priority Action Items reflect Council priorities for new policies or revisions to existing programs and policies. The criteria for a Council Priority Action Item include:

- **Support of Strategic Plan Goals and Key Issues** - the action should achieve a measurable result that supports one or more of the Strategic Plan Goals and/or Key Issues addressed during Long-Range Planning.
- **Village Council Policy Direction Required** - the action requires the Village Council to provide policy level direction to be completed.
- **Six Months or More to Complete** - the action requires significant staff and/or Village Council time; six months or more from the time staff begins work on the action to the time the action is completed.
- **Multi-Departmental Effort** - the action requires effort from more than one Village department.

The Priority Action Items will serve as the Village’s work plan from September 2021 to April 2023. Below is a draft list of items for Village Council consideration.

Priority Action Item	Description
Implement the Enterprise Resource Planning (ERP) System	<p>This project will result in the complete replacement of the Village’s Enterprise Resource Planning System by use of two vendors:</p> <ul style="list-style-type: none"> ● Tyler - Finance, Utility Billing and Human Resource functions and licensing ● CityView - Community Development permitting functions <p>The Village consultant BerryDunn is managing the project implementation.</p>

<p>Facility Replacement and Sustainability Plan</p>	<p>This project will result in:</p> <ul style="list-style-type: none"> ● The replacement of the existing Police Station and Village Hall ● Potential partnership with D58 for their administrative offices ● Improvements to the intersection of Washington Street and the railroad tracks ● A financial plan including the estimated total project costs and revenues identified to pay for the project costs
<p>Review Diversity, Equity and Inclusion (DEI) Practices</p>	<p>This project consists of reviewing internal Village practices as an employer, services the Village provides to the public and how the Village interacts with the community with a goal of continually improving these practices.</p>
<p>Develop a Social Services Referral Program</p>	<p>Under this program the Village will take steps to connect individuals in need of service with the agencies that provide the services. The program will consist of multiple methods for individuals to contact the Village including in-person, by phone and online. Individuals who contact the Village will receive personal referrals to specific social service providers. Further, the Village will actively seek to identify and contact individuals who may be in need of services.</p>
<p>Complete a Social Services Gap Report</p>	<p>This project consists of identifying social trends and issues facing the Village by reviewing and analyzing data. From this analysis, service gaps should be identified and strategies for addressing gaps will be presented. The report will be presented to the Human Service Commission for their review. The HSC will forward their comments and recommendations to the Village Council for consideration.</p>
<p>Purchase and Install Camera Systems for Police</p>	<p>This project consists of the purchase, installation and operation of a body-worn camera system and a fixed location license plate reader system. The systems should be operational in FY22 or 23. The estimated cost to purchase and operate both systems for the first five years is \$550,000 to \$750,000. The Asset Forfeiture Fund should be used for these expenses.</p>

<p>Downtown Outdoor Dining 2022 and Beyond</p>	<p>This project consists of creating a downtown outdoor dining program for 2022 and beyond. Outdoor dining areas are located throughout the downtown on both public and private property. Key components of the 2020 and 2021 temporary outdoor dining programs will continue to be used. Some changes and additional enhancements will be made as the outdoor dining program evolves from a temporary program into a permanent program. Downtown Management Corporation will be a key participant in this action item.</p>
<p>Enter into a Contract for Solid Waste Collection and Management</p>	<p>This project consists of negotiating and executing a contract for solid waste collection and management services. The Village's current contract with Republic Services expires on March 30, 2023.</p>

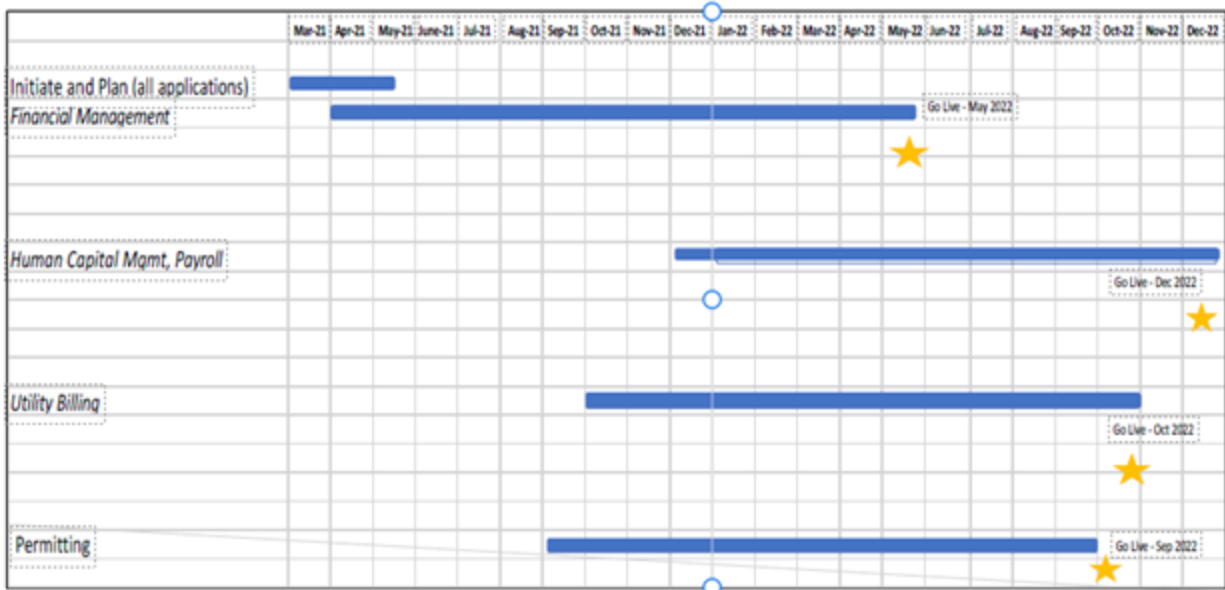
Implement the Enterprise Resource Planning System

An ERP system integrates functions across an organization that can serve departments' financial and operational processing needs. The current ERP system, Eden by Tyler Technologies, has been in place since 2006. Functions include all the Finance Department systems (budgeting, general ledger, payroll and utility billing), along with building permits, human resources and licensing. Eden has served the Village well over the years, but it is drawing near the end of its useful life. In 2019 the Village began a multi-year project to replace this system. ERP implementation is one of the largest and most far reaching projects an organization can undertake due to the impact on how work is conducted and the way in which day-to-day tasks are accomplished.

This project began in 2019 with staff completing all preliminary work which involved:

- Approval of a professional consulting services contract with BerryDunn to aid in the selection and implementation of the new ERP system
- Researching, preparing and issuing the RFP
- Vendor selection

In 2021, work has focused on the financial management systems. As the project continues to progress, the additional module areas of Human Capital Management / Payroll, Utility Billing and Permitting (with City View) will begin and will proceed through similar phases as the financial modules. The entire implementation schedule is shown below:



Facilities Replacement and Sustainability Plan

This project consists of constructing a new Police Station and Village Hall combined facility on the Civic Center property to replace the existing buildings. The new facility may also be shared with School District 58 for their administrative offices.

On June 15, the Village Council discussed the Facility Replacement & Sustainability Plan (FRSP) as part of the Village's Long-Range Planning (LRP) process. The Village Council expressed a preference for resuming work on the FRSP, which had been suspended since March 2020 due to COVID-19. Updating the plan will involve the following activities:

- Review and update the space needs and programming information
- Update project cost estimates and scheduling information
- Confirm continued interest in a potential partnership by School District 58

The Village has confirmed continued interest by District 58. The remaining two items will require the assistance of a firm with municipal facilities planning and design expertise. As part of the FRSP work in 2019-2020, the Village had engaged the services of FGM Architects, following a competitive selection process. The scope of services included in this contract would allow the Village to complete items 1 and 2 within approximately 60-90 days, and present an updated final plan to the Village Council for consideration and possible implementation.

Review Diversity, Equity and Inclusion Practices

The Village Council identified *Review Diversity, Equity and Inclusion Practices* (DEI) as a Priority Action Item for 2021. The work plan calls for this action item to commence in January 2021 and continue through May 2023 and beyond.

The Village will seek to be an organization of choice where employees are valued, celebrated, hired, and promoted without bias or discrimination. To achieve this vision, the Village will work to attract and retain a diverse staff, create equitable opportunities for all, and celebrate differences.

Village efforts will be based upon and follow the schedule of the Federal Government's DEI initiative. Their efforts and schedule are detailed in the [Presidential Executive Order](#) on this topic. The federal project consists of three phases and culminates in the completion of departmental DEI plans for the President's review. The departmental DEI plans are due in January 2023.

Develop a Social Services Referral Program and Complete a Social Services Gap Report

The Human Service Ad Hoc Committee report was presented to the Village Council at the November 10, 2020 meeting. The [HSAHC Report](#) contains 14 recommendations (6 Top, 4 High and 4 Medium) for the Village Council's consideration.

The action plan for implementing the report, approved by the Village Council in December 2020, consists of the following key points:

- Develop a social services referral program
- Prepare a report identifying gaps in the provision of services and strategies to address the gaps
- Engage professional staff charged with performing the duties and tasks of the action plan
- Appoint members to the Human Service Commission

- Complete the action plan over a 12 to 15-month period beginning at the time the financial conditions allow for the project to start

Develop a Social Services Referral Program

The Village will develop and implement a social services referral program. Under this program the Village will take steps to connect individuals in need of service with the agencies that provide the services. The program will consist of multiple methods for individuals to contact the Village including in-person, by phone and on-line. Individuals who contact the Village will receive personal referrals to specific social service providers. Further, the Village will actively seek to identify and contact individuals who may be in need of services. Residents potentially in need of services will be identified by:

- Police Department staff as they interact with the public on day to day activities
- Fire Department staff as they interact with residents under the Community Care Program
- Community Development staff as they interact with residents on code compliance efforts
- Finance Department staff as they interact with residents paying utility bills

Each resident who requests referral services or who is identified by staff as described above will be contacted by a professionally trained staff member. Upon completion of a discussion, the staff member will refer the resident to the appropriate service providers.

Identify Gaps in the Provision of Services and Strategies to Address the Gaps

The Village staff will prepare a report which identifies social trends and issues facing the Village by reviewing and analyzing data. From this analysis, service gaps should be identified and strategies for addressing gaps will be presented. This report will be prepared once the referral service program has been operating for a few months. The report will be presented to the Human Service Commission for their review and comment. The HSC may be asked to make recommendations about social service needs, priorities and strategies identified in the report. The HSC will forward their comments and recommendations to the Village Council for consideration.

Appoint Members to the Human Service Commission

The action plan calls for the Human Service Commission (HSC) to be reinstated. The HSC’s first task will be to review and comment on the report noted above. The HSC should convene their first meeting approximately one month prior to their consideration of the service gap report. Then the HSC should meet as needed to complete their review of the report.

Engage Professional Staff to Perform the Duties and Tasks of this Plan

As recommended by the Long Range Plan and FY21 Budget, the Village may engage a qualified professional staff member to perform the tasks and duties of this plan when financial conditions allow. The Village hired a social worker in July 2021.

Key Tasks and Schedule

Target Date	Key Task
December 2020	Village Council approved the Human Service Commission Action Plan
April 2021	Village Council directed staff to initiate the Action Plan
July 2021	Hired a qualified staff person

Fall 2021	Appoint Human Service Commission
January 2022	Establish the Social Services Referral Program
March 2022	Prepare a report identifying trends and issues in social services provision and strategies to address them
April 2022	HSC consideration of the report identifying trends and issues in social services provision and strategies to address them
May 2022 Include in LRP Update	Village Council consideration of the report identifying trends and issues in social services provision and strategies to address them

Purchase and Install Camera Systems for Police

This project consists of the installation of two camera systems to enhance police services and improve safety for community members and police officers.

Body Worn Camera System

The Criminal Justice Reform Act requires all law enforcement agencies to begin using body-worn camera systems by January 1, 2022 to January 1, 2025, depending on the population of the municipality. Downers Grove is required to use body cameras no later than January 1, 2025. In addition to purchasing, operating and maintaining the cameras, the Village will manage digital recordings as part of the records management system and respond to requests for these records under the Freedom of Information Act. Staff expects to receive additional record requests once the system becomes operational. The cost to purchase, operate and maintain the body-worn camera system for the first five years is estimated to be \$350,000 to \$450,000 (\$70,000 to \$90,000 per year). The Asset Forfeiture Fund should be used to cover these expenses. This fund currently has a balance of \$2.6 million and will be able to cover the costs of the body-worn camera system. The Village plans to begin using the body-worn camera system in FY22 or 23.

Fixed Location License Plate Reader System

The Village plans on purchasing and installing a fixed-location license plate reader system. The estimated cost to purchase and operate the system for the first five years is \$200,000 to \$300,000. These costs could be covered by the Asset Forfeiture Fund.

To help reduce the risk of crimes committed by people driving stolen vehicles, several municipalities near Downers Grove have installed fixed-location license plate reader cameras. The cameras are located at key entrances to the municipalities and read the license plates of all vehicles that enter the community. When the reader detects a reported stolen vehicle entering the municipality, the system automatically alerts the police. This allows police to immediately respond to the area where the stolen vehicle was last detected and to nearby areas where crimes may be likely to be committed. The police response is designed to reduce the likelihood of a crime being committed and to apprehend the driver of the stolen vehicle. A fixed-location license plate reader system may also provide valuable leads to aid in the follow-up investigation of violent crimes should they occur in the Village.

Using the Asset Forfeiture Fund for Body Cameras and License Plate Readers

The Asset Forfeiture Fund can be used to purchase both the body-worn camera system and the license plate reader system. Money in this fund is generated by asset seizures from joint investigations and operations with the federal government. Money seized from these operations can only be used for law enforcement purposes and cannot be used to replace or supplant budgeted purchases. The Asset Forfeiture Fund currently has a balance of \$2.5 million. The total 5-year cost of both camera systems is estimated to be \$550,000 to \$750,000.

Downtown Outdoor Dining in 2022 and Beyond

The current [Long-Range Plan](#) includes a Priority Action Item *Develop a Plan for Outdoor Dining for 2021 and Beyond*, which is described as follows: This project will result in a permanent outdoor dining program for the restaurants located in the downtown. Outdoor dining in the downtown area was significantly expanded in summer 2020, allowing restaurants to operate outdoor cafes in certain on-street and sidewalk locations. The program continues to operate with several improvements made for the 2021 season. The downtown outdoor dining program will be operated in 2022 and beyond. Additional changes will be made as the program becomes permanent. Below is a summary of the current outdoor dining program.

Allocation of Public Space - Public space, including sidewalk and parking spaces, will be allocated by the Village to each participating restaurant based on a number of factors, including:

- 1) The amount of space allocated during the 2020 temporary outdoor dining program;
- 2) The amount of restaurant street frontage;
- 3) Input from the Downtown Management Corporation;
- 4) Restaurant location relative to other establishments and general pedestrian activity levels in the Downtown

Eligibility - All Downtown restaurants currently in operation or planning to open will be contacted regarding participation in the program. New restaurants to the Downtown will be considered on a case-by-case basis, taking into consideration the factors described in "Allocation of Public Space" above.

Impact on On-Street Parking - Additional 15-minute spaces may be provided in certain areas to accommodate short-term and pick-up/drop-off needs for Downtown businesses. The number and location will be determined based on consultation with the Downtown Management Corporation.

Construction Project Impact - Downtown construction projects planned for 2021 include reconstruction of Forest Lot North, crosswalk/corner replacement and resurfacing of portions of Burlington Avenue. The next phase of crosswalk/corner replacement will occur in 2022 and potentially impact areas designated for outdoor dining. These projects may require temporary removal of barricades to allow for the construction work to be completed.

Compliance with Sign Ordinance - Any signage or decorative elements incorporated into the program will comply with the Village's sign ordinance.

Impact on Community Events - Organizations applying for temporary use permits to hold events will be notified that the 2021 outdoor dining program may necessitate changes in their event application to be considered/approved.

Enter into a Contract for Solid Waste Collection and Management

The Village of Downers Grove contracts for solid waste (refuse, recycling and yard waste) collection and disposal services. This contract serves approximately 14,500 households and provides options for residents to dispose of solid waste with the use of stickers or by renting carts for a monthly fee. Republic Services has been a long-standing provider of this service in Downers Grove. The current contract with the service provider took effect on April 1, 2017 and is set to expire on March 31, 2023. As the expiration of the current contract looms, it is time for the Village to begin consideration of what the next contract will look like. As the Village Council and staff consider the next solid waste contract, the following goals remain the highest priority:

- Furthering the goal of Steward of Environmental Sustainability
- Competitive costs favorable to residential needs and established Village purchasing parameters.
- Allowing residents to use the solid-waste disposal method which best suits their needs.
- Maintaining a contractual relationship with a high-quality and reliable service provider willing to make adjustments to community needs and preferences.

The project will commence with a review of Republic Services performance throughout the duration of the last contract.