

2021-23 Long Range Plan

2022 Update Report #3

Priority Action Items

August 16, 2022

PRIORITY ACTION ITEMS

A key component of the Long Range Plan is the Village Council Priority Action Items. These nine items reflect Council priorities and serve as the work plan from September 2021 through April 2023. Below is a summary of each Priority Action Item.

Update the Priority Action Items for the Remaining Eight Months for this Village Council

The Village Council should update the Priority Action Items to create a work plan for September 2022 through April 2023, the eight months remaining under the current Village Council. The Priority Action Items will be reflected in the FY23 Proposed Budget which will be published in late October and considered by the Village Council in November and December.

Priority Action Item	Description	Status
Village Facilities Replacement & Sustainability Plan	<p>This project will result in:</p> <ul style="list-style-type: none"> • Replacement of the existing Police Station and Village Hall • 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 	Ongoing; project remains on-schedule and on-budget
Implement the Enterprise Resource Planning (ERP) System	<p>This project completely replaces 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 	Ongoing; project remains on-schedule and on-budget. See attached report for additional information
Review Diversity, Equity and Inclusion (DEI) Practice	<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>	Ongoing; see attached report for additional information
Develop a Social Services Referral Program	<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</p>	Completed

	<p>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 recommendations to the Council for consideration.</p>	<p>Ongoing. The draft report is currently under review by the Human Services Commission</p>
<p>Purchase and Install Camera Systems for Police</p>	<p>This project consists of the purchase 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-\$750,000. The Asset Forfeiture Fund should be used for these expenses.</p>	<p>Body-worn camera project complete. License-plate reader implementation is ongoing.</p> <p>See attached report for additional information</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 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 temporary program to a permanent program. Downtown Management Corporation will be a key participant in this action item.</p>	<p>Completed</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>	<p>Ongoing and under review by Village Council</p> <p>On the August 16, 2022 Village Council Meeting Agenda</p>
<p>Consider Allowing Video Gaming for Restaurants with On-Premise Consumption Liquor Licenses</p>	<p>This project consists of drafting and considering an Ordinance permitting operation of video gaming devices for restaurants holding liquor licenses that allow for on-premise consumption. Items for consideration include the number of gaming licenses available, the number of devices permitted at each location, requirements for creating a separate area for gaming and establishing fees.</p>	<p>Tabled in Dec. 2021</p>

Attachments

- ERP Status Report
- DEI Status Report
- Social Services Gap Analysis DRAFT Report
- Police Department Camera Systems Report

Enterprise Resource Planning (ERP) Update

The Village began a multi-year project in the summer of 2019 to replace its ERP system. Staff began the implementation of the Munis and CityView software systems in 2021. An ERP system integrates functions across an organization that can serve departments' financial and operational processing needs. ERP replacement 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.

ERP Project Highlights

- Complete replacement of the Village's current ERP system (Eden, launched in 2006)
- Shift from on-premise to cloud-based systems
- Two vendors:
 - Tyler - Finance and Human Resource Department functions and licensing
 - CityView - Community Development permitting functions
- Implementation from 2021 to 2023
 - Phase 1 - Finance Module
 - Phase 2 - Utility Billing Module
 - Phase 3 - City View (Community Development - Permitting)
 - Phase 4 - Payroll/HR Module

Finance (Phase 1) - Operational Since April 2022: Phase 1 was the implementation of the Finance Module, which needed to be operational to integrate with remaining modules and CityView. This includes the General Ledger, Accounts Payable, Purchasing, Budgeting, Fixed Assets, General Billing/Accounts Receivable, Cashiering, Bid/Contract Management and Licensing. It also included replacing the on-line vendor portal and customer service portal with new Munis on-line portals for Vendor Self Service and Customer Self Service. Each piece of this module has been built, configured, tested. This Phase went live on April 4, 2022, which was on schedule. Staff continues to make improvements on all these modules as we learn new functionality and fix minor issues encountered in day to day operations. The Bid/Contract Management and Licensing modules are scheduled to launch at the end of 2022 to allow for completion of required functionality for electronic signatures for Bids and Contracts and custom forms for licensing. Implementation activities will continue throughout 2023.

Utility Billing (Phase 2) - Go-Live in October 2022: The Utility Billing module is primarily built and configured. There is extensive data conversion work ongoing that is required to accurately bring all utility billing customers into the Munis system. This module requires integrations with several third party vendors. Staff is focusing on accurately processing these imports and exports. Parallel billing started in August. Final testing and training is scheduled for October. Go-live in Utility Billing is on track and scheduled for the last week of October 2022. Implementation activities will continue throughout 2023.

City View (Phase 3) - Go-Live in November 2022: The implementation of the CityView software continues to run smoothly. The configuration, workflows and processes have all been analyzed and completed. Currently, validation testing is scheduled through the end of August. The final phases of the implementation include User Acceptance Testing in September and end user training in October. Go-live is on schedule for November. Implementation activities will continue throughout 2023.

HR / Payroll (Phase 4) - Go-Live in January 2023: Staff is currently working to configure the Human Capital Management (HCM) system and the payroll module. Significant work has been done in both systems and parallel payroll processing has started. Next steps include establishing work flows, testing and training. Work has started on the Employee Self Service portal but not all functionality has been configured yet. This module is on track and scheduled to go live the first pay period of 2023. Implementation activities will continue into 2024.

Project Name

Review Diversity, Equity and Inclusion Practices

Description

The project consists of two phases, an Internal Phase and External Phase. During the internal phase (current phase), work is focused on organizational management topics that directly affect Village employees, including:

- Creating Awareness and Training
- Identifying DEI Assessment Methods and Best Practices
- Employee Hiring, Promotion and Compensation Practices

During the external phase, the work will focus on the services the Village provides to the public and how the Village interacts with the community. The Village Council will direct these efforts. Topics may include:

- Service Levels
- Budgeting and Capital Projects
- Community Engagement Practices
- Purchasing

Schedule

The project began in January 2021 and will continue through May 2023 and beyond.

Recent Actions

- Drafted Mission and Vision Statements (see attached)
- Completed multiple staff training sessions (see attached)
- Analyzed the demographic makeup of the current employees and hiring practices over the past fifteen years (see attached)
- Broadened recruitment efforts to attract a larger, more diverse applicant pool.
- Ensured fair and equitable succession planning (promotions).

Next Steps

Continue to Train Staff - Staff members will continue to receive training on DEI related topics.

Continue to Participate in MMC Diversity Task Force - Staff members will continue to participate in the MMC Diversity Issues Task Force.

Continue to Broaden and Expand Recruitment Efforts - Staff will continue to proactively outreach into different markets to attract a larger, more diverse applicant pool. All hiring managers are fully invested in DEI, as a strategic advantage.

Launch DEI Team - Staff will create an interdepartmental team to focus on DEI efforts.

Vision

To be an organization of choice where employees are valued, celebrated, hired, and promoted without bias or discrimination.

Mission

To attract and retain a diverse staff, create equitable opportunities for all, and celebrate differences knowing that diversity makes us better.

Staff Training

Inclusive Leadership Training - In November 2021, the Walker Thomas Group facilitated an Inclusive Leadership training session for approximately 35 staff members in leadership and management roles.

Diversity, Welcoming & Inclusion Training - In April 2022, the Walker Thomas Group provided training to all staff members. These cross-departmental training helped uncover bias, promoted fair and equitable processes, offered strategies for conflict resolution, and set expectations of employees as the Village continues on our DEI journey. Staff has the opportunity to further advance efforts of open and supportive dialogue

Sexual Harrassment and Discrimination Prevention Training - All staff members are required to receive Sexual Harrassment and Discrimination Prevention training annually. The 2022 training was completed in July.

YMCA Cultural Humility Training - In late 2020, over 35 staff members in leadership and management positions participated in Cultural Humility training led by the YWCA of Metropolitan Chicago.

Northwestern DEI Training - Three leadership level staff members successfully completed a course entitled *Leading Diversity Equity and Inclusion* at Northwestern University.

Stanford University Graduate School of Business Diversity and Equity Training - One staff member successfully completed a course entitled *Leverage Diversity and Equity for Organizational Excellence*.

Illinois City County Managers Association DEI Webinar - Several members of the leadership team participated in the ILCM Webinar entitled *Diversity, Equity and Inclusion: Where Do I Begin?* held in April. The webinar included presentations from local municipalities which are currently undertaking DEI initiatives.

Metropolitan Mayors Caucus Diversity Issues Task Force - A few staff members have joined and are participating in the MMC Diversity Issues Task Force. Manager Fieldman participated in a task force round table discussion and presented the Village of Downers Grove DEI initiative. Other presenters included Park Forest, Berwyn, Oswego, Arlington Heights and Wilmette.

DEI Workshop with RC Communications - Five staff members participated in an informal workshop hosted by a Washington, DC based firm RC Communications. The workshop was tailored specifically to help the Village start our DEI initiative.

Race and Ethnicity of Current Staff and Hired Employees

	Downers Grove	VoDG Current Staff*	VoDG Hiring				
			2006-10	2011-15	2015-20	2021	'22 YTD
White	88.0%	90.7%	87.3%	87.0%	86.8%	84.0%	73.3%
Black	4.1%	1.5%	5.0%	3.7%	--	4.0%	--
Hispanic	4.7%	3.6%	4.5%	5.6%	9.8%	8.0%	13.3%
Asian	5.6%	3.4%	--	3.1%	--	4.0%	13.3%
Pacific	--	0.5%	--	--	2.9%	--	--

Gender of Current Staff by Department

Department	Male		Female	
	Count	Percentage	Count	Percentage
Managers and Clerks Offices	4	50%	4	50%
Building Services	5	83%	1	17%
Legal and Human Resources	0	0%	5	100%
Information Technology	6	75%	2	25%
Finance	0	0%	10	100%
Community Development	9	60%	6	40%
Communications	3	75%	1	25%
Public Works	52	84%	10	16%
Police	67	81%	16	19%
Fire	77	95%	4	5%
Total	223	79%	59	21%

Body-Worn Cameras

On July 1, 2021, the Law Enforcement Officer-Worn Body Camera Act was amended to require all Illinois law enforcement agencies to implement body-worn cameras. In October 2021, the Village entered into a five (5)-year agreement with Axon Enterprise, Inc. to provide an integrated system for body-worn cameras, squad car cameras, interview room cameras, data storage and digital evidence management.

Staff began implementing the body-worn camera system in late 2021. The current status is summarized below:

- Body-Worn Cameras have been implemented
- A successful pilot project was completed in May of 2022. This pilot program included a limited deployment of the cameras to assess functionality of the equipment and the application of the temporary body-worn camera policy
- Department-wide training was completed in June of 2022
- The body-worn camera policy was finalized in June of 2022
- All sworn personnel were issued a body-worn camera upon completing training in June of 2022
- Storage of digital evidence through the AXON evidence.com gathered from the body-worn cameras has been implemented
- The delivery and installation of the AXON squad car cameras has been delayed due to production and supply issues from the manufacturer. Estimated delivery and installation of the squad cameras is Q3 or Q4 of 2022
- The Village hired a Police Services Technician to manage the administration and maintenance of the the hardware, software, and data related to the implementation of the body-worn cameras, squad cameras and other law enforcement-related technology

Automated License Plate Readers (ALPR)

In October 2021 the Village entered into a contract with Minuteman Securities Technology for the purchase, installation and operation of a fixed-location Automated License Plate Reader (ALPR) system to be at 18 key entrances to the Village. ALPR cameras read the license plates of all vehicles that enter the community. The system alerts the police when the reader detects a reported stolen vehicle entering the Village. This allows police to respond to the area where the stolen vehicle was last detected and to nearby areas where crimes may 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 Automated License Plate Reader system may also provide leads to aid in the follow-up investigation of violent crimes should they occur in the Village.

Staff began implementing the ALPR camera system in late 2021. The current status is summarized below:

- Staff has identified 18 sites suitable for the deployment of 19 ALPR cameras
- 4 sites are currently operational
- 10 sites are awaiting permit approval from the DuPage County Department of Transportation
- 2 sites are awaiting permit approval from the Illinois Toll Highway Authority
- 2 sites are pending review and submission of permits to the Illinois Department of Transportation
- A pilot project was established to test and evaluate the system utilizing the 4 operational sites
- Full implementation of the ALPR system is pending approval of the outstanding permits; as a result the project completion date is unknown