

2021-23 Long Range Plan

8/16/2022

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	This project will result in: <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	This project completely replaces the Village's Enterprise Resource Planning System by use of two vendors: <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	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.	Ongoing; see attached report for additional information
Develop 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	Completed

	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.	
Complete a Social Services Gap Report	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.	Ongoing. The draft report is currently under review by the Human Services Commission
Purchase and Install Camera Systems for Police	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.	Body-worn camera project complete. License-plate reader implementation is ongoing. See attached report for additional information
Downtown Outdoor Dining 2022 and Beyond	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.	Completed
Enter into a Contract for Solid Waste Collection and Management	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.	Ongoing and under review by Village Council On the August 16, 2022 Village Council Meeting Agenda
Consider Allowing Video Gaming for Restaurants with On-Premise Consumption Liquor Licenses	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.	Tabled in Dec. 2021

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.

DIVERSITY, EQUITY AND INCLUSION (DEI) PRACTICES UPDATE

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%

Note: Revisions to the Draft Report Based on the June HSC Meeting are
Highlighted

Social Services Gap Analysis Report

Prepared by Staff for

Human Service Commission

July 2022

Executive Summary

In December 2020, based on the findings and recommendations of the [Human Service Ad Hoc Committee Report](#), the Council directed staff to develop a social services referral program and to prepare a report identifying gaps in services and strategies to address the gaps. The Village developed the social services referral program from August 2021 through January 2022 and publicly launched the program in February. The program connects individuals in need of service with the agencies that provide the services.

Report Scope

- Identify and quantify gaps in social services determined by the Village through the operation of the social services referral program
- A “Gap in Service” is defined as: *The inability of the Village to successfully refer a resident to a social service agency which provides the requested service*
- A Gap in Service exists when a resident is not aware of the availability of the social service provider or the Village’s referral program (*Awareness*); when a resident does not accept a valid social service referral provided by the Village (*Acceptance*); and when the Village is unable to identify and contact an agency that provides the requested service and can provide the service in a timely manner (*Availability*)

Service Gap Identification

Based on the findings of the Human Service Ad Hoc Committee in 2020, staff is operating under the assumption that public awareness is generally low which constitutes an awareness gap.

No acceptance gap has been identified. The Village has been collecting data on the acceptance of social services referrals since the program’s inception in August 2021. The acceptance rate has been strong. However the Village should refine the measurement of the acceptance rate.

Additional information should be provided to determine if there is an availability gap. The Village has identified a service provider for each of the requested services. The Village is not tracking the extent to which the requested service can be provided in a timely manner.

Participation in the Village’s Taxi Coupon Program for residents 65 years and older or with disabilities has declined significantly due to a lack of availability of taxi services.

Strategies to Address Service Gaps

The Village should consider taking the following steps to address the awareness and availability gaps identified in this report.

- **Top Priority** - Increase Awareness of the Social Services Referral Program by Creating and Implementing a Public Awareness Campaign
 - Post Messages and Videos on the Village Website and Social Media Platforms
 - Provide Information in the Village E-news, Inside DG Newsletter and Utility Bills
 - Provide Information in the Chamber 630 New Resident Welcome Package

- Partner with Other Governments, such as Grade School District 58, to Provide Information Using Their Communication Platforms
 - Highlight the Referral Program in Police & Fire Public Education Programs
 - Arrange for the Social Worker to Present Information at Local Community Organizations
 - Explore Partnering with District 58 to Promote the Social Services Referral Program as Part of the Learning Curriculum.
 - Obtain Data and Information to Quantify the Extent of the Awareness Gap
 - Use the Data and Information to Identify a Target Audience
 - The Human Service Commission Should Operate Information Booths at Various Community Events
 - Publish the Information about the Referral Program in Multiple Languages
- Increase Understanding of the Availability of Services by Requesting That the Service Providers Submit Information to the Village About Wait Times and Schedule Availability.
 - Improve Senior Residents Access to Transportation by:
 - Referring the Issue to the Transportation and Parking Commission for Their Review and Consideration
 - Promoting the Use and Availability of Township and County Senior Transportation Services
 - Encourage the Township and County to Expand Senior Transportation Services
 - Obtain Qualitative Feedback from Current Program Participants
 - Explore Partnering with Local Community Groups and Not for Profit Organizations to Provide Rides to Senior Residents
 - Explore Partnering with Local Medical Service Providers to Provide Rides to Senior Residents
 - Explore Developing a Senior Subsidy Program with Rideshare Companies

Background & Introduction

In December 2020 the Village Council considered the [Human Service Ad Hoc Committee Report](#). The Council approved an implementation plan which directed staff to develop and operate a social services referral program. The Village publicly launched the social services referral program in February 2022.

The implementation plan also called for the Village to prepare a report identifying gaps in the provision of services and strategies to address the gaps as described in the excerpt from the December 2020 report to Council:

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.

Scope

At their April 19, 2022 meeting, the Village Council established the following scope of the report:

- Identify and quantify gaps in social services determined by the Village through the operation of the social services referral program
- A “Gap in Service” is defined as: *The inability of the Village to successfully refer a resident to a social service agency which provides the requested service*
- A Gap in Service exists when:
 - A resident is not aware of the availability of the social service provider or the Village’s social service referral program (*Awareness Gap*)
 - A resident does not accept a valid social service referral provided by the Village (*Acceptance Gap*)
 - The Village is unable to identify and contact an agency that provides the requested service and can provide the service in a timely manner (*Availability Gap*)
- Recommend strategies to address the identified gaps

Social Services Referral Program

The Village developed the social services referral program from August 2021 through January 2022 and publicly launched the program in February. The program is designed to connect individuals in need of service with the agencies that provide the services. The program consists of multiple methods for individuals to contact the Village including in-person, by phone and on-line. Individuals who contact the Village receive personal referrals to specific social service providers. Further, the Village actively seeks to identify and contact individuals who may be in need of services.

Social Services Referral Program Goals

- Connect Individuals in Need of Services with Agencies that Provide Services
- Increase Public Awareness
- Increase Access to Resources and Opportunities

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

Social Service Gap Identification & Analysis

A “Gap in Service” is defined as: *The inability of the Village to successfully refer a resident to a social service agency which provides the requested service.* For purposes of this report, three types of service gaps have been identified.

Awareness Gap - A resident is not aware of the availability of the social service provider or the Village’s social service referral program.

Acceptance Gap - A resident does not accept a valid social service referral provided by the Village.

Availability Gap - The Village is unable to identify and contact an agency that provides the requested service and can provide the service in a timely manner.

Awareness Gap Identification

An *Awareness Gap* exists when a resident is not aware of the availability of the social service provider or the Village’s social service referral program

In 2020, the Human Service Ad Hoc Committee considered presentations by entities currently providing services in the community. Presentations were made by:

- The Village of Downers Grove
- Community High School District 99
- Downers Grove Grade School District 58
- Downers Grove Public Library
- Downers Grove Township
- DuPage County
- NAMI DuPage
- Youth Outlook

Each of these entities summarized the social services they provide and the challenges they face in providing these services. Based on the presentations from the social service providers, the

HSAHC found that many social services provided by government agencies and not-for-profit organizations are available to Downers Grove residents but there appears to be a general lack of awareness by the general public and individuals in need of services that social services are available to them.

The Village publicly launched the social service referral program in February 2022. While the Village publicly announced the program on the website, social media platforms and at Village Council meetings, a complete public awareness campaign has not been undertaken.

The Village is not currently collecting data about the public's awareness of the availability of social services of the social services referral program. Based on the previous findings of the Human Service Ad Hoc Committee, staff is operating under the assumption that public awareness is generally low.

Reducing the awareness gap by implementing the strategies noted later in the report may help to improve the acceptance rate.

Acceptance Gap Identification

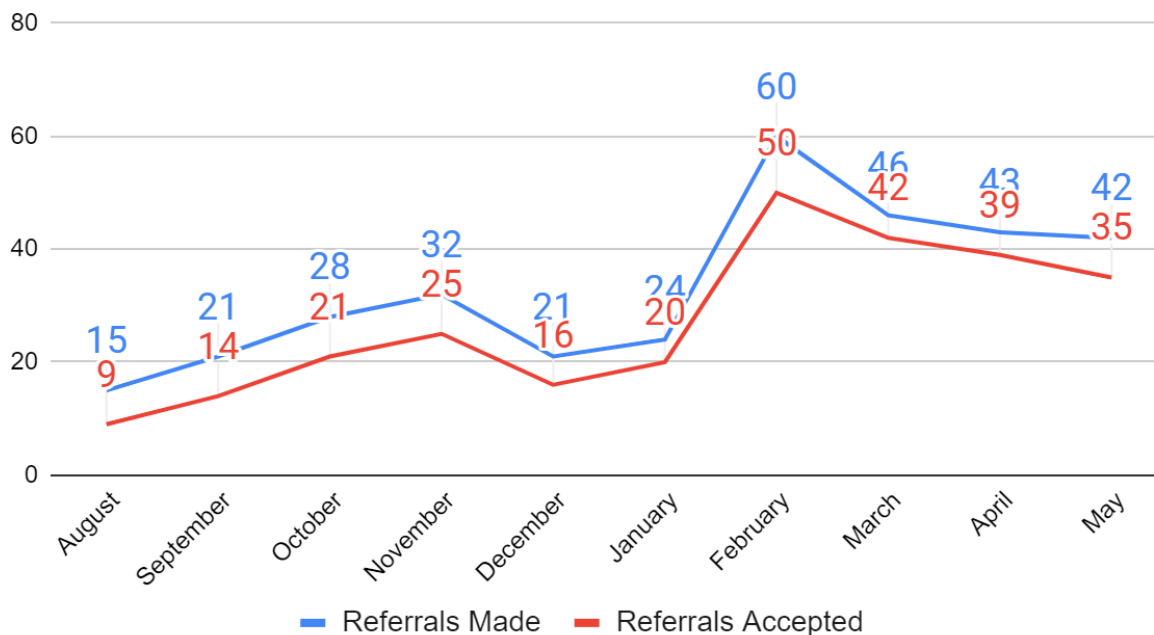
An *Acceptance Gap* exists when a resident does not accept a valid social service referral provided by the Village. The Village has been collecting data on the acceptance of social services referrals since the program's inception in August 2021. The Social Worker requests that residents who receive referrals voluntarily report back whether they accepted the referral. Based on the results of the voluntary reporting, the acceptance rate has been strong. The current measurement relies on residents self reporting the results. Therefore the acceptance rate may be overstated.

Referral Acceptance

Month	Total Referrals	Referrals Accepted	Percent Accepted
May 22	42	35	83.3%
Apr 22	44	39	88.6%
Mar 22	46	42	91.3%
Feb 22	60	50	83.3%
Jan 22	24	20	83.3%
Dec 21	21	16	76.2%
Nov 21	32	25	78.1%
Oct 21	28	21	75.0%
Sep 21	21	14	66.7%

Aug 21	15	9	60.0%
Total	333	271	81.4%

Referrals Made and Referrals Accepted



Many of the residents who may be in need of social services are identified by police officers. These officers contact the Social Worker and recommend that the resident be contacted for a potential referral. The acceptance rate of these types of referrals appears to be higher when the police officer informs the resident that they may be contacted by a Village Social Worker in the coming days. The notification appears to result in a higher likelihood that the resident will speak with the Social Worker and ultimately accept a referral.

Availability Gap Identification

An *Availability Gap* exists when the Village is unable to identify and contact an agency that provides the requested service and can provide the service in a timely manner. The Village is currently tracking the number of times that the Village is unable to identify and contact an agency that provides the requested service. Since the launch of the referral program, the Village has identified a service provider for each of the requested or recommended services. To date, the Village is not tracking the extent to which the requested service can be provided in a timely manner.

Transportation Services for Senior Residents

The Village operates a Taxi Coupon Program to assist residents aged 65 years and older and residents with disabilities with their transportation needs. The Village provides a 50% subsidy to

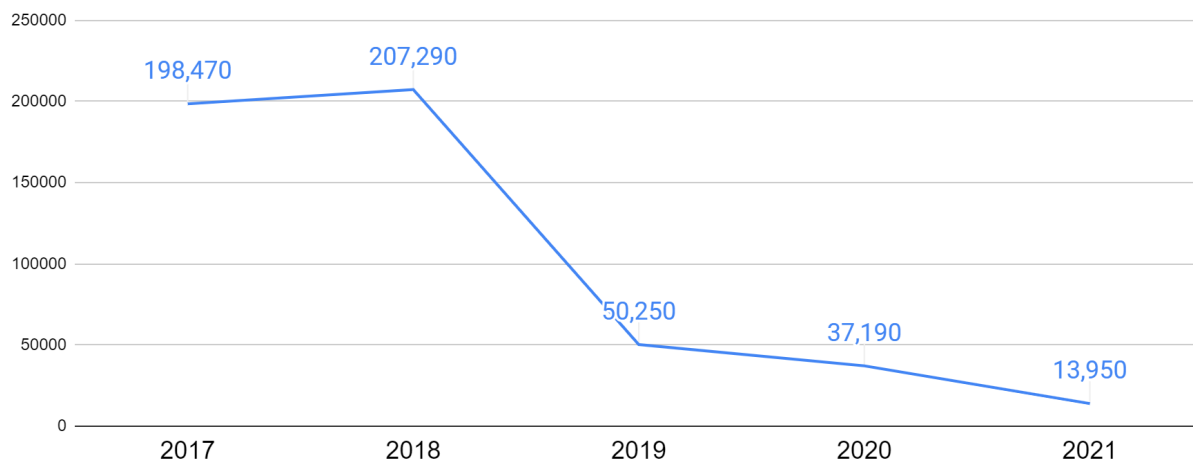
offset the cost of taxi services. Participants use coupons in place of cash to pay for taxi fares. In the past several years, participation in the program has declined significantly.

Taxi Coupon Program, 2017 to 2022

Year	Coupons Sold	Coupons Redeemed	Participants
2022 YTD	2,520	1,403	330
2021	12,624	2,966	326
2020	18,324	7,519	278
2019	46,188	18,962	253
2018	65,136	26,339	315
2017	74,628	30,444	350

Residents are reporting that the number of taxis available is also declining. Based on figures provided by the US Bureau of Labor Statistics, there has been a dramatic decline in the number of people employed as taxi drivers.

Number of Taxi Drivers in U.S., 2017 to 2021



Source: United States Bureau of Labor Statistics

Based on the above information, it appears that there may be an availability gap in senior resident transportation services. To further assess and address this gap, staff has contacted Downers Grove Township to discuss how their [Dial-a-Ride](#) program may be of assistance.

Strategies to Address Identified Gaps

The Village should consider taking the following steps to address the awareness and availability gaps identified in this report.

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BODY-WORN CAMERAS UPDATE

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
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AUTOMATED LICENSE PLATE READERS (ALPR) UPDATE

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
-