

**MINUTES OF A COMMITTEE OF THE WHOLE MEETING
OSWEGO VILLAGE PRESIDENT AND BOARD OF TRUSTEES
OSWEGO VILLAGE HALL
100 PARKERS MILL, OSWEGO, ILLINOIS
February 19, 2019**

CALL TO ORDER

President Gail E. Johnson called the meeting to order at 6:00 p.m.

ROLL CALL

Physically Present: President Gail Johnson and Trustees Ryan Kauffman (attended at 6:38 p.m.), Karin McCarthy-Lange, Pam Parr, Luis Perez and Joe West.

Absent: Judy Sollinger

Staff Present: Dan Di Santo, Village Administrator; Christina Burns, AVA/HR Director; Tina Touchette, Village Clerk; Jeff Burgner, Police Chief; Jennifer Hughes, Public Works Director; Rod Zenner, Community Development Director; Corinna Cole, Economic Development Director; Joe Renzetti, IT/GIS Manager; Steve Raasch, Facilities Manager; Julie Hoffman, Special Events Coordinator; Harry Bell, Administrative Intern; and David Silverman, Village Attorney.

CONSIDERATION OF AND POSSIBLE ACTIONS ON-ANY REQUESTS FOR ELECTRONIC PARTICIPATION IN MEETING

There was no one who participated electronically.

PUBLIC FORUM

Public Forum was opened at 6:00 p.m. There was no one who requested to speak; the Public Forum was closed at 6:00 p.m.

OLD BUSINESS

There was no Old Business.

NEW BUSINESS

F.1. Village Staffing Analysis Presentation

Administrator Di Santo addressed the Board regarding the staffing analysis.

Purpose

- Population of the Village of Oswego grew by 161% between 2000 (13,326) and 2017 (34,833). The Chicago Metropolitan Agency for Planning (CMAP) projects Oswego's population will increase between 29% (44,900) and 98% (69,155) more by 2040. The size of the Village of Oswego staff will grow in order to maintain the same high-quality service delivery that residents and businesses receive in Oswego.
- Conducting a staffing analysis is a Strategic Plan initiative with the desired outcome of a "staff sized to meet a growing community's needs."
- Analyze the Village's current and future staffing levels in anticipation of the increased service needs of a growing population.
- Goal is to create a staffing plan for the Village to follow as demand for services increases.

Background

- Village staff is currently comprised of 117.75 Full Time Equivalent (FTE). Village staff peaked prior to the recession in 2009 with 134 FTE.
- Since 2009, the Village population has **increased** by 17%, while the Village staff has **decreased** by 12%.
- Following the recession, the low point for Village staffing occurred between 2010 -2013 with 110 FTE.
- Since 2013, the Village population has increased by more than 12%, while the Village staff has increased by 7%.
- Summary of each department during the peak, low and current levels over the last decade:

Department	2009	2013	2018
Administration	6	4	4.5
Village Clerk	3	2.5	2.5
Building/Zoning	12	7	7.5
Community Development	8.5	4	4
Community Relations	1.5	2	2.25
Economic Development	0	1	1
Finance	6	6	6
IT	1	1	1
Police	68	63	65
Public Works	28	19.5	24
Total	134	110	117.75

- Some departments had a corresponding workload decrease during the recession, while others have had to do more with less.
- The rate of FTE per 1,000 residents has continued to drop since the recession
- Village’s current FTE/1000 ratio of 3.4 is low compared to similar sized communities in the area, which average 3.9 FTE/1000
- At a rate of 3.9 FTE/1000, the Village would currently have ~138 FTE (+20 FTE)
- As the Village population continues to grow, more staff will be necessary:

FTE Ratio	2018	2023	2040
3.4/1000	117.75	128.00	160.5
3.9/1000	137.75	147.00	184.00

- Village Board has been committed to “smart growth.”
- Philosophy resulted in strategic Village investments that have allowed the Village to maintain service levels while avoiding increasing staff unless necessary.
- Investment into technology such as the Enterprise Resource Planning System (ERP), and commitment to shared services including hiring shared staff with the United City of Yorkville
- Investment in technology and shared services will allow the Village to maintain an efficient staff while meeting the high service expectations that residents and businesses expect from the Village.

Methodology

- Village Administrator’s Office set out to address the staffing plan using an analytical, data-driven methodology, utilizing:
 - Staffing information from comparable communities
 - Department performance metrics; included in the budget
 - Community priorities as identified by the Village Board and community survey
 - Interviews with department directors to create a staffing plan; staff completed a survey to also include succession planning and possible computer programs that would assist

- Four-pronged approach evaluates staffing over the next 5-years and beyond, and prioritizes the staffing needs of a growing community. This tool will function similar to how a capital improvement plan prioritizes investments in infrastructure over set period of time and is regularly reviewed and updated as circumstances change.

Comparable Communities

- Staff selected 11 similarly sized communities in the Chicagoland area to compare with Oswego's staff
- Staff information was made comparable to Oswego by eliminating services not provided by Oswego such as in-house Fire, Legal, Sanitary, and Parks Departments
- Metric is limited since it does not take into account Oswego-specific priorities, growth, technology, outsourcing, and many other factors that have an impact on staff size

Performance Metrics

- Used readily available data from Village annual budgets dating back to Fiscal Year 2005/2006
- Performance metrics are not always an accurate indicator, however, since some outputs (number of trees trimmed for example) are limited by the existing staff's capacity

Community Priorities

- Board Priorities include:
 - Development (Downtown, Residential and Commercial)
 - Financial Sustainability
 - Sustainable Water Source
 - Safe and Efficient Wolfs Crossing
 - Metra service to Oswego
 - GIS
 - Regional positioning
 - Enhanced community connectedness
 - Rail horn Quiet Zone
 - Productive and engaged workforce
 - Infrastructure Maintenance
- Community Survey priorities include:
 - Street maintenance
 - Communications
 - Police Patrols
 - Snow removal
 - Tree Maintenance
 - Code Enforcement
 - Emergency Preparedness
 - Crime Prevention
 - Customer Service

Department Needs/Findings

Each Director identified their staffing needs for the next 5 years and rated each position based on the urgency of the need. The ratings were weighted based on the Director's analysis of their Department's needs.

- Administration
 - Includes Village Administrator's Office and Human Resources
 - Admin lost 2 administrative positions during the recession
 - 1.5 FTE difference with comparable communities
 - Assistant Village Administrator (0.5)
 - HR Director (0.5)
 - Executive Assistant (0.5)
 - Annual hiring remains consistent year-over-year
 - Oswego staff per HR employee is within the range of our comparable communities

- Having a full time Assistant Village Administrator and Executive Assistant would allow more work and focus on special projects and Village Board priorities
- Impact of switching to in-house payroll through the ERP has yet to be determined

Future Position	FTE	Director Rating	Comparable Rating	Metric Rating	Priority Rating	Level
HR Manager	0.5	3	4	3	4	Medium
Payroll Specialist	1.0	3	4	3	3	Medium
HR Generalist	0.5	2	3	3	3	Low
Executive Asst.	0.5	1	4	3	4	Low
Asst. Village Administrator	0.5	1	4	3	4	Low

- Village Clerk’s Office
 - Handling of Clerk’s duties varies throughout communities (elected clerks, minutes, FOIA, licensing, agenda processing, etc.)
 - Most comparable Clerk’s offices have 1 employee, the Village Clerk
 - FOIA and licenses are impacted by growth and development
 - Clerk’s Office performance metrics continue to trend upward
 - Village has also added several licenses over the past few years (video gaming, food trucks, body works, etc.)

Future Position	FTE	Director Rating	Comparable Rating	Metric Rating	Priority Rating	Level
Administrative Asst.	0.5	4	2	4	4	Medium
Deputy Village Clerk	0.5	2	2	4	3	Low

- Building & Zoning
 - B&Z workload is directly related to growth and development
 - When development slowed during the recession, B&Z lost 6 FTE
 - B&Z is outsourced in many communities and most communities do not have Oswego’s level of growth and development
 - Building code updates, filing, and scanning has fallen behind in recent years
 - The last few years permit numbers are at an all-time high, besting even pre-recession numbers
 - Inspections lag a year behind permits
 - In 2018, residential units have climbed to the highest levels since 2007
 - Inspections can be augmented with outsourcing if necessary

Future Position	FTE	Director Rating	Comparable Rating	Metric Rating	Priority Rating	Level
Permit Tech/Coordinator	1.0	5	3	5	5	High
Inspector	1.0	4	3	5	3	Medium
Electrical Inspector	1.0	2	3	3	3	Low
Code Enforcement Officer	1.0	1	3	3	3	Low

- Community Development
 - CD includes planning and infrastructure inspections
 - When development slowed during the recession, CD lost 4.5 FTE
 - Includes 2 Planners
 - Most comparable communities have 2 Staff Planners
 - CD workload is directly attributable to the amount of development in town
 - Community Development saw a corresponding drop in workload with the recession
 - With only 1 staff Planner, the length of the development process has crept upward, and staff has not been able to focus on long-range planning such as the Zoning Code update
 - Oswego has less planning staff and more workload than comparable communities

Future Position	FTE	Director Rating	Comparable Rating	Metric Rating	Priority Rating	Level
Planner	1.0	4	4	5	4	High
Project Manager (Included in the FY17 Budget but never hired)	1.0	4	3	5	4	High

- Community Relations
 - Communications, marketing, and special events have been a strategic objective of the Village for years
 - Most comparable communities do not run as many special events as Oswego
 - Special Events and sponsorships are time consuming
 - Most comparable communities have 1 Communications/Marketing Coordinator
 - Oswego has prioritized Special Events and Marketing, necessitating 2 FTE in Community Relations

- Economic Development
 - Economic Development was brought in-house FY 2012
 - Some communities manage economic development through municipally funded not-for-profit corporations
 - A new, more backend user friendly website would help time management
 - Lead on 75% of the Priority Projects:
 - ✓ 63 W Washington – Mexican Restaurant
 - ✓ Sale of Old Police Station
 - ✓ 113 Main - Old Village Hall
 - ✓ Website Update
 - ✓ Downtown Development East of River
 - ✓ Downtown Development West of River
 - ✓ Auto Dealership Attraction
 - ✓ Old Traughber Redevelopment
 - ✓ Orchard Road Business Attraction
 - Special Events and Sponsorships:
 - ✓ Wine on the Fox
 - ✓ Christmas Walk
 - ✓ Luna Fest
 - ✓ Literary Fest
 - ✓ Beats & Eats
 - ✓ Miscellaneous Events (Prairie Fest, Community Conversations, State of the Village, Open Houses, Scale UP, Chamber Expo, etc.)

Future Position	FTE	Director Rating	Comparable Rating	Metric Rating	Priority Rating	Level
Administrative Asst.	0.5	3	3	3	5	Medium

- Finance
 - Finance has recently added local tax collection to their duties and will be adding downtown parking permits in the coming years
 - Most communities have 1 additional customer service or supervisory position in Finance
 - Some communities outsource Finance functions
 - Finance’s biggest need is in reception (phones, payments, customer service)
 - ERP implementation has most impacted Finance
 - Full extent of ERP efficiencies will not be realized until implementation is complete

Future Position	FTE	Director Rating	Comparable Rating	Metric Rating	Priority Rating	Level
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Cashier/Receptionist	0.5	5	3	3	4	High
Accountant	1.0	4	4	3	3	Medium

- Information Technology
 - In 2016, the GIS/IT Coordinator was promoted to IT Manager
 - In 2017, the Village joined the IT Consortium and began outsourcing IT Help Desk functions
 - Some communities outsource IT functions
 - Communities with in-house IT typically have 1 IT Manager, 1 IT Specialist, and 1 GIS Specialist
 - GIS need is mainly data input
 - As the Village staff has grown and our use of technology has grown, the demand on IT support has grown exponentially
 - The move to the new Police Headquarters has had a tremendous demand on IT, and greatly increased the number of switches, devices, and applications that must be monitored and maintained
 - IT manages our massive ERP implementation
 - IT Support Specialist currently outsourced through the GovITC Consortium

Future Position	FTE	Director Rating	Comparable Rating	Metric Rating	Priority Rating	Level
IT Support Specialist	1.0	5	3	3	3	Medium
GIS Technician	1.0	3	5	3	4	Medium
GIS Specialist	1.0	2	3	3	4	Low
Help Desk Technician	1.0	3	3	3	3	Low

- Police
 - PD lost 4 sworn positions during the recession
 - While PD has 49 sworn officers, due to time off, training, and the 1-year hiring process, the department operates with only 47
 - Oswego PD has additional non-sworn staff in part due to the Police Headquarters being open 24/7
 - Special events increase demand on PD staffing
 - Oswego's crime rate has continued to drop while reports and calls for service trend upward
 - Development, including a more active downtown night life, will likely increase calls for service

Future Position	FTE	Director Rating	Comparable Rating	Metric Rating	Priority Rating	Level
Patrol Officers	2.0	5	4	4	4	High
Patrol Officers	3.0	3	3	4	4	Medium
Day Watch Commander	1.0	1	4	3	5	Low
Community Service Officer	1.0	1	3	4	4	Low
Special Event Coordinator	0.5	1	3	3	3	Low
Civilian Evidence Technician	1.0	1	3	3	3	Low

- Public Works
 - PW is down 5.5 Technicians since the recession
 - Oswego outsources most engineering plan reviews
 - Communities have different water sources, some do not collect leaves, some have train stations and large downtown areas to maintain
 - Comparable communities have:
 - ✓ 1 additional Administrative Assistant
 - Currently no backup at PW
 - ✓ 1 additional supervisory position
 - ✓ 9 additional Technicians
 - ✓ 2 Civil Engineers and 1 Engineering Technician
 - PW performance metrics show what your current staff does with their time; they do not show what is not being done

- As a new-growth community Oswego has newer infrastructure and fewer mature trees that require maintenance, but this will change with time
- Additional staff would improve the performance standards for tasks such as snow removal and leaf pickup, and allow additional resources for tree trimming, hydrant painting, etc.
- Civil Engineer- based on the Village’s prioritization of growth and development, this position received a higher priority rating

Future Position	FTE	Director Rating	Comparable Rating	Metric Rating	Priority Rating	Level
Civil Engineer	1.0	5	5	5	5	High
Technicians	2.0	4	5	5	4	High
Technicians	2.0	3	5	4	4	Medium
Management Analyst	1.0	3	3	3	4	Medium

Priority Positions

Future Position	Dept	FTE	Director	Comparable	Metrics	Priority
Civil Engineer	PW	1.0	5	5	5	5
Patrol Officers	PD	2.0	5	4	4	4
Permit Coordinator	B&Z	1.0	5	3	5	4
Maintenance Technicians	PW	2.0	4	5	5	4
Planner	CD	1.0	4	4	5	4
Cashier/Receptionist	Fin	0.5	5	3	3	4
Project Manager	CD	1.0	4	3	5	4

Recommendation

- Hiring all 8.5 FTE of the “High” priority level positions is cost prohibitive
 - Estimated to cost approximately \$850,000 per year; not in the budget
- Addressing the following two positions first:
 - Civil Engineer/Project Manager (1.0 FTE)
 - ✓ The demands of development necessitate additional professional staff to help handle the workload
 - ✓ A combined Civil Engineer/Project Manager position would assist PW with managing current development projects and would help Community Development with streamlining the development review process
 - ✓ The Project Manager position was included in the FY17 Budget but never hired. With the influx of development seen in FY19, now is the time to hire this position
 - ✓ The Civil Engineer would help with succession planning in the Public Works Department and free-up the Director’s time for higher level strategic planning and innovation
 - Village Hall Support Staff (1.0 FTE)
 - ✓ Village Hall has 5.5 less Administrative Support FTEs than in FY09
 - ✓ Due to the high level of permit demand, B&Z needs customer service coverage for the front office, counter, and the phones
 - ✓ Finance has similar needs to take phone payments, answer phones, and handle front counter traffic
 - ✓ Administrative support is also needed on the second level of Village Hall at the unmanned reception area as well as other administrative work
 - ✓ We believe adding one Administrative Support FTE (potentially with 2 part time positions) in Village Hall could help relieve the customer service demand and backup needs for multiple departments
- Investigating further staffing solutions for Patrol Officers, IT support, Public Works technicians, and GIS

Budget Considerations

- The total cost for both positions, including benefits, is \$195,000
- These positions are not included in the current draft FY20 Budget
 - The prospect of addressing these positions in the FY20 Budget can be addressed during the Committee of the Whole discussion, as well as the March 2 budget workshop

Plan for Remaining High Priority Positions

- Patrol Officers (2.0 FTE)
 - The Federal Government often offers “C.O.P.S” Grants, that fund up to 75% of new police positions for three years
 - Many of our current police officers were hired under this program
 - If this program is offered in the spring, Chief Burgner plans to pursue funding for 2 new Police Patrol positions
- IT support
 - Currently evaluating our current GovITC consortium experience
- Public Works Technicians
 - Staff plans to evaluate the PW organizational structure
 - In FY20, staff will also evaluate services that we provide in PW
- GIS
 - One of this year’s shared services initiatives is to review GIS needs across neighboring municipalities

Board and staff discussion focused on what the needs really are; some staff directly related to growth; working more with less people; may see efficiencies with the ERP program; not all towns can have a facilities and purchasing manager; Oswego and Yorkville share the facilities and purchasing manager positions; how many FOIA’s are processed compared to others; who pays inspection fees; inspections lag behind permits; higher than average turnover with planners due to workload; most communities do not run as many special events; Village website needs an overhaul; reporting back efficiencies; one year left with InterDev; takes one year to get an officer on the street; 50% don’t make it to the street; may need to assign officers in the downtown in the next two years; as the Village grows, will need more officers than recommended; Public Works Director is also the engineer; newer community, but that will change; infrastructure needs; zoning code update; didn’t have an analysis in 2017; assistance in Economic Development is needed; just as important as Finance; figuring out a way to assist IT/GIS; CSO duties; Public Works technicians are those out in the field and keep the Village running; evaluating Public Works services; should be completed this summer; needing to do something this year for Public Works; needing a back-up plan if the PD does not get a grant; expectations of the Public Works department gets higher and higher; need to cut services or hire more people; needing to look at equipment in Public Works. There was no further discussion.

CLOSED SESSION

There was no Closed Session held.

ADJOURNMENT

The Committee of the Whole meeting adjourned at 7:05 p.m.

Tina Touchette
Village Clerk