



**VILLAGE OF ELBURN
SPECIAL COMMITTEE OF THE WHOLE MEETING
MONDAY, SEPTEMBER 27, 2021
6:00 pm**

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Public Comment
5. Discuss:
 - a. Organizational Service Delivery and Staffing Analysis
6. Other Business
7. Adjournment



MEMO

To: Village Board
From: John Nevenhoven, Village Administrator
Subject: Organizational Service Delivery and Staffing Analysis Study
Date: September 2, 2021
Strategic Action Plan: **STC-4 Staffing Level/Design Study**

The 2018 Strategic Plan and Goal Development report identified a number of key goals, including a Village-wide staffing level and staffing design study to determine potential key positions or functions the Village will need to address as population increases and demand for services grow.

The team from the Center for Governmental Studies (CGS) at NIU, led by Dr. Greg Kuhn PhD, conducted a review of documents and records, used job analysis questionnaires, interviewed individual staff members, and worked closely with Village personnel to gather relevant information to make their recommendations.

The CGS team reviewed and studied eight functional areas of Village operations – Administration, Human Resources, Finance, Building & Zoning, Village Clerk/Public Works Administrative Assistant, Parks and Recreation, Public Works, and Police.

The first section of the report provides an indicator of probable future growth and general staffing and organizational principles. The timing for implementing the recommendations is predicated primarily, but not exclusively, on population growth.

Section two is an overview of each of the eight functional areas. Some of the key takeaways are:

- The present shared staffing is not a sustainable model in the long-term to adequately meet service demands and growth
- Competing priorities and inefficient processes/structure make it difficult for the accomplishment of important tasks
- Present staff are dedicated, highly effective and in-tune with both present routines and future needs

In section three, the CGS team offers recommendations for each functional area to adapt to the coming demand for services and meet the expectations of the community. Some of the key recommendations are:

- Administration/Community Development
 - Alternative 1 - Add a Community Development Director/Planner/Assistant to the Village Administrator position
 - Alternative 2 - Add an HR generalist/Assistant to the Village Administrator
 - Alternative 3 - Add an Assistant to the Village Administrator combining the responsibilities of the first two recommendation.
- Finance
 - Maintaining the Village's fiscal health with an increase of property tax revenue and per capita revenue sources.
 - Ability to have the appropriate level of "segregation of duties" for internal fiscal controls
 - Implementing changes to the Staff budget process
- Public Works
 - Increase staffing levels to meet increased demand for services
 - Provide a "path to advancement" for employees/positional classification plan
 - Formalize Divisional Structure
 - Splitting the Village Clerk/Public Works Assistant duties
 - Implement GIS
 - Create a functional SCADA system for water and sewer components
- Police
 - Develop/construct an all-purpose Police Station to meet modern law enforcement needs
 - Implement technology and software improvements to address best practices and increase efficiencies
 - Implement the mandated body worn camera program
- Information Technology
 - Minimalize data silos – enhance information sharing across all Village departments
 - Take steps to make fiber Internet service more widely available
 - Develop a single point of contact for IT operational issues and planning
 - Evaluate migrating the use of Advanced Metering Infrastructure (Centralized radio read utility meters)
 - Conduct regular technology needs assessments
 - Establish a Computer Incidence Response/Breach Incidence Security Plan

The Village of Elburn is growing and, with growth comes change. The Village Board recognized the need to assess our organization as it is today and to make plans to meet the future/additional demands for service.

While this study provides a high level view of our current environment and identifies key areas to address to ensure the Village has the right number of people, in the right place, with appropriate skills, it will be the Village Board and Staff that must choose the best path forward.