Final Report: Resource Optimization Study

Presented to:
Village of Roselle, IL

Sikich®

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August 8, 2011

Mr. Jeffrey O'Dell
Village Administrator
Village of Roselle
31 South Prospect Street
Roselle, IL 60172

Dear Jeff:

During the past several months, it has been our pleasure to assist the Village of Roselle in its evaluation of the Administration, Community Development, and Finance departments. This study is but one component of leadership's efforts to address the budgetary impacts of the Great Recession. In addition to these departments, the Village continues to explore other ways that will prepare the organization for the future, with financially resilient structures and policies.

The Resource Optimization Study report that follows is an unbiased analysis of opportunities for improvement that we believe will make Roselle more effective, efficient, and stable in the long-run. While the document focuses on an assessment of the internal organization—including staff, finances, programs, and services—it also incorporates information from a comparable community survey. Together, the internal and external data can help guide decision-making and planning efforts for the Village.

Thank you for the opportunity to assist the Village of Roselle with its Resource Optimization Study. We would like to recognize the organization's leaders and staff—who demonstrated great passion for their work and were always willing to assist. It is truly the contribution of their time, knowledge, and expertise that will make projects such as this successful.

Sincerely,

Larry W. Maholland, CPA
Director, Local Government Management Services

Megan E. Pierce
Senior Management Consultant

STUDY OBJECTIVE

Sikich LLP was hired by the Village of Roselle in April, 2011 to conduct a Resource Optimization Study of Village Hall departments. By engaging in such an evaluation, the Village sought to carefully examine its operations and historical practices—learning what is critical to sustain core services and meet constituent needs with available resources.

A small but strategically located Northwest Chicago suburb, Roselle's period of high growth has ended. The focus has shifted from residential and commercial development to redevelopment and maintenance of the high quality of life many refer to as a "hometown feel." The community is land-locked and surrounding by numerous commercially prominent corridors, with essentially no land for new development. It has a population of 23,200—making it unlikely it will achieve home rule status automatically under Illinois State Statues. All of these are significant factors to be considered in discussing the Village's long-term financial resiliency.

Roselle has thus far weathered the Great Recession by implementing lay-offs, mandatory furlough days, and wage freezes for various employee groups. In spite of a growing deficit, service levels have been maintained in line with tradition. This practice is not, however, sustainable. Eliminating the budgetary imbalance and planning for the future requires review of the results of this study, as well as other initiatives we understand Village staff is currently pursuing.

The Resource Optimization Study, through an unbiased, independent analysis, aimed to identify opportunities for improvement that will help achieve the aforementioned goals. The first objective then, was to explore the current reality, listen to ideas, and gain a thorough understanding of Village operations by interviewing staff and reading relevant documentation. We studied our findings and searched for the main themes we had heard from various perspectives. Next, we wrote and conducted a survey of Roselle's comparable government organizations. The last step of the study was to integrate our understanding of the Village and its environment into recommendations. These "opportunities for improvement" are steps the organization can consider as it outlines changes required to bring expenses in line with revenues. Ultimately, we suggest the recommendations may also form elements of a broad-based strategic plan.

With the above study objective in mind, we executed a study of the Village's Administration, Community Development, and Finance departments in approximately three months. Though the scope was limited to these areas, there are cases in which we reference impacts to the entire Village organization. To facilitate an understanding of the resulting recommendations, it is helpful to know the major steps of the process, which are outlined below. The process was focused on the whole system—including key stakeholders, finances, programming, plans, procedures, and structure.

Finalize Project Approach

At the outset of the study, Sikich met with the Village Board's Finance Committee, Village Administrator, and Assistant Village Administrator to discuss the goals and our planned project approach. We later confirmed our process and the department participants with Village leaders. We also reviewed the structure and a brief history of the organization, which made us aware of other steps to incorporate in the study. Knowledge of the organization instructs not only the important people to engage, but the essential data to read and review.

Staff Interviews

The first major step in the Resource Optimization Study was stakeholder interviews. We find that the best knowledge of a unit—including its services, programs, challenges, and opportunities—comes from the staff and people on the "front lines." Staff from the Administration, Community Development, and Finance departments each provided their unique perspectives.

In total, we interviewed 16 people. Stakeholders ranged from administrative staff to department directors. The feedback from a standard set of questions elicited a great deal of historical perspective, background information, and considerations for change. Sikich recorded input from the confidential interviews and subsequently reviewed and categorized the information into the major categories where themes naturally emerged.

Appreciation for Small Town Feel

Though strategically located near the Elgin/O'Hare expressway, Roselle has remained a close-knit bedroom community. People seem to locate here and remain due to the "hometown" feel, housing stock, and amenities.

Continued Investment in Technology

Positively, the Village's reliance on technology has increased over the years. MUNIS was a noted improvement, and staff encouraged that more functions should be integrated with the ERP system, particularly as it relates to interactive online services, eliminating employee "touches," as well as licensing and permitting. All departments have opportunities to reduce paper processes and enhance web applications for the public.

Strong Relationships and Communications

Employee input is regularly sought and leaders are seen as having "open doors." People have good relationships, even across departmental lines, which facilitate good customer service.

There were instances described by employees in the three departments studied, however, that indicate downward communication flow (from leadership to the front line) could be improved—ensuring all required information reaches the appropriate parties.

Focus on Stewardship and Engagement

Trustees place high value on being good stewards of public funds and on maintaining the traditional level and quality of services residents have come to expect. Engagement on long-term planning and resource prioritization, however, is lacking. To act efficiently and effectively, staff want assurance actions are in line with the Board's vision.

Pride in Service

A competent and increasingly professional staff are very dedicated to serving the Village residents and businesses. People take pride in the Village's reputation as a good place with which to do business. Village Hall departments cooperate well and the re-organization of Community Development and Finance appears to have been operationally successful.

Changing Economic Reality

Roselle's current financial position is not sustainable. Much work has already been done internally to reduce expenditures and condense workflows. Staff generally accept the need for conducting the Resource Optimization Study, but were disappointed that it will only seek to evaluate Village Hall departments. People doubt that operations can become more "bare bones" than the existing state.

Uneasiness Transcends the Culture

A downward shift in morale has occurred. The financial outlook and staffing reductions have contributed to an environment filled with frustration and unease. Though participants spoke from the perspective of their particular department, some conveyed the impression that uneasiness is present throughout the organization. A growing perception that non-union employees have carried more of the Village's financial burden than union employees creates tension.

Addressing Financial Challenges

Employees are taking an active role in solutions to the present challenges; almost every person offered ideas on new practices or processes, as well as pointed out areas they believed to be ripe for improvement. Though they noted some reductions in expenditures are still possible, a clear call was made for revenue enhancement as the only solution to the growing budgetary imbalance.

Gather and Evaluate Data

With both a present and historical understanding of the Village, Sikich completed its requests for documents and financial data. Staff responded with items such as annual reports, wage/benefit data, job descriptions, organization charts, and workload indicators. We also administered a "Job Functions

Worksheet" to all Village Hall staff. The worksheets help reflect the major tasks and approximate time staff spend in priority areas. Internal information alone, however, would not be a firm basis for analysis.

Comparable Community Survey

To expand our knowledge of current government structures and services, Sikich conducted a comparable community survey. Though each community is certainly unique, municipalities in the suburban Chicago area share enough similarities to offer a reasonable comparison ground for study. And, where they are not alike, the different methods by which they provide programs and services, as well as the policies they follow, may be valuable sources of opportunities for improvement.

In order to gather data from the most similar municipalities, Sikich first developed a method of comparability. Those most "like" Roselle would be:

- Within a 15-mile radius of Village Hall;
- Have a 2009 population (U.S. Census Bureau) between 10,000 and 35,000;
- And have an estimated property market value (equalized assessed value times three) per capita within 50% (+/-) of the Village's value ($110,517).

This methodology resulted in a list of 19 comparable communities. The comparables used and their statistics are listed below:

	Community	Miles from VOR	2009 POP	Market Value per Capita
	Comparable Community Statistics			
1	Bensenville	7.28	20,158	$109,626
2	Bloomingdale	1.76	21,858	$145,823
3	Elmwood Park	14.39	23,926	$69,790
4	Geneva	13.46	24,391	$134,515
5	Glen Ellyn	7.25	27,236	$163,005
6	Lake Zurich	14.80	20,427	$130,057
7	Lisle	12.50	23,163	$149,279
8	Melrose Park	12.66	21,767	$111,931
9	Northlake	10.35	11,380	$105,037
10	Prospect Heights	10.56	15,959	$99,453
11	Rolling Meadows	7.74	23,324	$148,262
12	South Elgin	11.08	21,304	$102,754
13	St. Charles	12.79	32,840	$150,596
14	Warrenville	12.38	13,050	$82,915
15	West Chicago	9.40	26,475	$88,378
16	Westchester	13.62	15,609	$113,754
17	Westmont	13.88	24,999	$116,354
18	Winfield	9.38	9,988	$113,707
19	Wood Dale	5.20	13,882	$157,329
	ROSELLE	**N/A**	**23,200**	**$110,517**

A survey asking questions related to general organization structure, financial position, as well as department operations (Administration, Community Development, and Finance) was administered to the 19 communities. In total, 14 communities responded—thereby defining a "norm" of common practices, but also offering perspective on alternative approaches and lessons learned through organizational experience. One additional survey response was received after the cut-off deadline, so while the information was reviewed, it has not been included in this analysis. Survey data appears in various tables throughout the report, but a copy of the survey tool and summary results can be found in the **Appendix**.

Integrate Research and Develop Recommendations

The combination of inputs from the internal and external study components resulted in a wealth of data, which was holistically considered. We then began the process of outlining our conclusions and implications—resulting in the recommendations shown in the next section. Ultimately, a draft was presented to the Village Administrator, Assistant Village Administrator, and members of the Village Board's Finance Committee, to confirm our observations and findings, before producing the final report.

ASSESSMENT AND RECOMMENDATIONS

OVERVIEW

The objective of this study was to perform an organizational evaluation of the Administration, Community Development, and Finance departments. Our recommendations were formed after interviewing people with different points of view, reviewing historical documents and reports, and conducting a comparable community survey. This analysis came from the vantage point of our background, experience, and independence. Someone else, looking at the same information, might arrive at somewhat different recommendations. This does not, however, diminish the quality of the recommendations herein; it merely means there that there are multiple strategies by which the Village can move forward.

Concurrently with this evaluation, Roselle staff and elected officials have been reviewing opportunities for improvement in all departments. These initiatives are part of an ongoing effort over the past three years to eliminate a structural deficit of approximately $650,000 (recognizing equipment replacement that was deferred is a normal expense) caused by the Great Recession. In addition, non-union employees have not had their compensation increased in three years and have been obligated to take 12 furlough days each year. These cost containment strategies cannot be sustained over the long-term and more permanent solutions must be implemented.

To further illustrate Roselle's financial situation, below are ratio results from our g:Stat[1] database comparing Roselle to two groups: its comparable communities (whose CAFRs were available) and all communities in Illinois receiving the Government Finance Officer's Certificate of Achievement in Financial Reporting.

Village of Roselle 2010 g:Stat Financial Ratios					
Governmental Fund Ratios- Comparison	Roselle	VOR Comparables		All Communities	
		Ratio	# of Units	Ratio	# of Units
Intergovernmental Revenue as a % of Total Revenue	19.60%	14.80%	11	13.30%	96
Local Taxes as a % of Total Revenue	54.30%	67.60%	11	67.70%	96
Property Tax Revenue as a % of Total Revenue	31.90%	25.20%	11	27.20%	96
Sales Tax Revenue as a % of Total Revenue	17.50%	26.90%	11	25.30%	96
Debt Service Expenditures as a % of Total Expenditures	12.50%	2.80%	11	7.90%	96
Operating Surplus (Deficit) as a % of Total Revenue	-13.10%	-2.20%	11	-2.80%	96
Transfers In as a % of Total Expenditures	14.10%	2.20%	11	5.30%	96
Transfers Out as a % of Total Revenues	5.60%	3.00%	11	4.30%	96
Unreserved Fund Balance as a % of Total Revenue	21.70%	38.30%	11	34.60%	96
Unrestricted Cash and Investments as a % of Total Expenditures	16.80%	50.40%	11	40.10%	96
Population Density per Square Mile	4,686.90	3,167.80	11	2,924.50	90
Residential Property Market Value as a % of Total Property Market Value	83%	73%	11	75%	89

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[1] g:Stat is a web based product developed by Sikich that translates information from Comprehensive Annual Financial Reports (CAFRs) into financial ratios for more accurate comparisons and analysis. Ratios for comparable communities and all communities reflect the median result of the group.

The above table shows that the Village has several areas of concern. Of most serious concern is the high percentage of expenditures related to debt service, in addition to the low ratios shown for unreserved fund balance and unrestricted cash and investments. The Village is comparatively more reliant on intergovernmental[2] revenues and property tax than comparable communities. Various ratios (Sales tax revenue as a % of total revenue, Population density per square mile, and Residential property market value as a % of total property market value) demonstrate that Roselle has a relatively low sales tax base.

Adding to these challenges, as a non-home rule community, the Village has limited options in how it rebalances its finances. Any significant revenue enhancement strategy will require a referendum. While always difficult, the current economic and political climate makes it even more challenging than normal. Even a successful effort would not provide any funds for approximately two years.

G:Stat also depicted positive results for the Village—showing its pension plans are better funded than comparable communities. The result of this will be that Roselle's future funding obligation for Police, Fire, and IMRF pensions will be less than other governments'. Most importantly, the Village has recognized the long-term consequences of deferring financial obligations to the future.

Village of Roselle 2010 g:Stat Financial Ratios					
Governmental Fund Ratios- Comparison	Roselle	VOR Comparables		All Communities	
		Ratio	# of Units	Ratio	# of Units
Funded Ratio: Fire Pension	79.00%	77.50%	3	61.80%	53
Funded Ratio: IMRF Pension	79.60%	73.20%	11	72.10%	96
Funded Ratio: Police Pension	65.30%	61.80%	11	59.60%	94

The above describes the underlying context for this study. It establishes the limitation that recommendations will need to reduce costs or expand a service at the same cost. Until the Village shores up its financial foundation, it cannot afford to expand services or re-instate historic salary and benefit policies. While our recommendations follow the underlying circumstances within which the study was conducted, these recommendations alone will not return the Village to financial solvency. They do, however, provide the first steps and recognize the difficulty of choices that will need to be made. With approximately two months of cash reserves and mounting deficits, the Village must act quickly.

The subsequent recommendations have been separated into four categories: Structure, Budget and Long-Term Planning, Technology, and Operations. Although separate, many ideas are related and implementation will need to consider this in seeking integration. Each recommendation is structured in a manner that first describes the problem or issue, followed by the identified improvement as well as any implications we foresee that could be an obstacle for implementation.

Lastly, while we attempt to introduce facts as much as possible in the course of the study, to support rational decision-making, we also try to gain a sense of the culture and general mood. In interviews, we asked each Village employee, "Do you feel safe in your position?" It is unsurprising and important to note that almost all did not feel safe. The human implications of the changes the Village has been forced

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[2] Intergovernmental revenues are paid to Roselle by another governmental entity, typically the state (e.g., income tax, motor fuel tax, grants). While sales tax is legally an intergovernmental revenue, we do not consider it as such since it is operationally under the Villages control—it is distributed based on sales within the community and the Village can increase it through referendum.

to make the last three years, and the tough choices it will need to make in the future, have had a marked, negative effect on employee morale. The sooner that the difficult decisions are made to deal with the Village's structural imbalance, the sooner the organization can begin the healing process from those decisions.

RECOMMENDATION LIST

As part of Considerations for Implementation (see page 30), we note that it will take time to introduce, implement, and finally, institutionalize the recommendations presented in this report. Each recommendation has a different degree of importance, depending upon the vantage point of the various stakeholders. Assessing the implementation difficulty and the degree to which the environment will support a recommendation are good starting points to developing a prioritization scheme of which areas present the greatest opportunities for success. This determination can only be made by those who have the ability to initiate change and possess knowledge of the environment affected by the change.

	STRUCTURE
1.1	**Redacted – Preliminary Personnel Recommendation (5 ILCS 140/7 (f))**
1.2	Eliminate the vacant Planner position
1.3	Convert the currently vacant position of Management Analyst to an intern
1.4	**Redacted – Preliminary Personnel Recommendation (5 ILCS 140/7 (f))**
1.5	Explore opportunities for collaboration between the Community Development and Public Works departments
	BUDGETING AND LONG-TERM PLANNING
2.1	Develop a broad-based strategic plan
2.2	Update the Comprehensive Plan and Zoning Ordinance
2.3	Develop a long-range budget plan
2.4	Improve the budget development process
	TECHNOLOGY
3.1	Implement MUNIS automated inspection system
3.2	Implement paperless agendas for Village Board and committee meetings
3.3	Implement use of purchasing cards
3.4	E-mail utility bills at resident's request
3.5	Use an abbreviated form of Automated Attendant
3.6	Provide technology that allows more capability for constituent "self-service"
3.7	Implement fully automated time entry
3.8	Eliminate paper payroll stubs
3.9	Develop an employee Intranet
	OPERATIONS
4.1	Expand property maintenance enforcement
4.2	Assign all data entry of building permits to Finance
4.3	Send the Village newsletter quarterly instead of bi-monthly
4.4	Develop a program to foster and support innovation
4.5	Evaluate the benefit of assessing fees reflective of full development review cost
4.6	Develop a consortium of municipalities for contractor licensing
4.7	Eliminate Saturday hours
4.8	Improve the vehicle sticker workflow
4.9	Limit reviews of accounts payable
4.10	Eliminate Finance Committee Chair as signatory on bank accounts and CD's
4.11	Allow accounts payable checks to be mailed before Village Board approval
4.12	Review the purpose, design and publication process of the internal newsletter
4.13	Maintain an updated reference guide for frequently asked questions (FAQs)

STRUCTURE

1.1 Redacted – Preliminary Personnel Recommendation (5 ILCS 140/7 (f))

1.2 Eliminate the vacant Planner position

Roselle transitioned from new development to redevelopment some time ago and the Great Recession has slowed development even further. Recently, a Village Planner resigned—creating a vacant position. The Community Development Director and another Planner remain and operate the department. All clerical functions were previously transferred to the Finance department, with the exception of data entry related to routine building permits. The comparable community survey indicated that only three of the 14 responding communities had two Planner positions. In this environment, every open position should be examined to determine whether all or part of the position's duties and responsibilities should be shifted to others. Since development is somewhat seasonal and cyclical, many communities are maintaining a core group of community development personnel and hiring consultants to provide coverage during periods of excessive workload.

Recommendation

Considering Roselle's limited opportunities for development, the prolonged and continuing economic slowdown, and review of practices in other comparable communities, it is recommended that the Village eliminate the vacant Planner position.

Implication

The change may require an adjustment period for work routines and duties to be realigned to meet the demands of the workload. We feel strongly, however, that with proper attention and in consideration of other recommendations in this report, the elimination of the Planner position will not negatively impact Community Development services.

1.3 Convert the currently vacant position of Management Analyst to an intern

The vacant Management Analyst position performed a variety of support functions related to insurance claims, risk management, negotiation support, budget preparation, and special projects. Our evaluation of staff responsibilities indicated this person was not only an asset for Administration, but also served other departments on an as-needed basis. Only three of the 14 communities responding to our survey have Management Analyst/Assistant To[3] positions. Generally, these positions provide time for the Administrator and/or Assistant Administrator to perform higher function responsibilities. Many communities use interns who are working on their Masters in Public Administration to partially fill this need. Depending on the Intern's work schedule and pay, there is an approximate cost savings of $35,000 to $45,000. The disadvantage is that Interns will have less experience and generally work part-time hours while attending classes.

Recommendation

Considering the cost savings, comparable community practices and workload, we recommend changing the Management Analyst to an Administrative Intern position. Since the intern program is typically a

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[3] Assistant to and Management Analyst generally have similar duties

two-year commitment by the student, there is time to learn and perform fairly complex tasks. The Executive Assistant could assume some responsibility for coordinating insurance claims. Some sporadic duties, like evaluating negotiation proposals and contacts, require a higher degree of experience or knowledge than an intern may possess. These duties could be performed by an outside consultant on a project basis.

Implication

This change may place a greater burden on the Assistant Village Administrator position to assume some of the duties of the Management Analyst and more oversight of a less experienced direct report.

1.4 Redacted – Preliminary Personnel Recommendation (5 ILCS 140/7 (f))

1.5 Explore opportunities for collaboration between the Community Development and Public Works departments

The recession and related slowdown in development caused significant downsizing of the Village's Community Development department. Staff decreased from five to two full-time employees, with support from several part-time inspectors. Given the current environment, the department size is unlikely to change. The core services of both the Community Development and Public Works departments relate to the physical environment of the community. As a result, we feel there may be some benefit to consider further evaluation of how these departments can collaborate more effectively.

Recommendation

Although the Community Development and Public Works departments perform very different tasks, they both engage in activities that affect Roselle's physical environment. We suspect there are opportunities for the departments to better collaborate—streamlining processes, sharing administrative functions, planning complex projects strategically, and flattening the organizational hierarchy. The Public Works department was not, however, part of the scope of this project, so we recommend the Village evaluate and formally study reorientation of the two departments around a common theme of public services. We envision this evaluation might also be a useful component of part of a larger succession planning process that guides decision-making as employees leave or retire.

Implication

One of the elements of a study of Public Works and Community Development should be a discussion about what services the Village believes are essential (i.e., core services). Once those services are determined, future staffing and resources can be more appropriately determined.

2.1 Develop a broad-based strategic plan

We believe there are five fundamental questions stakeholders expect leaders to answer:

- Why do we exist?

- What do we stand for?

- Where are we heading?

- How do we get there?

- How do we stay on the right path?

Strategic planning is a critical tool for organizations seeking to explore the answers to each of these questions. Of the 14 comparable communities surveyed, only two did not have a current strategic plan, although we do not know the extent to which each community has developed and/or uses the plan document. It is a disciplined process to align goals with resources by envisioning an ideal picture of what the organization wants to become. Success results, though, not just from having a vision and a plan, but having a realistic plan that outlines the actions that will be required and assigns accountability— including the people, resources, and time for implementation.

Elements of a formal strategic plan that should be addressed include ideals (i.e., vision, mission, values), ideas (goals and objectives), and actions (strategies and action plans). Typically, a vision should look forward, over the next three to ten years of the organization. Included action plans are more short-term—usually one to three years. Buy-in to a strategic plan is substantially increased when stakeholders are involved in the plan process in a meaningful way. Leaders should aim to gather input from all those who have a stake in the plan's outcome in the planning process.

It is advisable to spent time analyzing the potential stakeholders, because the success of strategic planning is most often determined by getting the right people in the room. Once in the room, the group should build on the past, reflect on the present and create a plan to realize its desired future. Without developing this type of planning tool the Village will continue to react to challenges and overlook new opportunities.

> *Recommendation*
>
> Develop a strategic plan with the input of a broad-based stakeholder groups who have a deep interest in the plan's outcome and can influence the Village's future.
>
> *Implication*
>
> Comprehensive planning and strategic planning are not mutually exclusive. Comprehensive planning provides a policy guide against which development and land use proposals are evaluated for how the proposal deals with transportation, utilities, and recreation. Strategic planning is meant to proactively guide an organization in all elements of operations (e.g., employee development, customer service, technology, economic development) and uses the Comprehensive Plan as a reference guide.

2.2 Update the Comprehensive Plan and Zoning Ordinance

There has not been an update to the Comprehensive Plan in over 15 years and Zoning Ordinance in over 25 years. While the Village is effectively "built out," it is important to periodically revisit these plans to evaluate the present circumstances in light of past experience and future opportunities.

Recommendation

Complete a new Comprehensive Plan and revise the Zoning Code. A major update of these documents will provide a roadmap for the Village to continue to smoothly evolve and mature. The Comprehensive Plan dictates public policy in terms of transportation, utilities, land use, recreation, and housing. Updating the Zoning Code will complement the Comprehensive Plan and provide a mechanism to consider new development in the light of what has taken place over the past 25 years. Long-range plans will offer guidance for future financial decisions about the priorities to which the Village wishes to allocate limited resources.

Implication

Sometimes the benefits of addressing long-term improvement strategies are less clear than those that will yield short-term results. While there are some immediate problems that must be resolved, long-term planning should not be deferred too long.

2.3 Develop a long-range budget plan

The Village did not update its five-year Capital Improvement Plan (CIP) for fiscal year 2011.While dealing with immediate financial challenges may have monopolized budget preparation effort, annual long-range financial planning should not be abandoned. In fact, such tasks may be even more important when there is less financial stress.

Some financial professionals feel that the easiest budget to balance is the current year, because capital items can be deferred and excess reserves utilized. These are one-time fixes, however, and not available in future years. In addition to the CIP, forecasts of operations (e.g., personnel, supplies, and services) under various assumptions should be part of any long-range plan. All current financial decisions will affect the financial resiliency of the Village and those implications should be clearly understood. The purpose of a long-range budget is to provide elected officials and other interested parties with a practical picture of the future. With this picture, decisions can be made as to whether strategies need to be employed to counter foreseen financial difficulties.

Recommendation

Using assumptions based on past experience and the current reality, the Village should annually develop a long-range budget plan. The plan should include operating expenses as well as capital expenditures and cover at least four years beyond the newly projected budget. There are a variety of tools and ways to develop such a plan. The Government Finance Officers' Association has a fairly sophisticated modeling tool developed in Excel, or the Village could utilize a less sophisticated approach by using Excel to develop its own model under various assumptions, current plans, and known contractual information.

Implication

Communities sometimes become paralyzed by over analysis or fear of trying to predict the future. It is likely there will be a period of trial and error, but the important point is to get started and continually improve the methods and skills employed in forecasting.

2.4 Improve the budget development process

The Village produced a very well designed and informative budget document for FY 2011, and the Village has received the Government Finance Officers' Distinguished Budget Presentation Award in prior years. However, there was not enough time this past year to publish in the format required to receive the award. Staff told us that preparing the final budget document is very time consuming because it requires merging a variety of different Word documents and Excel worksheets.

Recommendation

There are several approaches (see **Appendix**, page 31) to facilitate the integration of various documents into a comprehensive publication of the budget:

- Ensure that all documents use the same version of the Windows application (e.g., all Word documents use 2007).

- To reduce reformatting, budget instructions should identify font size and style.

- MS Windows Publisher can help integrate different document versions and styles.

- Separate the document into two parts—1) Summary information -- organizational chart, budget messages, highlights of financial information; and 2) Detail that supports the summary information.

We advise that Administration and Finance should work with the Village Board to determine the critical components the budget is intended to present. Then, staff can outline a structure and format that meets the internal and external customer needs for a budget document.

Implication

The above recommendation provides some suggestions to reduce the time spent preparing the budget document. The central point, however, is not to develop a budget beyond what is necessary to communicate the implications of recommended financial actions. The budget is meant to be a simple tool that describes (in words and numbers) the Village's financial challenges and opportunities.

3.1 Implement MUNIS automated inspection system

Inspectors, through the MUNIS system, have the capability to enter their inspection results and notes into a laptop or handheld device, which can then be uploaded to the Village's main system and available to anyone who has the password. Using this capability would allow all Community Development personnel, as well as others so designated, to access notes and inspection results. This system could also handle inspector scheduling—eliminating the current duplicative scheduling effort that now occurs using both Outlook and MUNIS.

Recommendation

Relieve Finance staff of the responsibility to enter the inspector's results by implementing the MUNIS automated inspection system. This action will require training of inspectors and others who need access to inspection information.

Implication

The Village will need to purchase the input devices to interface with the MUNIS system. There will also be an investment in software, training, and implementation—both in personnel and consultant time (and cost). We understand there are some existing resources for MUNIS training that may be available.

3.2 Implement paperless agendas for Village Board and committee meetings

Paperless agendas are becoming more common among communities to reduce the time preparing and distributing agenda information. Six of the 14 comparable communities that responded to our survey indicated that paperless agendas are used by their governing board, though fewer employ the procedure with board committees and/or commissions. Generally, the way a paperless agenda system works is that elected officials who have access to a home computer receive the agenda and support materials electronically. Detail supportive information is hyperlinked to the related agenda item, so that a person can access the pertinent agenda item with a click. Computers are provided for elected officials at the meeting. In special circumstances, paper agendas could be provided for an official.

Recommendation

Reduce the time to print, collate, deliver, and store paper agendas by implementing paperless agendas for Village Board, as well as committee and commission meetings. Utilize the people most familiar with the agenda process and form a team. Task the team with evaluating the different approaches used by communities and determine which method would best meet Roselle's needs.

Implication

Large documents, like development plans, can be challenging to view in an electronic format. Researching the methods used by other communities, however, should highlight the innovative ways they have effectively dealt with this issue. We understand this recommendation would

also involve an upfront investment in computers, but lease agreements for hardware is an alternative that make this affordable in the long-run.

3.3 Implement use of purchasing cards

Purchasing cards are basically sophisticated credit cards that provide significant cost savings for low-dollar purchases (e.g., $500 or less), with relatively high processing costs. They can be structured with a variety of limitations such as: types of items, users, maximum value (by transaction or time period), and vendor. Histories can be provided over a period of time for similar categories—allowing more comprehensive analysis of purchasing trends. The use of purchasing cards has been widely recognized in business as a way to eliminate non-value added processing time. Cards reduce the need for low-dollar purchase orders or blanket orders. They also consolidate what would otherwise be many invoices into one monthly statement. Monthly statements are reviewed in the same way as other invoices (i.e., cardholder, department head/ directors, and Accounts Payable).

> *Recommendation*
>
> Implement a purchasing card program for low-dollar value purchases to eliminate non-value added processing costs. The Village should check with major banks and other communities who have implemented such a program to determine the approach that best meets their needs.
>
> *Implication*
>
> The Village may want to pilot a program with one or two departments before expanding the program to all departments.

3.4 E-mail utility bills at resident's request

People have a growing comfort with doing business on the web and are increasingly open to conducting their personal finances on-line. Several employees mentioned that efficiencies could be realized if the Village offered residents the option to receive their monthly utility invoices via e-mail. This would eliminate the need to print and mail invoices. Even if the initial sign-up for the service is small, it is likely to continue to expand and create even greater efficiencies over time.

> *Recommendation*
>
> Research and develop an application that enables e-mailing of utility invoices. Along with this application, the Village should work with MUNIS to allow inquiry capability of utility bills by customers. This will eventually reduce the number of phone inquiries.
>
> *Implication*
>
> There will be an initial cost to develop on-line systems, but there will be long-term efficiency improvements. Constituents also have growing expectations that municipalities offer more services on-line.

3.5 Use an abbreviated form of Automated Attendant

The Village takes pride in the level of customer service it provides. During working hours, all calls to the Village are answered by a "live" person. If implemented properly, automated attendants can provide an effective and very efficient alternative. It limits the interruptions to staff and directs calls to specific departments, while still allowing callers to reach a "live" person by listening to a brief message of about 15 seconds or less. Following is such a message:

> "Thank you for calling the Village of Roselle, please select from the following choices: for the Police department press 1, for the Fire department press 2, for the Public Works department press 3, and for all other departments press 4."

This is as efficient as personally talking to someone. The caller is not locked into the never-ending maze of irrelevant automated phone instructions and significant staff time is freed for other work by providing these initial instructions.

> *Recommendation*

> In an effort to increase the time for value added work, while not undermining the Village's tradition and reputation as a customer-friendly environment, begin using an automated attendant system to initially direct callers to the appropriate department. The message should be 15 seconds or less and would default to Clerks in the Finance department.

> *Implication*

> Though the Village may have some initial negative feedback, we do not believe there will be any long-term disadvantages. Most people are accustomed to these answering features and would still have relatively easy access to staff.

3.6 Provide technology that allows more capability for constituent "self-service"

Technology has changed people's expectation of service availability. People can now log onto a website and purchase tickets to a play or make dinner reservations at any time. There is growing acceptance and expectation that services will be available 24 hours a day, seven days a week. Depending on the transaction, conducting business in this manner can be much more efficient. For example, these systems allow constituents the ability to enter a request for service (e.g., report a street light out) online and have it automatically directed to the appropriate responsible party, no matter what time of day or night. Such systems log the request and the corrective action taken, and can even be structured to notify the constituent upon completion. Management reports can be generated to measure performance—summarizing problems by category, average time to correct the problem, etc.

> *Recommendation*

> It is our understanding that there is a team of Village employees already investigating opportunities to improve services through technology. Incorporated within this recommendation is to investigate the ability for users to apply for building permits on-line. We recommend this team look carefully into all opportunities for constituent self-service applications.

Implication

Many constituents prefer to perform their business in-person, and the Village should continue to provide the excellent service as it has in the past.

3.7 Implement fully automated time entry

A well-designed payroll system will significantly reduce much of the analytical and data-entry work performed by employees—the person performing time entry and others who verify its accuracy. The Village is beginning to automate time entry and eliminate timesheets. Some departments have not fully implemented the changes and continue to use paper timesheets.

Recommendation

We would encourage all departments to convert to a paperless time entry system as soon as feasible in order to eliminate redundancies and generally reduce time spent on this administrative function.

Implication

Generally, it is difficult to incorporate all of the special pay features for public safety personnel in an automated system—making it necessary to proceed with caution. It may be wise to utilize process mapping to visualize how the changes will be incorporated. However, changing from manual timesheets to an automated system should be a high priority because this is an area where significant efficiencies can be realized.

3.8 Eliminate paper payroll stubs

If requested, employers are required to provide a paper check to employees. There is no such requirement to provide physical payroll stubs. Increasingly employers are only providing on-line information that was formerly shown on payroll stubs. With an on-line system, employees are able to easily access their current and historical payroll information—eliminating the need to store blank stock, as well as saving the time and cost of printing and distributing pay stubs.

Recommendation

Reduce the storage, printing, and distribution of payroll information by creating a web-based application that makes that information available to employees on-line.

Implication

While this type of application will be familiar to most employees and written instructions on how to use the system will suffice, there may be some resistance from employees who are not familiar with these types of applications. The Village should take care to communicate about the new process fully and offer training to ensure everyone is comfortable retrieving the same information that was formerly on their pay stub.

3.9 Develop an employee Intranet

An Intranet is an internal computer network. It provides an easily accessible platform for sharing information among Village staff and elected officials. The information might include the Personnel Manual, policies and procedures, internal newsletters, as well as collaboration tools (e.g., sharing budget development information). Used properly, implementation of an Intranet will alleviate many internal phone calls and searching for information.

Recommendation

Develop an Intranet as a way to internally disperse information, share documents, and collaborate more efficiently. Since the capability of an Intranet can be extensive, the Village should carefully evaluate the cost related to the benefit for each application it would like to implement. The development process of an Intranet should include an employee team that researches and then makes recommendations about the types of information to include that will be most useful for each department.

Implication

Once implemented, someone should be assigned to ensure that documents and information are current. Without this type of oversight, it will not be useful or used. Supporting policies should also be developed that regulate access to the Intranet and procedures for posting information.

4.1 Expand property maintenance enforcement

Interviews with employees indicated that the economic difficulties many people are suffering has translated into increased property maintenance issues (e.g., high grass and weeds). The enforcement officer works two days per week and is not able to effectively manage all of the complaints within these limited hours. By nature, code enforcement is a very reactive operation. As the Village continues to mature, addressing property maintenance enforcement will become critical to maintaining property values and keeping up the general appearance of the Village.

Recommendation

Carefully evaluate the need to hire another part-time property maintenance official. The Village should also consider training public works and police officers to notify the property maintenance official of property maintenance violations. Improved communication between all departments that are actively out in the community may at least help to site and prioritize the order in which issues are addressed.

Implication

This recommendation runs contrary to our objective not to expand services unless it was accomplished without any cost increase. Based on our interviews and considering the current economic environment, however, we feel the Village will be undermining other efforts to build the tax base if it allows the community appearance to deteriorate.

4.2 Assign all data entry of building permits to Finance

Currently the Planner enters "simple" building permits and employees in Finance enter more complicated permits. We were told that the Planner enters about 1,000 permits per year and each permit takes approximately 15 minutes to enter (or 250 hours annually). This work can be performed by the Finance department and allow the Planner to dedicate more time to planning and zoning matters. Other report recommendations (e.g., allow remote entry by applicants for simple building permits, automated attendant) should reduce time spent on other departmental responsibilities and increase available time to enter all building permits.

Recommendation

After automating the workflow of building permit applications with on-line data entry, transfer the responsibility for entering simple building permits from the Planner to the Finance department.

Implication

Running all permit work through the Finance department should improve customer service and reduce the per application processing costs.

4.3 Send the Village newsletter quarterly instead of bi-monthly

The Village's part-time Community Relations Coordinator, operates out of the Administration department. One of this person's responsibilities is to publish a newsletter every other month. This practice is similar to most other communities we surveyed. Of the comparable communities, five of 14 communities published their newsletter quarterly and all others publish it bi-monthly or monthly. Two communities only publish an electronic newsletter and all other communities published the newsletter both on paper and electronically, though some have limited the number of available paper copies.

> *Recommendation*
>
> Publish the Village newsletter four times a year rather than six. While Roselle's practice of publishing a newsletter every other month is generally in keeping with the practice of other communities, we feel that a quarterly newsletter will keep the community sufficiently informed. Besides the obvious savings from sending newsletter less frequently, the Village Administrator feels the time saved by publishing two fewer newsletters could be better utilized on other community relations matters.
>
> *Implication*
>
> If the Community Relations Coordinator has less time invested in the content development and publication of the Village newsletter, the person may be able to allocate some time to the internal newsletter.

4.4 Develop a program to foster and support innovation

Innovation has become the new buzzword for managers, and for good reason. If ever there was a need to foster and support innovation among governments, the last three years have clearly demonstrated the need to constantly look for ways to improve organizational efficiency. While competition in the private sector demands innovation, governments are not guided by this underlying pressure and are generally risk adverse—there is rarely an upside to being a risk taker in a government environment. Some innovation may occur during the budget process as departments submit funding requests. However, the relatively tight budget cycle and myriad of issues being considered does not always provide adequate time to gather, analyze, and test new ideas.

> *Recommendation*
>
> Determine a percentage of total expenditures each budget year that will be earmarked for innovative ideas that will dramatically improve efficiency. "Challenge grants" could be the mechanism used to foster competition among departments for the money that has been reserved in the budget. A leadership team, with the Village Board's approval, could develop the criteria used to determine which ideas are funded. Possible guidelines might be something like:
>
> - Any idea with estimated cost-savings between $25,000 and $150,000 over multiple years.
>   - Ideas projected to save more than $150,000 will be considered separately during the budget process.

- There must be a "hard-dollar" savings over current costs of 25%.

- Any funds remaining at the end of the year will be carried over to the following year's innovation award program.

- Interdepartmental collaboration is encouraged.

Using a scoring method devised by a team of employees, ideas would be submitted to the Village Administrator for consideration. With possible input from other sources, he would make recommendations for funding to the Village Board.

Implication

Establishing the guidelines to determine acceptable ideas and a scoring system will require careful thought and trial and error. This settling period should be expected and embraced.

4.5 Evaluate the benefit of assessing fees reflective of full development review cost

Although we did not survey comparable communities about their development fee structure, we were told that the Village charges developers minimal review fees. Some communities have a policy to assess user fees wherever the cost of a service can be attributable to a particular user. Without this type of practice, taxpayers pay costs that are the direct result of the need of others. In particular, it has become a fairly common practice to assess fees for development reviews—the logic is similar to building inspection and permit fees.

Recommendation

Assess fees to offset the cost of development reviews. It was suggested that this could be structured like the existing "attorney fee," where a minimal fee is charged for all projects, but major projects would also require the establishment of an escrow to be drawn down as time is spent on the project. The hourly fee should be "fully loaded," which includes salary and benefits, divided by the total scheduled time of actual work (i.e., excludes vacation, sick, holidays, personal time, etc.).

Implication

The Village may want to consider whether to assess all hours of staff work for major development reviews under the logic that there is a public benefit component; economic development improves the community as a whole.

4.6 Develop a consortium of municipalities for contractor licensing

Of the 14 comparable communities surveyed, 10 require licensing of contractors. Of those who require licensing, more than 80% require a certificate of insurance and performance bonds. Many of the certificates of insurance and bonds expire before the next license renewal date. If the contractor does not submit renewal information, the Village must perform the time-consuming task of following-up with individual contractors.

Recommendation

Begin discussions with nearby communities who have similar requirements for contractor licensing, with the long-term goal of forming a consortium for this program. Under the consortium, a contractor would register in any one of the participating communities, but then pay a license fee for all communities in which the contractor plans to perform work. The consortium would need to establish a process for tracking where the contractor is licensed and fees owed to each municipality. The community who registers the contractor would be responsible for following up on expiring certificates of insurance and performance bonds. Though the consortium still requires essentially all of the same steps, the number of times they are performed by each unit is greatly reduced.

Implication

It may be necessary to settle on one standard performance bond amount to avoid confusion among the consortium members when registering a contractor.

4.7 Eliminate Saturday hours

Besides having daytime business hours Monday through Friday, the Village has Monday evening hours and Saturday morning hours. Of the 14 communities who responded to the comparable community survey, only four had Saturday hours. Except for cyclical peaks (vehicle sticker purchases or Metra commuter lot stickers), it is our understanding that Saturday transactions at the Village are relatively light. Staff notes the down time is used to perform other work. While we applaud the Village for its customer service commitment, it comes with a cost—the cost of each transaction on a Saturday, assuming 20 visitors, is approximately $15. As the ease and familiarity with conducting business over the Internet continues to grow, on-site demand for services will decrease. Monday evenings already provides "off-hours" accessibility, and the Police department could be used as an alternative to accept some limited transactions.

Recommendation

Eliminate Saturday hours to reduce staff cost and encourage more e-business applications and activity. It may be prudent to phase the elimination of Saturday hours with communications about a stronger on-line presence, such as notifications to residents about all the transactions that can be performed from the Village website.

Implication

Historically, many residents wait until the last minute to buy their vehicle sticker/s, resulting in long lines at Village Hall. As the Village transitions to eliminating Saturday hours and considers another recommendation related to vehicle sticker fees, it may want to remain open on the two Saturdays before the vehicle sticker registration deadline.

4.8 Improve the vehicle sticker workflow

Many residents wait until the last minute to purchase their vehicle stickers, creating long lines and disrupting the routine workflow in Finance for a period of time. Staff indicated this increased activity

occurs at similar peak times to other required licensing. A suggestion was made to move the due date for vehicle stickers to the fall, which would distribute the workload more evenly. It would, however, delay the receipt of a major revenue source by several months.

Recommendation

Consider charging a higher fee after a certain date to encourage residents to secure their vehicle sticker/s when activity is slower. Another option is to charge a handling fee for anything other than e-pay or mail-in transactions. A relatively low fee might influence constituent preferences for the methods by which they do business with the Village.

Implication

There may be a period where residents will need to adjust to the change. Any change will need to be well publicized. We suggest these communications are also an opportunity to raise awareness about the Village's ongoing efforts to operate more efficiently. As the Village works through this difficult financial period, it is key to connect taxpayer dollars and available resources to the services that are performed.

4.9 Limit reviews of accounts payable

There appears to be quite a bit of unnecessary time spent reviewing accounts payable. The Finance Director reviews invoices before they are entered by the Fiscal Clerk, and then the Accountant reviews the data entry to verify account codes. Invoices are also reviewed by departments and the person who has primary responsibility for processing payments. There is a generally well-accepted theory that when documents are reviewed beyond what is necessary for accuracy, not only does efficiency suffer, but each additional review actually results in more errors. People take less responsibility—feeling confident someone else along the line is ensuring the accuracy of the document.

Recommendation

As long as the department director of the department that initiated the expenditure and approved the purchase order approves the related invoice, it should not be necessary for another high-level Finance department review of the invoice. The Fiscal Clerk should be able to ensure the all documentation is approved and matched before invoices are processed. Account codes over a specific dollar amount (e.g., $500) should still be reviewed by the Accountant to insure proper recording of expenditures.

Implication

This should result in improved efficiency and will not diminish internal controls if the process is well designed.

4.10 Eliminate Finance Committee Chair as signatory on bank accounts and CD's

Determining who will have the authority to sign checks or maintain control of signature plates is important and a standard internal control practice. Typically, whether stamped or manual, there is a separation of duties so that more than one person is approving and paying obligations. With this in mind, the Village developed a practice of making the Finance Committee chairman a signatory on

banking transactions. As we understand the situation, however, the committee chairperson changes annually—meaning new bank resolutions must be processed and approved by the Village Board. There are many other ways to ensure adequate internal controls and avoid spending time completing banking resolutions.

> *Recommendation*
>
> Eliminate the practice of designating the Chairman of the Finance Committee as a signatory for checks and other banking documents. The intent of the policy is correct, but other internal controls can accomplish the same result more efficiently. Many communities designate the Mayor as a signatory, because the person is elected to a four-year term.
>
> *Implication*
>
> None

4.11 Allow accounts payable checks to be mailed before Village Board approval

Every two weeks (except on certain holiday periods), Finance department employees prepare invoices to mail checks. After checks are prepared, a Warrant List is also generated. Even though all materials are essentially ready to process payments, the Fiscal Clerk withholds the checks until after the meeting of the Village Board, during which checks are approved. Waiting for a Village Board meeting to mail checks may mean that discounts are not granted by the vendor or a payment is late. While it is procedurally necessary for the governing board to approve all payments, we do not believe that prior approval is necessary—internal controls are in place to authorize payments are for appropriate goods and services.

> *Recommendation*
>
> Continue to provide the Village Board with a Warrant list of all payments, but do not hold checks for specific approval. We suggest checks should be mailed 30 days from date of invoice or earlier if a discount is allowed.
>
> *Implication*
>
> There should be no negative implication from this change. The Board will still meet their statutory requirement to approve all Village obligations; internal controls will protect the Village from any impropriety.

4.12 Review the purpose, design and publication process of the internal newsletter

Our understanding is that it has been the long-standing practice of the Village to publish a monthly internal newsletter. The Community Relations Coordinator is not involved with this publication. A team of employees compile the newsletter, and the content is generated by them for the various departments. The content is focused on employee-relevant information and is distributed with paychecks. While we applaud the initiative of the employees who dedicate time to the committee and publication of the newsletter, the effort seems disjointed from other communication pieces. Time and resource constraints require one to be cognizant of the cost/benefit of time spent on these efforts.

Recommendation

Review the existing internal newsletter and discuss how it aligns with in an overall communications plan for Roselle. The Village employs a communications professional and this person could assist by providing design and presentation advice. More importantly, an agreed upon purpose for the newsletter should be developed and used to guide its content. Formal communication within the Village must be coordinated and focused.

Implication

A group of employees have apparently put a great deal of effort into this publication and should be involved in future efforts to redirect and redesign the publication. If the Village opts to accept Recommendation 3.6, there is also an opportunity to reconsider how the internal newsletter is distributed.

4.13 Maintain an updated reference guide for frequently asked questions (FAQs)

All Finance department customer service staff maintain a "black book." The books include important notes and information about FAQs. We were told that each staff member has added notes to the original information, but that updated items may not be widely shared.

Recommendation

Assign one staff member the responsibility to continually review and revise customer service related information and post to a searchable document to the Intranet. Other employees should pass along new information or changes to the designated coordinator. This information could be easily accessed electronically by staff in any department.

Implication

Theoretically, this would result in the elimination of multiple manuals, but it can be difficult to change habits. The Intranet may not initially be as convenient as a "black book," but the process will improve the availability of useful information.

CONSIDERATIONS FOR IMPLEMENTATION

Organizations, like people, necessarily undergo cycles of change. This assessment and recommendations are merely the start of a change process for the Village of Roselle. Important to note is that leadership is an essential component in any organizational change, because the process requires commitment, energy, and resources. Persistence and discipline will be critical to long-term success, as leaders will not only establish priorities and monitor progress toward goals, but maintain focus in spite of unforeseen obstacles that may occur.

Sikich believes organizational change is best viewed as happening in three major cycles:

INTRODUCTION

During the first stage, key leaders must be strongly committed to the change effort and make this apparent to the stakeholders. The leaders need to clearly articulate the purpose of the changes they determine will be made, listen to the concerns of those affected, and ensure that adequate time, training, and resources are provided to effectively implement the changes.

IMPLEMENTATION

Top leaders can only insist on change for a limited time. At some point, people within the organization must become convinced that the proposed change is beneficial and possible to implement. In short, support for change must develop beyond elected officials and top management. During the implementation stage, support is best engendered by communicating progress, addressing concerns that have been raised, and reinforcing improvements with training and resources as necessary.

INSTITUTIONALIZATION

The final step in a typical cycle of change will not be easily discerned, because that is when real change has occurred and become part of the DNA of the organization. If change is truly embraced at all levels, it will become routinized and people will support as well as model the new way of doing business. Old cultural norms and practices will be replaced with new ideas and procedures. This phase will be marked by communicating progress and success to all stakeholders and also establishing feedback mechanisms to facilitate ongoing improvements to the system. Finally, training at earlier stages was necessary to teach new ways, but that will shift—now reinforcing what has been learned and targeting additional areas or processes that can be improved.

APPENDIX

BUDGET PREPARATION: MERGING DOCUMENTS IN WORD

ORGANIZATION CHARTS

COMPARABLE COMMUNITY SURVEY TOOL

COMPARABLE COMMUNITY SURVEY SUMMARY RESULTS

Recommendation 2.4 suggests there is room for improvement in the Village's budget development process. Below are general tips for merging various documents in Microsoft Word. These tips should save time and reduce the complexity of compilation:

1) It is best for all users to be on the same version of Microsoft Word. It is possible to merge documents that are saved in various versions of Word (e.g.,Word 2003 or Word 2010), but typically older versions of the software do not necessarily recognize the formatting from more current versions. So, merging a document from Word 2010 into Word 2007 or Word 2003 may not work correctly because the features for formatting available in the later version are not necessarily available in the earlier version.

2) Format Painter is one way to unify the look and feel of merged information. Format Painter is in every version of Word and just about every Microsoft Office application. It looks like this:

To use format painter, select the area of text in a document that you want to copy the formatting from, then click the Format Painter icon (brush icon above) and then select the area of text you wish to change. The destination text will automatically format to the originally selected text including font, character spacing, font size, indentation, etc.

This tool can also be used when merging in slides from Powerpoint, tables from Excel, or typically any Microsoft Office application.

3) There are different ways to insert an Excel spreadsheet. You can open the Excel Spreadsheet, highlight the area you wish to copy, and copy/Paste it into the Word Document. Alternatively it is possible to Insert the contents of an Excel sheet with the data tied to the Excel sheet so that if you make a change in Excel, it is reflected in the Word document without having to manually update the Word Document.

   a. To do this, go to the Insert tab in Word, then select Object.

   b. You will have the option if creating a new type of document or creating from an existing file, select Create from File.

   c. Browse to the location of the file and select the specific Excel file you are inserting.

   d. Be sure that before you click OK that the check box next to Link to file is checked.

   e. When you update the Excel file, you must save the Excel file and also close and re-open the Word document where the data is merged to actually see the changes.

4) A little known feature of Adobe Reader is the ability to take a Snapshot of any PDF document. The Snapshot tool is in various places depending on what version of Adobe Reader you have, but

the tool works the same as a Copy and Paste command. Once you take a Snapshot of an area or a whole PDF page, you are able to paste it directly into a Word document.

5) It may be worthwhile to invest a small amount of money into a tool like Snag-It that allows you to capture anything on your computer desktop such as a photograph file and insert that into Word documents. The vendor site for Snag-it is: http://www.techsmith.com/

VILLAGE OF ROSELLE: ORGANIZATION-WIDE (CURRENT)

CITIZENS OF ROSELLE

Village Clerk

Mayor and Board of Trustees

Boards and Commissions

Village Administrator

| Administration Department | Community Development Department | Finance Department | Fire Department | Police Department | Public Works Department |
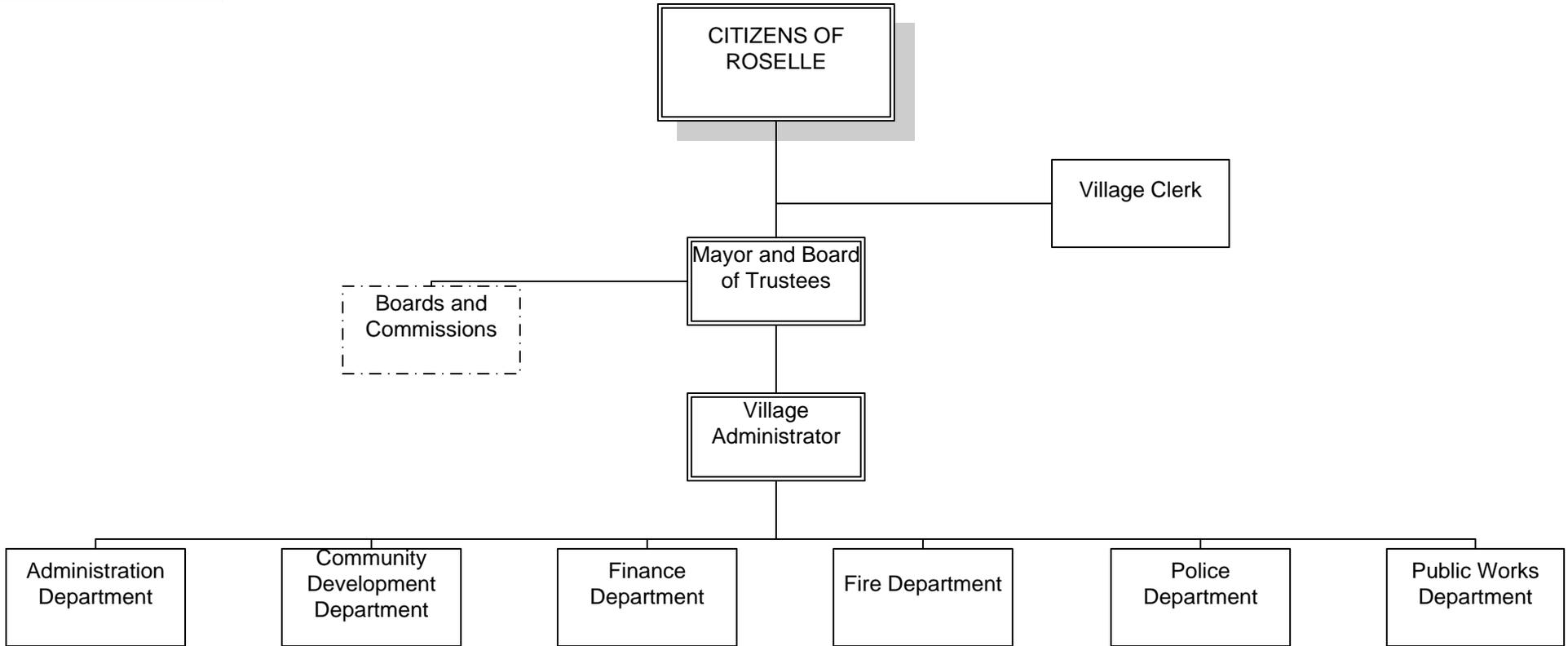
VILLAGE OF ROSELLE: ADMINISTRATION DEPARTMENT (CURRENT)
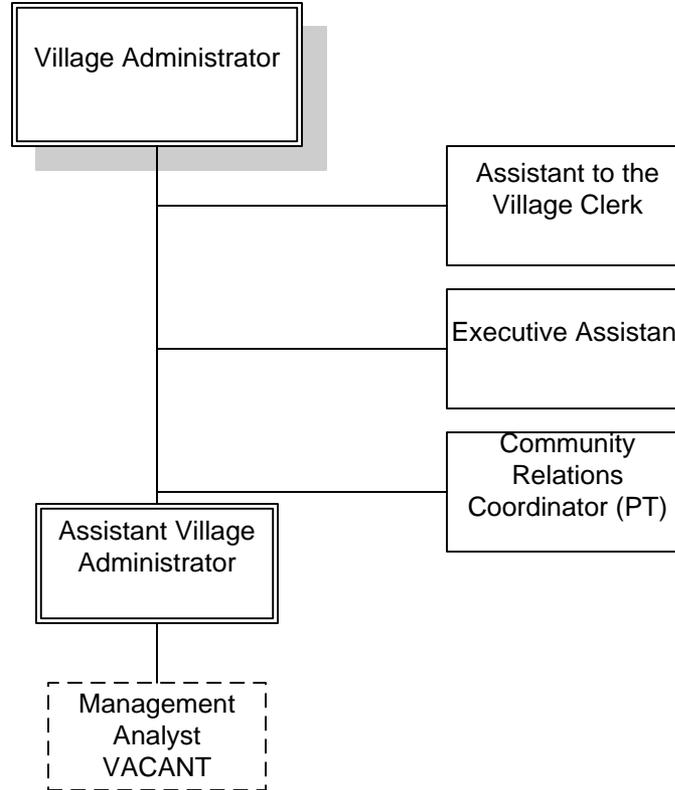
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                          │ Village Administrator │
                          └───────────┬──────────┘
                                      │
                                      │        ┌──────────────────────┐
                                      ├────────┤ Assistant to the      │
                                      │        │ Village Clerk         │
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                                      │
                                      │        ┌──────────────────────┐
                                      ├────────┤ Executive Assistant   │
                                      │        └──────────────────────┘
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                                      ├────────┤ Community Relations   │
                                      │        │ Coordinator (PT)      │
                          ┌───────────┴──────┐ └──────────────────────┘
                          │ Assistant Village │
                          │ Administrator     │
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                                      │
                          ┌───────────┴──────┐
                          │ Management        │
                          │ Analyst           │
                          │ VACANT            │
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Village of
Roselle
Tradition Meets Tomorrow

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                    │     Community       │
                    │ Development Director│
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│Planner I│ │Planner I│          │Health Inspector│ │Building Inspector│ │Code Enforcer│
└────────┘ │ VACANT  │          │   (PT) (1)    │ │    (PT) (4)     │ │   (PT) (1)   │
           └ ─ ─ ─ ─ ┘          └───────────────┘ └─────────────────┘ └──────────────┘
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Community Development Director

| Planner I | Planner I *VACANT* | | Health Inspector (PT) (1) | Building Inspector (PT) (4) | Code Enforcer (PT) (1) |
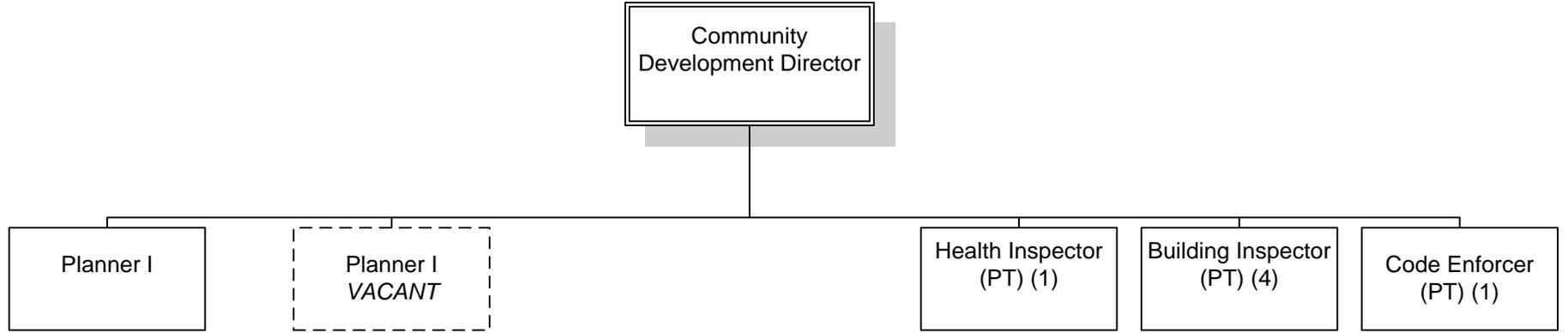
VILLAGE OF ROSELLE: FINANCE DEPARTMENT (CURRENT)

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                    ┌──────────────────┐
                    │ Director of      │
                    │ Finance          │
                    └────────┬─────────┘
                             │         ┌──────────────────┐
                             │         │ Accounting       │
                             │         │ Assistant        │
                             │         └──────────────────┘
                    ┌──────────────────┐
                    │ Assistant        │
                    │ Director of      │
                    │ Finance          │
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│Billing/      │ │ Fiscal Clerk │ │ Fiscal Clerk │
│Collections   │ │              │ │ (PT) (3)     │
│Coordinator   │ │              │ │              │
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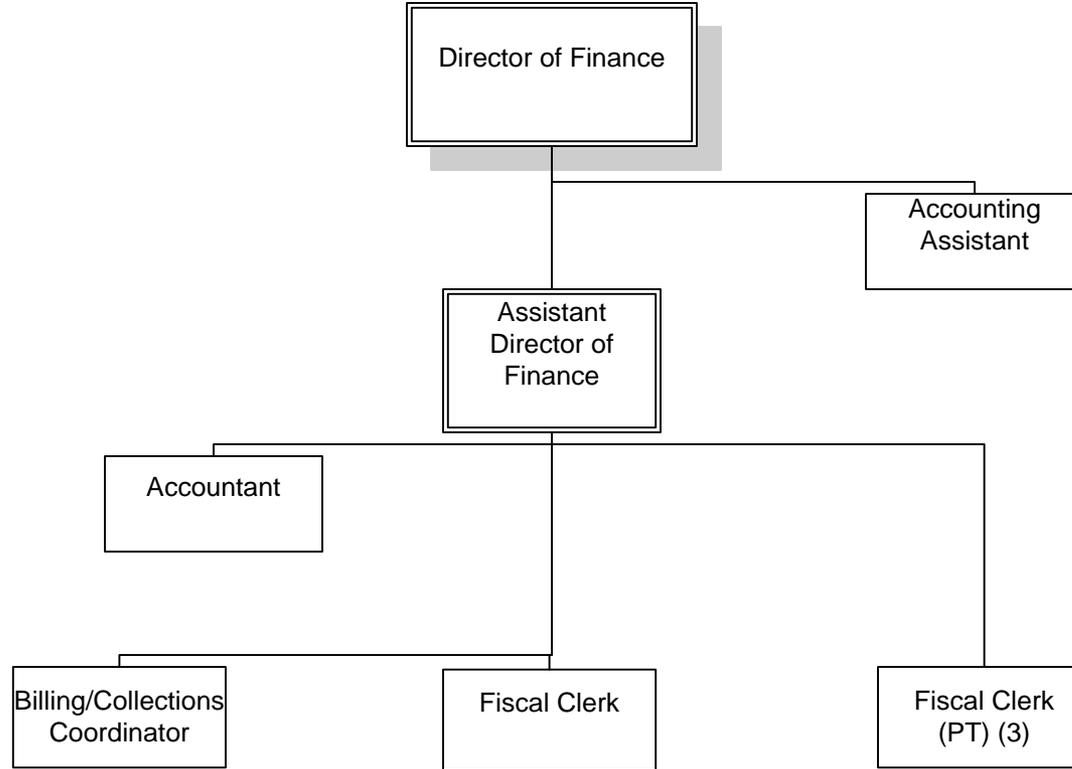
Village of Roselle Comparable Community Survey 2011

1. General Information

Please answer all applicable questions as completely as possible. If the question does not apply to your organization, leave the response blank. Where financial information is required, please base your response on a fiscal year: organizations with FYE of 4/30 should respond for 4/30/11, while those with FYE of 12/31 should respond for 12/31/10. Please also submit your current ORGANIZATION CHARTS to Jason Bielawski (jbielawski@roselle.il.us).

* 1. Does your jurisdiction have home-rule authority?

○ Yes

○ No

* 2. Does the jurisdiction have a current strategic plan document-- outlining items such as vision, mission, and goals?

○ Yes

○ No

* 3. What are the weekday City/Village hall hours of operation?

Monday

Tuesday

Wednesday

Thursday

Friday

* 4. Does the City/Village hall have staffed weekend hours of operation?

○ Yes

○ No

What are the extra hours of operation?

* 5. At which locations (e.g. Finance, Police) does the City/Village accept payments for items such as water bills and tickets? (Please list only locations where there is a register and payment is processed)

* 6. What is the size (in square miles) of the jurisdiction?

* 7. What is the estimable amount (in acres) of land currently available for development within the jurisdiction's boundaries?

✱ 8. What are the jurisdiction's total expenditures (excluding transfers) for the general fund?

$ [   ]

✱ 9. What is the jurisdiction's property tax rate (rate per $100 of equalized assessed value)?

$ [   ]

Village of Roselle Comparable Community Survey 2011

2. Administration

*10. What is your current number of FTE's (by position) in the ADMINISTRATION department?

	Number of FTE's	Not Applicable	Contractor
Administrator/Manager	[▼]	[▼]	[▼]
Assistant Administrator/Manager	[▼]	[▼]	[▼]
Assistant to or Analyst	[▼]	[▼]	[▼]
Clerical	[▼]	[▼]	[▼]
Other	[▼]	[▼]	[▼]

Other (please specify):

[   ]

11. If the organization employs an Assistant City or Village Manager/Administrator, what are that person's primary job responsibilities?

[   ]

12. If the organization employs an Assistant to the City or Village Manager/Administrator or a Management Analyst, what are that person's primary job responsibilities?

[   ]

*13. Does the organization employ a person whose sole job responsibility is the provision of public information and communications?

◯ Yes

◯ No

If "Yes," please indicate the person's title. If "No," please note who is responsible for these functions:

[   ]

14. If "Yes" to the question above, what is that employee's status?

◯ Full-time

◯ Part-time

Please outline the job responsibilities:

[   ]

✱ 15. Does the jurisdiction distribute a community newsletter (check all that apply)?

☐ Yes (electronic)

☐ Yes (paper)

☐ No

Newsletter comments:

[   ]

✱ 16. If "Yes" to the previous question, how often is the community newsletter distributed?

○ Monthly

○ Every other month

○ Quarterly

○ Other

Other (please specify):

[   ]

✱ 17. For which meetings does the jurisdiction prepare and utilize paperless agendas/packets?

☐ Governing Board

☐ Board Committees

☐ Commissions

☐ None

☐ Other

Other (please specify):

[   ]

✱ 18. Who in the organization is primarily responsible for the Human Resource functions?

○ Administrator/Manager

○ Assistant Administrator/Manager

○ Human Resources Director (department head)

○ Human Resources Manager (reports to department head)

○ Other

Other (please specify):

[   ]

3. Community / Economic Development

* 19. What is your current number of FTE's (by position) in the COMMUNITY DEVELOPMENT department?

	Number of FTE's	Not Applicable	Contractor
Director	[▼]	[▼]	[▼]
Planner	[▼]	[▼]	[▼]
Inspector	[▼]	[▼]	[▼]
Engineer	[▼]	[▼]	[▼]
Clerical	[▼]	[▼]	[▼]
Other	[▼]	[▼]	[▼]

Other (please specify):

[_____]

* 20. Who has primary responsibility to oversee economic development in your jurisdiction (please check all that apply):

☐ Mayor

☐ Other elected official

☐ Administrator or Manager

☐ Economic development director/coordinator

☐ Community development director/manager

☐ Other

☐ N/A

Other (please specify):

[_____]

* 21. How many permit applications were processed by Community Development (for each of the areas listed) in the most recent fiscal year?

Maintenance (e.g. window replacement, re-roof, driveway)   [_____]

Improvement (e.g. deck, accessory structure)   [_____]

New Construction (e.g. single family home, addition)   [_____]

* 22. How many plan (including building AND zoning) reviews were completed by Community Development in the most recent fiscal year?

[_____]

✱ 23. What was the Code Enforcement activity (for the areas listed) in the most recent fiscal year?

Number of complaints received

Number of resolved violations

✱ 24. Does the jurisdiction require licensing of contractors?

○ Yes

○ No

25. If "Yes" to the question above, what information is required for approval of the contractor?

☐ Proof of insurance

☐ Bond

☐ Other

Other (please specify):

4. Clerk and Finance

* 26. What is your current number of FTE's (by position) in the FINANCE department?

	Number of FTE's	Not Applicable	Contractor
Director	[▼]	[▼]	[▼]
Assistant Director	[▼]	[▼]	[▼]
Accountant	[▼]	[▼]	[▼]
Accounting Clerk	[▼]	[▼]	[▼]
Clerical	[▼]	[▼]	[▼]
Other	[▼]	[▼]	[▼]

Other (please specify):

[   ]

* 27. How many FOIA requests did the jurisdiction process in the most recent fiscal year?

[   ]

* 28. Which position is primarily responsible for receiving and processing FOIA requests?

[   ]

* 29. Which answer below best describes the structure supporting the City/Village Clerk (check only one)?

○ Full-time Clerk; Part-time Deputy Clerk

○ Full-time Clerk; Part-time Deputy Clerk (or in addition to other full-time position)

○ Part-time Clerk; Full-time Deputy Clerk

○ Part-time Clerk; Part-time Deputy Clerk(or in addition to other full-time position)

○ Other

Please supply any additional information about the structure of the Clerk's office:

[   ]

* 30. Does the jurisdiction require residential vehicle stickers?

○ Yes

○ No

31. If "Yes" to the question above, how often are stickers issued/renewed?

☐ Yearly

☐ Every two years

☐ Every three years

☐ Other

Please explain the sticker requirements:

32. In relation to vehicle stickers, what are:

Total number of stickers issued

Total annual revenue

5. Contact Information

33. Please provide any other supplemental information, related to your responses, below.

34. Please supply the contact information of the primary person who completed this survey to whom we should address any questions:

Name	
Title	
Organization	
Email address	
Phone number	

Thank you for taking the time to complete this survey. Survey results will be provided to all respondents.

Please remember to mail or email your ORGANIZATION CHARTS to Jason Bielawski (jbielawski@roselle.il.us).

GENERAL INFORMATION							
Community	Population	Market Value	MV per Capita	Square Miles	Available Land (Acres)	Home Rule Authority	Current Strategic Plan
Bloomingdale	21,858	$ 3,187,400,880	$ 145,823	7.0	N/A	YES	YES
Elmwood Park	23,926	$ 1,669,793,115	$ 69,790	2.0	None	YES	NO
Geneva	24,391	$ 3,280,964,751	$ 134,515	8.5	500	NO	YES
Glen Ellyn	27,236	$ 4,439,612,859	$ 163,005	6.8	N/A*	YES	YES
Lake Zurich	20,427	$ 2,656,673,739	$ 130,057	6.8	100	NO	YES
Lisle	23,163	$ 3,457,758,180	$ 149,279	6.4	85	NO	YES
Northlake	11,380	$ 1,195,321,068	$ 105,037	1.5	None*	YES	YES
Rolling Meadows	23,324	$ 3,458,056,068	$ 148,262	5.0	7 to 10	YES	YES
St. Charles	32,840	$ 4,945,579,074	$ 150,596	15.0	400	YES	YES
Warrenville	13,050	$ 1,082,047,014	$ 82,915	5.5	9%	YES	YES
West Chicago	26,475	$ 2,339,794,629	$ 88,378	13.0	1,200	YES	NO
Westchester	15,609	$ 1,775,587,218	$ 113,754	4.5	N/A	NO	YES
Winfield	9,988	$ 1,135,706,226	$ 113,707	2.8	60	NO	YES
Wood Dale	13,882	$ 2,184,036,822	$ 157,329	5.0	20	NO	YES
Roselle	**23,200**	**$ 2,564,005,695**	**$ 110,517**	**5.5**	**110**	**NO**	**NO**
Median	*23,163*	*$ 2,564,005,695*	*$ 130,057*	*5.5*	*N/A*	*N/A*	*N/A*
Average	*20,717*	*$ 2,624,822,489*	*$ 124,198*	*6.4*	*N/A*	*N/A*	*N/A*

Glen Ellyn: There are very few vacant properties in the Village. There is not an estimate in acres of how much land is currently available

Northlake: Built out. Redevelopment only

GENERAL INFORMATION (CONTINUED)					
Community	General Fund Expenditures	Property Tax Rate	Payment Locations	Weekday City/Village Hall Hours	Additional Hours
Bloomingdale	$ 15,432,485	0.1760	Finance, Police (all payments), Building & Zoning (Permit payments only)	M-F: 8:30-4:30	8:30-1:30*
Elmwood Park	$ 13,440,000	1.8400	Village Hall, Parks and Recreation, Police	M-F: 9:00-5:00	SAT- 9:00-12:00
Geneva	$ 15,552,170	0.5499	Finance	M-F: 8:00-5:00	N/A
Glen Ellyn	$ 15,124,304	0.3987	Police (tickets), Planning & Development (permits), Finance (everything)	M-F: 8:00-4:30	N/A
Lake Zurich	$ 43,435,550	0.8560	Village Hall	M-F: 8:00-4:30	N/A
Lisle	$ 11,038,450	0.3997	Village Hall/ Business Office	M-F: 7:00-5:00	N/A
Northlake	$ 10,235,000	1.1570	City Hall- tickets & water bill, Police- tickets & towing	M-F: 9:00-5:00	SAT- 9:00-12:00
Rolling Meadows	$ 24,089,501	0.849	Finance	M-F: 8:00-4:00	N/A
St. Charles	$ 34,500,000	0.78	City Hall	M-F: 8:00-4:30	N/A*
Warrenville	$ 10,070,265	0.5711	Finance, Community Development, and Police	M-F: 8:00-5:00	N/A
West Chicago	$ 15,791,100	7.4178	Administrative Services Department*	M-F: 8:00-4:30	N/A
Westchester	$ 13,500,000	1.21	Finance/Front Office	M-8:30-5:00, T-8:30-7:00, W-F-8:30-5:00	SAT- 8:30-12:30
Winfield	$ 4,237,268	0.2199	Finance	M-F: 8:00-4:30 (except W-8:00-5:30)	N/A
Wood Dale	$ 11,555,906	0.4125	Finance	M-F: 8:30-4:30	N/A
Roselle	**$ 13,650,000**	**0.5251**	**Finance**	**M-8:30-8:00, T-8:30-5:00, W-8:30-12:00, TH-8:30-5:00, F-8:30-5:00**	**SAT- 8:30-12:00**
Median	$ 13,650,000	0.5711	N/A	N/A	N/A
Average	$ 16,776,800	1.1575	N/A	N/A	N/A

Bloomingdale: @ Police Records (no building permits)

St. Charles: Utility Billing & Building/Code Enforcement would remain open on Monday evenings until 6 p.m. This was eliminated as of May 23, 2011 due to lack of use and a cost-savings measure

West Chicago: Community Development also has register for building permits, etc.

ADMINISTRATION DEPARTMENT*						PIO/COMM	PIO/COMM
	Administration FTE's						
Community	Admin/Manager	Asst. Admin/Mgr	Asst. to/Analyst	Clerical	Other	Position	Status
Bloomingdale	1	1	0	2	4	NO	N/A
Elmwood Park	1	1	2	3	0	NO	N/A
Geneva	1	1	0	1	0	NO	N/A
Glen Ellyn	1	0	2	3	1	NO	N/A
Lake Zurich	1	1	2	0	0	NO	N/A
Lisle	1	0	0	1	1	NO*	N/A
Northlake	0	0	0	5	1	NO	N/A
Rolling Meadows	1	0	0	1	2	NO	N/A
St. Charles	1	0	0	1	2	Community & Public Affairs Coordinator	Part-time
Warrenville	1	1	0	1	1	NO	N/A
West Chicago	1	0	0	1	2	NO	N/A
Westchester	1	0	1	1	0	NO	N/A
Winfield	1	0	0	1	0	NO	N/A
Wood Dale	1	0	0	1	0	NO	N/A
Roselle	**1**	**1**	**0**	**2**	**1**	**Community Relations Coordinator**	**Part-time**
Median	*1*	*0*	*0*	*1*	*1*	*N/A*	*N/A*
Average	*1*	*0*	*0*	*2*	*1*	*N/A*	*N/A*

*See comment section for job responsibilities of Assistant City or Village Manager/Administrator and Assistant to/Management Analyst

*Bloomingdale: HR Director, Manager of IS, Planning & Development Coordinator, IS Technician

*Glen Ellyn: Intern

*Lisle: PT Newsletter Editor. Each department is responsible for their media releases, website update, and cable notices

*Northlake: Finance Director

*Rolling Meadows: HR Specialist / Deputy City Clerk

*St. Charles: 2 PT receptionists for City Hall; 1 PT Community & Public Affairs Coordinator

*Warrenville: IT Technician

*West Chicago: Two marketing employees (one is a supervisor)

*Westchester: 1 FT Intern, 2 PT Intern. Communications- Project Manager (PIO) & FT Administrative Intern (Communications)

*Wood Dale: Executive Assistant

	Community Newsletter	Newsletter Frequency	Paperless Agendas				Human Resources	
Community			Board	Committees	Commissions	Other		
Bloomingdale	Electronic & Paper	Every other month*	YES	YES	N/A	Minutes & Directive to Pay	Human Resources Director	
Elmwood Park	Electronic & Paper	Quarterly	YES	N/A	N/A	N/A	Assistant Administrator/Manager	
Geneva	Electronic	Quarterly	YES	YES	YES	N/A	Human Resources Manager	
Glen Ellyn	Electronic & Paper	Quarterly	N/A	N/A	N/A	N/A	Assistant to the Village Manager	
Lake Zurich	Electronic & Paper	Quarterly	N/A	N/A	YES	N/A	Assistant Administrator/Manager	
Lisle	Electronic & Paper	Quarterly	N/A	N/A	N/A	N/A	Administrative Services Director	
Northlake	Paper*	Monthly	N/A	N/A	N/A	N/A	Finance Director	
Rolling Meadows	Electronic & Paper	Every other month	YES	YES	YES*	N/A	Administrator/Manager & HR Specialist	
St. Charles	Electronic*	Monthly	YES	YES	YES	N/A	Human Resources Director	
Warrenville	Electronic & Paper	Monthly*	N/A	N/A	YES	N/A	Assistant Administrator/Manager	
West Chicago	Electronic & Paper	Every other month	N/A	N/A	N/A	N/A	Human Resources Manager	
Westchester	Electronic & Paper*	Monthly	YES	YES	N/A	N/A	Finance Director	
Winfield	Paper	Monthly	N/A	N/A	N/A	N/A	Program Assistant	
Wood Dale	Electronic & Paper	Every other month	N/A	N/A	N/A	N/A	Human Resources Director	
Roselle	**Electronic & Paper**	**Every other month**	**N/A**	**N/A**	**N/A**	**Weekly Village Board Report**	**Assistant Administrator/Manager**	
Median	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*
Average	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*

Table header row above: ADMINISTRATION DEPARTMENT (CONTINUED)

*Bloomingdale: E-news distributed weekly

*Glen Ellyn: Paper newsletter is quarterly, e-newsletter is weekly

*Lisle: No longer direct mail to residents & businesses; limited printing and copies are placed at Village Hall and Park District's Senior Center. Only elected & appointed Board, Commission members (plus attorney) receive paper packets

*Northlake: Monthly newspaper

*Rolling Meadows: Paperless for ZBZ and Plan Commission

*St. Charles: We recently eliminated our paper newsletter and are moving forward with an e-newsletter. A limited number of printed copies will be made available at strategic locations in our community to serve those without access to a computer.

*Warrenville: In paper vs. online only every other month

*West Chester: Paid for through advertisement. Over 7,500 delivered door-to-door

COMMUNITY DEVELOPMENT DEPARTMENT							
	Community Development FTE's						ED
Community	Director	Planner	Inspector	Engineer	Clerical	Other	Oversight
Bloomingdale	1	1	3	2	2	2	Mayor, Administrator/ Manager, Planning & Development Coordinator
Elmwood Park	1	0	4	0	2	0	Administrator or Manager
Geneva	1	2	2	0	1	1	Economic Development Director / Coordinator
Glen Ellyn	1	1	3	0	3	2	Economic Development Corporation
Lake Zurich	1	1	3	0	2	1	CD director/ manager
Lisle	1	1	2	1	2	1	Economic Development Director / Coordinator
Northlake	0	0	1	0	1	0	Mayor
Rolling Meadows	1	1	4	0	2	0	Administrator or Manager
St. Charles	1	2	3	1	4	1	Economic Development Director / Coordinator
Warrenville	1	2	1	1	2	1	Community Development Director/ Manager
West Chicago	1	1	0	2	2	1	Administrator or Manager, Community Development Director/ Manager
Westchester	1	0	0	0	1	0	Administrator or Manager
Winfield	1	0	0	0	1	0	Economic Development Director / Coordinator
Wood Dale	1	1	2	0	2	0	Economic Development Director / Coordinator
Roselle	**1**	**1**	**2**	**0**	**0**	**0**	**CD director/ manager**
Median	*1*	*1*	*2*	*0*	*2*	*1*	*N/A*
Average	*1*	*1*	*2*	*0*	*2*	*1*	*N/A*

Roselle: 2 FTE inspectors represents 4 less than part-time inspectors

Bloomingdale: 2 Engineering Technicians;Teska is used for some complex plan reviews. Some Engineering projects require outside consultants.Plumbing/electrical inspections contracted out

Geneva: Administrative Intern. Please note one of the inspectors is the Chief Building Commissioner.

Glen Ellyn: Plan Examiner, Intern

Lake Zurich: Economic Develop. Assistant

Lisle: Building Official

Northlake: Our building department inspections & plan review are privatized functions

Rolling Meadows: Clerical= 2.5

St. Charles: 1 FT Code Enforcement Officer (property maintenance, etc.)

Warrenville: Code Enforcement Officer

West Chicago: Assistant Director/Building Official

Westchester: 3 PT Inspectors, 1 FT Code Enforcement Officer

COMMUNITY DEVELOPMENT DEPARTMENT (CONTINUED)							
	Permit Applications			Plan	**Code Enforcement Activity**		Contractor	Contractor
Community	Maintenance	Improvement	New Construction	Reviews	# Complaints	# Resolved	Licensing	Approval
Bloomingdale	779	439	3	1,000	464	417	NO	N/A
Elmwood Park	600	33	1	N/A	808	N/A	YES	Proof of insurance & Bond
Geneva	830	340	64	1,438	809	700	NO	N/A
Glen Ellyn	N/A*	162	13	245	1,071	N/A*	YES	Proof of insurance & Bond
Lake Zurich	1,340	N/A*	4	2,335	N/A*	N/A	YES	Bond, Registration form & annual fee ($100)
Lisle	N/A	795	6	1,000	1,834	1,800	NO	N/A
Northlake	587	68	7	75	968	1,251	YES	Proof of insurance & Bond
Rolling Meadows	1,542	0	11	1,176	286	139	YES	Proof of insurance, Bond, & Copy of license
St. Charles	1,058	451	25	960	N/A*	2,278	NO	N/A
Warrenville	319	122	5	509	317	268	YES	Copy of current license*
West Chicago	882	N/A	N/A	N/A*	N/A*	N/A	YES	Proof of insurance & Bond
Westchester	1,000	500	2	N/A	367	122	YES	Proof of insurance & Bond
Winfield	170	110	60	340	N/A	N/A	YES	Proof of insurance & Bond
Wood Dale	258	82	40	811	627	386	YES	Proof of insurance, Bond, & copies of current state licensing
Roselle	**696**	**446**	**14**	**416**	**300**	**300**	**Yes**	**Proof of insurance & Bond**
Median	*779*	*162*	*9*	*886*	*627*	*402*	*N/A*	*N/A*
Average	*774*	*273*	*18*	*859*	*714*	*766*	*N/A*	*N/A*

*Bloomingdale: Some type of plan review is conducted on all permits except roofing/siding

*Geneva: # of permits issues; do not have number of plan reviews

*Glen Ellyn: Maintenance combined with improvement. Improvement includes additions. 15 citations issues, exact number of violations is not tracked

*Lake Zurich: 1,340 is combined maintenance & improvement. New construction includes new commercial/industrial. Just began tracking code in May, 2011

*Rolling Meadows: Combined maintenance & improvement- Building 881, Electrical 298, Mechanical 101, Plumbing 262. New Construction- 1 new single family & 10 additions

*St. Charles: Do not track complaints

*Warrenville: Electrical contractors need City license

*West Chicago: All permit applications combined (882). Plan reviews not tracked-- some contracted out. Code Enforcement activity not broken down

*Wood Dale: This does not include Ind'l & Commercial permits. Some cases are from previous fiscal year. Some continue as "open" for some time.

VOR Comparable Community Survey Results
July 2011

Community	FINANCE DEPARTMENT						FOIA Responsibility	# FOIA Requests
	FINANCE FTE's							
	Director	Assistant Director	Accountant	Acct. Clerk	Clerical	Other		
Bloomingdale	1	1	1	3	0	1	Asst. Village Administrator & Police Records Supervisor	450
Elmwood Park	1	0	0	0	3	0	Village Clerk	N/A
Geneva	0	0	0	0	0	5	Rep from each department	327
Glen Ellyn	1	1	2	1	4	1	Administrative Services Coordinator	769
Lake Zurich	1	1	1	2	1	2	Administration & Police	444
Lisle	1	1	1	1	0	2	Business Office Manager/ Deputy Village Clerk	555
Northlake	1	0	0	0	1	0	City Clerk	75
Rolling Meadows	0	1	2	1	1	1	Deputy City Clerk	570
St. Charles	1	1	2	7	0	0	Police & IS*	890
Warrenville	1	1	0	3	0	1	Deputy City Clerk	349
West Chicago	1	1	0	3	2.5	1	Clerical (Administration Department)	150
Westchester	1	0	0	0	1	0	Project Manager/PIO	580
Winfield	1	0	0	1	0	0	Part-time Clerk	180
Wood Dale	1	0	1	0	2	0	Clerk's Office	150
Roselle	**1**	**1**	**1**	**1**	**2**	**1**	**Village Clerk**	**336**
Median	*1*	*1*	*1*	*1*	*1*	*1*	*N/A*	*N/A*
Average	*1*	*1*	*1*	*2*	*1*	*1*	*N/A*	*N/A*

*Roselle: Clerical is 2.5 FTE, 1 FT & 3 PT, other is billing/collections coordinator

*Bloomingdale: Financial Systems Coordinator. We have 3.5 Accounting Clerks (3 PT Fiscal Assistants). FOIA- 313 Police and 137 Non-Police

*Elmwood Park: We have 2 financial analysts

*Geneva: Finance Manager, Accounting Supervisor, Utility Billing Specialist, A/P Specialist, A/R Specialist

*Glen Ellyn: IT Manager

*Lake Zurich: MIS, Network Administrator

*Lisle: Purchasing Manager, Utility Billing Clerk. FOIA is CY2010

*Rolling Meadows: Water meter reader (.5)

*St. Charles: Police- Records Division Manager; All others- IS Records Division Manager

*Warrenville: Receptionist/Cashier

*West Chicago: Human Resources Coordinator

*Westchester: 3 PT Clerical

FINANCE DEPARTMENT (CONTINUED)					
	Village Clerk	Vehicle Stickers			
Community	Status	Use	Frequency	Total #	Total Revenue
Bloomingdale	Other*	NO	N/A	N/A	N/A
Elmwood Park	Clerk position part-time	YES	Yearly	15,000	$ 442,000
Geneva	Other*	NO	N/A	N/A	N/A
Glen Ellyn	PT Clerk; PT Deputy Clerk (in addition to other FT position)	YES	Yearly*	12,251	$ 435,050
Lake Zurich	PT Clerk; PT Deputy Clerk (in addition to other FT position)	NO	N/A	N/A	N/A
Lisle	Part-time Clerk; FT Deputy Clerk	NO	N/A	N/A	N/A
Northlake	PT Clerk; PT Deputy Clerk (in addition to other FT position)	YES	Permanent	N/A*	N/A
Rolling Meadows	Part-time Clerk; FT Deputy Clerk	YES	Yearly	17,286	$ 379,500
St. Charles	PT Clerk; PT Deputy Clerk (in addition to other FT position)	NO	N/A	N/A	N/A
Warrenville	PT Clerk; FT Deputy Clerk	NO	N/A	N/A	N/A
West Chicago	Other*	NO	N/A	N/A	N/A
Westchester	Part-time Clerk; PT Deputy Clerk (or in addition to other FT position)	YES	Yearly*	11,000	$ 364,000
Winfield	PT Clerk	NO	N/A	N/A	N/A
Wood Dale	PT Clerk; FT Deputy Clerk	YES	Yearly	9,100	$ 150,000
Roselle	**FT Clerk; PT Deputy**	**YES**	**Yearly***	**15,100**	**$ 517,500**
Median	*N/A*	*N/A*	*N/A*	*13,626*	*$ 407,275*
Average	*N/A*	*N/A*	*N/A*	*13,290*	*$ 381,342*

Roselle: Annual program; used to offer 2-year sticker, but ended option in last few years

Bloomingdale: Our Village Clerk takes the Board Minutes, Our two Executive Secretaries take the SCOW minutes, and the Exec Secretary to the Village Administrator functions as the Deputy Clerk. Functions normally handled by the Village Clerk are absorbed by the Admin Department and supervised by the Assistant Village Administrator. (Liquor, Raffle Licenses, FOIA/OMA, etc.)

Elmwood Park: Clerk is also village collector

Geneva: Clerk is elected. Executive Secretary to the Mayor and City Administrator handles minutes for committee of the whole meetings. City Clerk handles minutes for City Council meetings.

Glen Ellyn: Every three years. In 2005, the Village began to offer a 3 year sticker in addition to the 1 year sticker

Northlake: Permanent sticker with no charge

West Chicago: Clerical in Administration Department serves as the Deputy Clerk

Survey Results: Comments for Question 11

If the organization employs an Assistant City or Village Manager/Administrator, what are that person's primary job responsibilities?

Bloomingdale: Budget, Contract Administration (i.e. Refuse, Cell Towers), Liquor Licensing, FOIA/OMA, Special Projects (i.e. Census, Codification), Public Relations (E-News, Cable Channel, Webmaster, Fest Liason), Business Relations (Chamber Liason, Business E-news, Business Prom Committee Rep), Risk Mgmt (IRMA delegate, WC Coordinator, Policy Development), Emergency Operations (Mass Care Coordinator, CMT member)

Elmwood Park: In charge of the day to day operations of the village.

Geneva: Serves as Administrative Services Director in addition to Assistant City Administrator. Oversees the Administrative Services Department which includes Finance, Human Resources, and Information Technologies.

Lake Zurich: Assist VA in day-day operations. Personnel & Labor Mgt. Budget & Financial planning

Rolling Meadows: Adminsitration- City; Human Resource Manager

Warrenville: IT, HR, Risk Management, Bike Commission, Tourism Commission (H/M Tax Grant Program), public information, special projects

Survey Results: Comments for Question 12

If the organization employs an Assistant to the City or Village Manager/Administrator or a Management Analyst, what are that person's primary job responsibilities?

Elmwood Park: Assists the Village Manager with such things as insurance issues and human resource functions.

Glen Ellyn: Assitant to the Village Manager - Admin •Participate in the development and implementation of Village goals, objectives, policies, and priorities; establish, within Village policy, appropriate service and staffing levels for assigned functions and programs; allocate resources accordingly. •Prepare the annual Village budget for the Village Board and Clerk, and all components of the Administration budget. •Coordinate the preparation of meeting agendas and agenda materials for the Regular and Workshop meetings of the Village Board. •Serve as the coordinator for all workers compensation, liability and property related claims; interface with third party administrator to ensure proper management of claims and losses. •Participate in negotiating contracts and providing solutions on a variety of administrative, fiscal and special projects; participate in the preparation of program or special projects budgets. •Public relations duties including, but not limited to the Village newsletter, the Village website, press releases, assistance with e-blast as needed and preparation of the annual State of the Village report. •Oversee the Village's cable television franchises and the public access station. •Provide assistance as needed to operating departments on a project-by-project basis. •May act as the Village Manager during absence of Village Manager. •Monitor and evaluate the efficiency and effectiveness of assigned operations, projects and personnel; assess and monitor workload and operating methods; identify opportunities for improvement; direct the implementation of changes. •Assume management responsibility for Facilities Maintenance Division activities; supervise daily operations; monitor and evaluate progress; recommend and administer policies and procedures. •Represent the Village Manager's office to other Village departments, elected officials, outside agencies and the general public; explain, justify and defend programs, policies, and activities; negotiate and resolve sensitive, significant and controversial issues. •Participate on a variety of boards and committees; attend and participate in professional group meetings; provide staff support and serve as a liaison to various commissions which includes determining and producing agendas, providing research and developing actions items. •Serve as liaison to one or more commission as may be assigned. •Participate in the selection, training, motivation and evaluation of personnel; provide or coordinate team training; work with team members to correct deficiencies; implement discipline and recommend termination procedures. Assitant to the Village Manager - HR •Assist in the supervision and coordination of goals and objectives as well as policies and procedures necessary to provide human resource services; recommend and implement modified systems, policies and procedures. •Monitor and participate in the administration of recruitment programs; provide coordination among departments and applicable agencies; prepare recruitment information; review and evaluate applicant selection; perform applicant reference checks. •Administer selection programs; proctor, correct and interpret examinations; prepare and maintain eligibility lists. •Interpret and apply the rules and regulations of Village policies such as the Personnel Manual and benefit policies; respond to requests for information and assistance from employees, management, outside agencies and the public; keep abreast of any new or changed state and/or federal laws in human resources and develop policies and procedures to keep in compliance with the new laws. •Conduct studies, analysis and research on a broad range of human resources assignments; conduct, analyze and complete salary and benefit surveys; complete various required reports. •Perform duties related to human resource administration; research and evaluate a variety of benefit plans to determine cost effectiveness; prepare and update classification and compensation schedules; participate in the maintenance of the classification system; implement classification procedures to ensure compliance with applicable laws and regulations; maintain related documents as required.

Please provide any other supplemental information, related to your responses, below.

Bloomingdale: I would like a copy of the survey summary when it is completed.

Northlake: Our building departmnet is the equivalent of "Community Develoment Department." Building inspections, plan review are contracted out. Basically we run a lean organization. The resolved code violations include holdovers from previous year which accounts for the greater number.

St. Charles (Re #14): 1. Determine needs, define goals, and prepare community/public affairs budget recommendations to carry out a planned City public information program involving a variety of technologies. 2. Serve as resource for City departments to promote community relations activities and to develop and implement community partnerships. 3. Support City departments with the development of positions and recommendations for actions that management should take regarding community issues or initiatives. 4. Research, write, edit, and develop a variety of print and electronic communications to promote and support City's community relations activities including, but not limited to, publications, testimonies, articles, news releases, and general communicative pieces. 5. Provide journalistic skill in the planning, execution, and composition of publications, presentations, programs, news releases, and various related documents. 6. Outline, coordinate, compose, and distribute the external City communications pieces. 6.Outline, coordinate, compose, and distribute the external Manage and oversee the development and distribution of City newsletter in hard copy and online. 7. Serve as City liaison between various community groups and general public. Report on the significant actions of these groups, as they relate to interests of the City. 8. Develop and conduct public and governmental outreach programs in support of City initiatives. 9. Provide educational and training opportunities for City officials and staff regarding the public information program and media relations. 10. Serve as City spokesperson/interview source. Responds to questions or inquiries from members of the news media.