



# United City of Yorkville

800 Game Farm Road

Yorkville, Illinois 60560

Telephone: 630-553-4350

[www.yorkville.il.us](http://www.yorkville.il.us)

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## NOTICE

I, Mayor John Purcell, call a Special City Council meeting on **Saturday, October 19, 2019** at 9:00 a.m., pursuant to the Open Meetings Act (5 ILCS 120/). The agenda for this meeting shall include the following:

1. Call to Order
2. Roll Call
3. Establishment of Quorum
4. Citizen Comments
5. Business
  - a. Goal Setting Session
6. Adjournment

Dated this 8<sup>th</sup> day of October, 2019.



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Mayor John Purcell



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## **AGENDA SPECIAL CITY COUNCIL MEETING**

**Saturday, October 19, 2019**

**9:00 a.m.**

City Hall Conference Room  
800 Game Farm Road, Yorkville, IL

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1. Call to Order
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5. Business
  - a. Goal Setting Session
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# Memorandum

To: City Council  
From: Bart Olson, City Administrator  
CC:  
Date: October 1, 2019  
Subject: City Council Goals

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## **Summary**

Review of City Council goal status and action plans.

## **Background**

The City Council met in November 2018 to set goals for the upcoming year. The City Council reviewed draft action plans and updates for current goals, and then decided on the priority of goals. Each alderman was allowed to vote for their top ten goals, using a simple 10-point scale for their ten priorities (i.e. top priority received 10 points, second priority received 9 points, etc.). The list of goals is attached, ranked according to priority.

Unlike two years ago, the City Council did not have a comprehensive revision and review of goal action plans after the November 2018 goal setting session. This was due primarily to the then-impending mayoral election, and secondarily by several other high importance projects (i.e. Old Jail). Therefore, we have provided some updates to the November 2018 action plans and provided some previously-unreviewed action plans for City Council goals. Additionally, we have ordered the action plans to reflect the City Council goal priority order as adopted in the November 2018 goal setting meeting. We request feedback on the individual action plans for each goal, a discussion of any new goals, and a re-ranking of all goals.

## **Recommendation**

Staff requests feedback on each action plan.

## Goal 1: Staffing (Police and Others)

### New action plan, Staffing, Plan 2020A

The City Council's primary interest in staffing in November 2019 was supplementing police staffing. As a result, the staff proposed hiring 2 officers in FY20, and 1 officer in each year from FY21 to FY24. **That budget proposal was approved** by City Council in March 2019 and will bring the City Council up to around 1.8 officers per 1,000 residents depending on population growth. Further on police staffing, Chief Jensen is implementing several operational initiatives, which will change department resource allocations soon.

### Approved action plan, Staffing, Plan 2018 pp

The City's staff level is near the 2005 figures at 76 full-time employees, and down from the prerecession highs of around 100 employees. The specific goal involved looking at ways to increase our staffing levels to meet service demands. However, funding levels have not allowed the City to hire additional full-time staff in many departments, as requested by the department heads. This action plan originally proposed to create a 5-year staffing plan based on demand for services, by the end of 2018.

### Plan 2018 pp, October 2019 Update

This item was expected to be complete in Spring 2019, prior to a broader discussion of staffing requests in the FY 20 budget discussion. This entire proposal and discussion was postponed due to the mayoral election. Since the City Council's last discussion on the matter, Oswego's staff has compiled a staffing study (attached). Some of this information can be used for a **Yorkville study, which we would propose to complete by Spring 2020** in anticipation of the FY 21 budget proposal.

## Goal 2: Municipal Building Needs and Planning

### Approved action plan, Municipal Building Needs and Planning, Plan 2018 aaa

In anticipation of a municipal building space needs analysis, the City Council approved an action plan to complete a 5-year staffing plan by 2018.

#### Plan 2018 aaa, October 2019 Update

As mentioned in the prior goal, **the staffing plan was a casualty of other priorities but is expected to be complete prior to the FY 21 budget proposal.** This plan will then be used to assist in the space needs analysis and municipal building master plan.

### Approved action plan, Municipal Building Needs and Planning, Plan 2018 ccc

This action plan included the selection of a consultant and completion of the plan, at a date to be determined but likely in the early part of 2020.

#### Plan 2018 ccc, October 2019 Update

Consultant selection was expected to occur in Spring 2019 but was postponed at the request of the previous administration. While staff interviews of the proposers and a recommendation was imminent in Spring 2019, the final recommendation of a consultant and the budget for the project went under further review in Summer 2019. Since the mayoral transition, the Mayor and the Administration Committee have been discussing funding and scope of the project. **The Mayor has expressed interest in meeting with at least one of the proposers to talk about ways to reduce the cost of the study, and we anticipate that conversation to occur in the first week of November.**

### Goal 3: RTBR Funding

#### New action plan, RTBR Funding, Plan 2020B

The City Council reviewed and adopted a four-year RTBR plan in September 2019, which was created with updated laser RST surface condition survey and Dynaflect-based deflection testing data collected by the City in early 2019. This new four-year schedule was based on a slightly increased annual budget, due to the receipt of new MFT taxes by the City. **The next step in the four-year RTBR plan is to approve an engineering agreement** to cover design and construction engineering of the roads scheduled to be completed in Summer 2020; we anticipate that this agreement will be reviewed by City Council by the end of October 2019.

#### New action plan, RTBR Funding, Plan 2020C

After the Summer 2020 roads are designed, the construction program must be bid out and then approved by City Council. This bid package is expected to be released by staff in late 2019 and up for City Council review in early 2020. **At the City Council review discussion, the City Council will need to decide whether to stick with the original project budget or increase the budget by another ~\$150,000 to match the full value of the new MFT estimates.** As a brief refresher, the RTBR budget was increased by around ~\$150,000 annually due to the new MFT disbursements from the state, but the City chose not to allocate an additional \$150,000 in annual MFT taxes until a later date.

#### New action plan, RTBR Funding, Plan 2020D

The City's Road Infrastructure Fee (RINF) of \$8 per month per household was implemented in early 2013. Since then, the amount of the fee has never been adjusted. The City's annual target for road funding replacement is around \$2M and the City's current annual RINF total is around \$750,000. While the City is spending varying, large amounts of pavement projects outside of the RTBR program (i.e. Countryside subdivision, Whispering Meadows settlement, Game Farm Road rebuild, Mill Road pending rebuild), those projects do not fully close the gap between RINF amounts and the funding target. **The City should undertake a discussion about the amount of the fee, including long-term viability and/or tying the fee to inflation, sometime prior to the FY 21 budget being adopted.**

#### Goal 4: Southside Development

##### Approved action plan, Southside Development, Plan 2018 ll

The City heard that international discount grocer Lidl would be aggressively entering the American grocery market soon, and the action plan discussed by City Council would be periodically check in with Lidl contacts to see if they would be expanding into the Midwest.

Plan 2018 ll, October 2019 Update

**Lynn Dubajic has contacted representatives and affiliates of Lidl**, but their entry into the east and southeast coast is still in early phases and success has been mixed. Lidl is rumored to be moving into Tennessee but nothing closer to Illinois.

##### Approved action plan, Southside Development, Plan 2018 mm

During prior year's goal setting session, Lynn Dubajic had been discussing a promising expansion of a smaller local chain of grocery stores. We found great interest and a more flexible approach with the smaller companies as compared to the large chains. The action plan for attracting a south side grocery store involved finding and approaching smaller chains or one-off stores.

Plan 2018 mm, October 2019 Update

Lynn Dubajic has had conversations with a few local chains, **but all have declined interest in development even with substantial incentives**. We will continue to look for chains and local entrepreneurs interested in development, but development of a new grocery store may not be feasible in the near-term.

##### Approved action plan, Southside Development, Plan 2018 nn

The City Council approved a special use and incentive agreement for a gas station within the Fountainview Development in 2015. The incentive agreement required the subdivision developer, Hari Development Yorkville, LLC, to commence construction of a gas station on the property before December 31, 2018 and to complete construction by December 2019. If those deadlines are not met, the sales tax incentive agreement allows for a reduction in the total incentive.

Plan 2018 nn, October 2019 Update

The City has not heard from the developer in the past year. **The developer has missed the December 2018 deadline for commencement, and the total incentive will be reduced in 2020.**

#### **Goal 4: Southside Development (continued)**

##### Approved action plan, Southside Development, Plan 2018 oo

The City Council has had a history of being flexible with development agreements on distressed and rescued subdivisions. The specific action plan was to commit to being open minded to development agreement amendments, including the then potential restart of the Prestwick and Raintree Village subdivision.

Plan 2018 oo, October 2019 Update

**The City approved a substantial annexation agreement amendment in the Prestwick subdivision in 2018;** the Yorkville Christian High School is open and operational, and K Hovnanian is currently constructing houses in 2019. **The City approved a development agreement with Raintree Village (Lennar) in mid-2019,** allowing the developer to complete an SSA bond deal and SSA payment agreement with Kendall County, resulting in the imminent construction of homes in the subdivision in late 2019.

## Goal 5: Downtown and Riverfront Planning

In prior years, the City Council had discussed riverfront planning and downtown development as two separate goals and concepts. In October 2018, the City Council chose to combine those two previously-separate goals into one goal.

### Extension of Downtown TIF 1

The City's current Downtown TIF District was created in 2006 and expires in 2029. Due to the great recession, the TIF district has underperformed due to both underinvestment and lagging property values. The City has previously identified that this TIF district should be extended to 2041 through state legislation and has notified the five required taxing entities for their consent of the TIF district extension. Waubensee Community College provided their letter of support in January 2018, and BKFPD in October 2017 (those previously completed action plans are not included below).

### Approved action plan, Downtown Planning, Plan 2018 c

Present to Kendall Township board in October 2017 and follow up as needed until written acceptance is received.

#### Plan 2018c, October 2019 Update

Kendall Township Board members seemed favorable to the City's request until the Kendall County Board vote in late 2017. **City staff has been in discussion with Township staff to bring this agenda item back at a future meeting.**

### Approved action plan, Downtown Planning, Plan 2018 d

Present to Kendall County and Yorkville School District as requested by each board and follow up as needed until written acceptance is received.

#### Plan 2018 d, October 2019 Update

Kendall County Board had a split, non-majority vote for the letter of support in late 2017. The Yorkville School District Board seemed willing to work with the City in early 2018. **Further action with both boards has been delayed during the mayoral transition.**

### Approved action plan, Downtown Planning, Plan 2018 e

Meet with state legislators to discuss TIF extension legislation for filing at the start of an upcoming legislative session.

#### Plan 2018 e, October 2019 Update

**This action plan requires consent from the five government entities listed above.** Timing of this request is delayed until that requirement is met.

## Goal 5: Downtown and Riverfront Planning (continued)

### Approved action plan, Downtown Planning, Plan 2018 l, m, n, o, p

Creation of a downtown overlay district which will address streetscape master plan and form based code design elements in the downtown. Both components will help the City advise prospective developers on what the City is looking for in downtown redevelopment and will assist us in moving forward with a variety of City-initiated plans (pedestrian path connections, wayfinding signs, etc.).

Plan 2018 l, m, n, o, p October 2019 Update

**The City Council approved the downtown overlay district**, including a streetscape master plan and form based code on October 8, 2019.

### Approved action plan, Downtown Planning, Plan 2018 q, r, s

The City purchased the property at 102 E Van Emmon in spring 2017. The 3+ acre site contained a 14,000 square foot multi-level commercial building historically used as a bank. When the site was approved, the City Council expressed intent to develop the site as City Hall building at a time and cost to be determined later. The City Council commissioned a building maintenance study and determined that the building had hundreds of thousands of dollars of deferred maintenance, which approach the replacement value of the building. The City did invest in resurfacing the parking lot adjacent to the building and will discuss long term use of the property during an upcoming municipal facilities master plan.

Plan 2018 q, r, s October 2019 Update

The City has continued to operate recreation programming and special events on the site since 2017. **The City moved towards the municipal facilities master plan RFP and vendor selection in Spring 2019 until the mayoral transition, and the project has been under review by the Administration Committee since then.**

### Approved action plan, Downtown Planning, Plan 2018 t, u

These two action plans involved implementation of downtown improvements that will assist with downtown parking issues. The City Council chose to move forward with wayfinding signage, which would help with identification of public parking in the downtown. The second plan involved implementing specific recommendations for downtown parking, as identified in the City's downtown parking study from 2016.

Plan 2018t, u October 2019 Update

**The downtown wayfinding signs were installed by the City in 2019, after many delays due to IDOT and vendor issues. The downtown overlay study was approved by City Council in October 2019 and it addresses downtown parking development requirements** by generally reducing the number of required parking spaces for downtown development as compared to traditional greenfield development.

## Goal 5: Downtown and Riverfront Planning (continued)

### Approved action plan, Downtown Planning, Plan 2018 v, w

The City's most frequent downtown developer has been Imperial Investments, which owns several downtown properties and has successfully redeveloped multiple buildings. Their properties are split between Downtown TIF 1 and Downtown TIF 2. These two action plans were to meet with Imperial Investments on an as needed basis as they acquire properties, and to meet with Imperial Investments on a long-term plan after the creation of Downtown TIF 2.

#### Plan 2018v, w October 2019 Update

**Staff met with Imperial Investments on a formal basis several times** in the past year. They are proceeding forward with some concept plans for Downtown TIF 2 properties but have been in a holding pattern on Downtown TIF 1 properties due to the extension delay. **The City did complete a clean-up of the TIF master agreement to incorporate inducement resolutions in TIF 2 properties** in early 2019.

### Approved action plan, Downtown Planning, Plan 2018z

This action plan assumed a voluntary cleanup proposal from the owner of 206 Heustis St, which would be reviewed by staff and presented to City Council for discussion by the end of 2018. Concurrently, the City had a contractor prepared to clean up the property if voluntary compliance couldn't be reached. The City entered litigation to collect on past fines on the property in late 2018.

#### Plan 2018z, October 2019 Update

**The City is still in litigation over the past fines.** The property continues to be inspected on a normal basis with other properties in town. In early Fall 2019, the Mayor had a conversation about the City cleaning up the part of the property within the right-of-way. **The weeds and brush were treated in early October 2019**, and the brush has been partially cleared in the second week of October. During that clearing, City staff received verbal permission from the property owner to **remove two sections of deteriorated fence** that was blocking the sight-distance triangle at Heustis and Van Emmon.

### Approved action plan, Downtown Planning, Plan 2018cc, dd, ee

This action plan contains the detailed steps for the purchase and installation of wayfinding signs and kiosks in the downtown.

#### Plan 2018cc, dd, ee October 2019 Update

The wayfinding signs and kiosks were installed and fully functional in Spring 2019.

## Goal 5: Downtown and Riverfront Planning (continued)

### Approved action plan, Downtown Planning, Plan 2018aa and bb

The City bid out some sidewalk and railing improvements in 2017 for improvements along the east alley and west alley in the downtown. These bids were not successful, so City staff looked to break the project into smaller components and do some of the prep work in-house. The sidewalk work was completed in mid-2018 and the City put up a temporary fence shortly thereafter. This action plan included quoting out the work and the two different fence designs at the beginning of 2019.

#### Plan 2018aa, bb, October 2019

The fence designs were quoted out in early 2019 but only received one unacceptable quote. The project was reduced in priority by staff during the mayoral transition. O'Malley Welding and Fabrication is putting together specifications for obtaining quotes. We expected the project **to be requested** by the end of October 2019.

### Approved action plan, Downtown Planning, Plan 2018 ff, gg

In April/May 2016, City staff engaged HR Green to prepare a downtown landscape plan that beautifies and improves the visual character of the corridor along IL Route 47 in the downtown to soften the expanse of roadway, create a pedestrian scale experience of greenery and ultimately contributes to an overall sense of place when entering Downtown Yorkville. The canvas for this landscaping improvement was the courthouse hill adjacent to Route 47. The action plan involved applying for an ITEP grant for the full improvements and doing the project on a piecemeal basis should the grant not be approved. The City had been notified in mid-2018 that the ITEP grant was not successful and proposed to fund a \$50,000 project in a future year.

#### Plan 2018 ff, gg October 2019 Update

**City Council approved a \$50,000 expenditure** for this project in the FY 20 budget proposal. The project was sent to bid in mid-2019 but **no proposals were received**. The City staff intend to break this project into a sign project and a landscaping project and **rebid the project** in late 2019 or early 2020, in anticipation for the 2020 construction season.

### New action plan, Downtown Planning, Plan 2020E

Despite the property and development having no approved action plan, the City staff spent hundreds of hours of staff time on the maintenance, bidding process, bids, and sale of the old jail. This was the single most time-intensive project the City staff worked on in the past 12 months and has caused a domino effect of other projects to be delayed. The project was sold to KCJ Restoration LLC in September 2019, and the renovation of the building is underway. For this action plan, the City staff would propose to track and update the City Council on the various development deadlines in the TIF agreement, including but not limited to completion of the roof renovation and asbestos remediation by 2019, completion of the residential portion of the building in a few years, and completion of the commercial portion of the building in a few years. Additionally, we propose to have Lynn Dubajic work with the developer to recruit tenants to the commercial space.

## Goal 6: Water Planning

### Approved action plan, Water Planning, Plan 2018 mmm

The City funded a joint study of DuPage Water Commission (DWC) service extensions with Oswego in late 2017. That study was reviewed in April 2018, which showed that a DWC water supply extension was feasible but that the cost estimate was still highly variable. The City Council directed staff to complete a more detailed cost estimate.

#### Plan 2018 mmm, October 2019 Update

The more detailed cost estimate was completed by AECOM in early 2019, but staff analysis has taken longer than expected due to the complex nature of the project. Analysis and a **public presentation on the viability of the DWC extension** is expected to occur in Spring 2020.

### Approved action plan, Water Planning, Plan 2018 nnn

In anticipation of a final verdict in the DuPage Water Commission extension, the City Council approved funds in the FY 19 budget for governance, engineering, and land acquisition for a water supply project.

#### Plan 2018 nnn, October 2019 Update

No funds on this project were expended in the FY 19 budget. **The City Council approved a FY 20 budget with funds** for governance, engineering, and land acquisition for a water supply project.

### Approved action plan, Water Planning, Plan 2018 ooo

As a result of the expected decisions discussed in Plan mmm and nnn above, the City Council scheduled a tentative decision and debate on a Fox River water plant vs. a DuPage Water Commission after completion of the DWC detailed cost estimate.

#### Plan 2018 ooo, October 2019 Update

As mentioned above, the public presentation on the viability of the DWC extension is expected to occur in Spring 2020. We anticipate that the **public facing discussions on long-term water supply will occur for 12-24 months after the DWC cost estimate presentation.**

## Goal 7: Metra Extension

### New Action Plan, Metra Extension, Plan 2020F

In mid-2018, the City Council reviewed the status of the Kendall County Metra extension. As a result of that discussion, the Yorkville City Council and the Oswego Village Board endorsed hiring Kasper & Nottage, as state lobbyists to assist in the request for state assistance on the Metra extension. After several meetings and requests from staff and elected officials, all eight state legislators that cover Oswego and Yorkville endorsed the project and our financial request. **The state capital plan included \$100,000,000 for the Metra extension.**

### New Action Plan, Metra Extension, Plan 2020G

Since the state capital plan was announced, representatives from Sugar Grove and Kane County have made several public statements about their displeasure with Kendall County having received the state capital plan allocation. While the diversion of that money would require an act of the state legislature, staff feels that the **City Council should consider addressing the matter through a variety of methods** including, but not limited to retaining a state level lobbyist in the future and publicly re-endorsing the Metra extension. If at any point the Kendall County Metra Extension is not a high-priority for the City Council, a fair amount of staff time and effort could be directed to other projects.

### New Action Plan, Metra Extension, Plan 2020H

Metra is continuing with the extension study that is authorized with funds from SAFETEA-LU era earmark (circa 2000s). This study, when complete in ~24 months, will give Plano, Montgomery, Yorkville, Oswego, Sandwich, and Kendall County a better idea of service capacity, expected ridership counts, schedule, and cost. **Staff proposes to continue to participate in this effort until completion.**

### New Action Plan, Metra Extension, Plan 2020I

Publicly available cost estimates for the Metra extension into Kendall County have the cost at greater than \$400,000,000. With \$100,000,000 in state funds secured, the next logical funding pool is the federal government, which has a variety of existing grant funding sources for commuter rail extensions. Additionally, there may be opportunities to create new federal revenue streams. After the Metra extension study is complete (as referenced in Plan 2020H), **we suggest consideration of a federal lobbyist.** Rather than have Yorkville and Oswego carry the cost of the federal lobbyist alone, we propose approaching the rest of the municipalities and Kendall County for a cost share of the contract.

## **Goal 8 (tied): Manufacturing and Industrial**

The City Council approved the Manufacturing and Industrial Recruitment and Development goal as the number 1 priority in fall 2017, which is why the action plans for this goal are very comprehensive. The City Council asked staff to complete these action plans in fall 2018 but relegated the goal to #8.

### Approved action plan – Manufacturing and Industrial, Plan 2018 qq

Complete the BNSF Site Certification process, which will allow a manufacturing or industrial user a streamlined permit process, comprehensive due diligence information, and marketing on the Lincoln Prairie site. This process was initiated by the Lincoln Prairie representatives in Summer 2018, with City guidance and resources. The process for site certification is expected to take one year, with acceptance or denial expected in fall 2019.

Plan 2018 qq, October 2019 update

**The Mayor and Staff met with representatives from Lincoln Prairie and BNSF** in early October 2019 to trade some final application information and conduct a site tour. We expect notification of approval or denial in the next several weeks.

### Approved action plan – Manufacturing and Industrial, Plan 2018 rr

Market the Eldamain Road Project area. Taking a page from the Project Pace and ADM due diligence questionnaire, we would propose that the marketing plan for the Eldamain Road project area (and any future industrial and manufacturing areas) contain the following information: GIS ESRI layer for the property; registration on the LOIS system, Location One system, and DCEO system; zoning data; utility data, including location and capacity; traffic counts of surrounding highways; property taxes and EAV; most recent publicly available land price; contact info for property inquiries; adjacent land uses; airport and highway distances; information about UIRVDA enterprise zones; community demographics; city official contact info; desired land-uses and business types, and potential incentives; local amenities; school district info; community college info and other workforce development options; related information from Sections 5 and 6 of the City's comprehensive plan.

Plan 2018 rr, October 2019 update

**These items went live on the City website** at the end of 2018.

### Approved action plan – Manufacturing and Industrial, Plan 2018 ss

Meet with interested developers on an as needed basis to discuss the enterprise zone process.

Plan 2018 ss, October 2019 update

**The City's economic development consultant met with one potential multi-tenant industrial building developer** to discuss use of the program in Fall 2018 (prior to the last goal setting session). The developer initially chose to move forward soon after the last goal setting session, before backing out a few months later due to lack of interested tenants.

## Goal 8 (tied): Manufacturing and Industrial (continued)

### Approved action plan – Manufacturing Industrial, Plan 2019A

Under the category of “help retain existing businesses”, staff proposed to conduct focus groups, based on location (one group for Fox Industrial, one for the Wrigley/Boombah area), with intent to take stock of their current operations and ways the City can help or even just remove barriers.

#### Plan 2019A, October 2019 update

The **industrial stakeholder’s focus group was held** in November 2018. Even with 100+ invites being sent out, attendance was less than 5. Feedback was relatively positive from the attendees, but the attendees didn’t see a need to conduct more focus groups.

### Approved action plan – Manufacturing and Industrial, Plan 2019B

Under the category of “help retain existing businesses”, the City’s Economic Development Consultant will reach out to existing businesses that have maintained a relative-low profile for one-on-one meetings with City staff, and for businesses that are deemed a high priority by City Council (either because of their use type, their potential to expand, their possibility to leave, or other priorities).

#### Plan 2019B, October 2019 update

Lynn Dubajic has had contact **with dozens of manufacturing/industrial businesses as of October 2019**. The most serious issues discussed within this group were the broader state issues: minimum wage, workers comp, and property taxes.

### Approved action plan – Manufacturing and Industrial, Plan 2019C

Under the category of “help retain existing businesses”, the City would conduct an open house, meet-and-greet, or social meeting for businesses to attend and get to know City officials and staff.

#### Plan 2019C, October 2019 update

This **action plan was abandoned** after the lack of attendance at the focus group and the feedback from invitees.

## Goal 8 (tied): Manufacturing and Industrial (continued)

### Approved action plan – Manufacturing and Industrial, Plan 2019D

Under the category of “workforce development”, the City reached out to Stephen Schiera, Illinois Manufacturing Excellence Center. The City will discuss the action plans for manufacturing and industrial development, and consult with Mr. Schiera regarding workforce development initiatives. This outreach is planned to occur after the focus groups are held. Specific workforce needs, such as detailed training, may be brought up by the focus group members. Staff will then work with Mr. Schiera to coordinate specific workforce development training and other initiatives, if needs are identified during the focus group.

#### Plan 2019D, October 2019 update

This **action plan was abandoned** after the lack of attendance at the focus group and the feedback from invitees. However, Lynn Dubajic continues to meet with IMEC representatives once per month about the status of existing and prospective developments.

### Approved action plan – Manufacturing and Industrial, Plan 2019F

Under the category of “Metra station and rail yard status”, staff proposed to follow up with Metra officials for updated timing of BNSF commuter rail extension studies, specifically as it relates to the location of the station and end-of-line rail yard.

#### Plan 2019F, October 2019 update

The staff has been in frequent contact with Metra officials since October 2018, conducting several formal and informal staff meetings in preparation for the rollout of the Metra extension study. The **first official study meeting is expected to occur at the end of October 2019**. The study will take anywhere from 12-24 months to complete. Two options have been floated to Metra staff for Yorkville station locations – Route 47 and Faxon Road.

### Approved action plan – Manufacturing and Industrial, Plan 2019G

Under the category of “utility expansion concept plans”, staff proposed to lead a discussion about the cost of the DWC water extension and the choice for a long-term water source.

#### Plan 2019G, October 2019 update

As reported earlier in the memo, the **City did review an initial DWC extension feasibility study and asked staff to conduct a more detailed cost estimate**. That cost estimate is still being reviewed by staff, and the public discussion of the options are expected to occur in Spring 2020.

## **Goal 8 (tied): Manufacturing and Industrial (continued)**

### Approved action plan – Manufacturing and Industrial, Plan 2019H

Under the category of “Nicor and ComEd status”, staff proposed to meet with ComEd and Nicor (separately) to discuss capacity and improvements related to manufacturing and industrial developments. Staff had met with Nicor officials in Spring 2018, and as of October 2018, was waiting for a permanent ComEd Government Affairs Representative to be appointed.

#### Plan 2019H, October 2019 Update

Staff and elected officials have made **multiple points of contact with Carla Dennis** with ComEd. Carla has been extremely responsive on several day-to-day operational issues and shared that there are no immediate major infrastructure projects in Yorkville.

### Approved action plan – Manufacturing and Industrial, Plan 2019I

Under the category of “boundary agreement review with Plano”, staff proposed to meet with the City of Plano, the Plano School District, and the Yorkville School District to discuss municipal/school boundary realignment. The Yorkville/Plano municipal boundary agreement expires in 2019.

#### Plan 2019I, October 2019 Update

**City of Yorkville staff spoke with Yorkville School District staff** about this initiative in late Summer 2018, and again in Summer 2019 after the mayoral transition. The process to amend school boundaries is incredibly difficult and complex. Both Yorkville and Plano are reviewing the boundary agreement renewal in Fall 2019.

### Approved action plan – Manufacturing and Industrial, Plan 2019K

This plan was approved by the City Council in Spring 2018, after the bulk of the City Council goals had been reviewed and approved. Under the category of “marijuana legalization preparation”, staff proposed to research operational and development needs of cultivation centers and marijuana retail shops, to analyze existing zoning code and state law on medical marijuana, and to make a presentation with recommendations on any City actions by Spring 2019.

#### Plan 2019K, October 2019 Update

The state ended up approving cannabis legalization in late Spring 2019, and the staff spent Summer 2019 analyzing the law before the **City Council began discussions** in Fall 2019.

## **Goal 8 (tied): Manufacturing and Industrial (continued)**

### Approved action plan – Manufacturing and Industrial, Plan 2019J

This plan was approved by the City Council in Spring 2018, after the bulk of the City Council goals had been reviewed and approved. Under the category of “food hub”, staff proposed to meet with a variety of representatives to discuss current plans for agricultural and food manufacturing developments – including Kane County and the “Growing for Kane” program, Kendall County board members and the Kendall County Farm Bureau for a Kane-County-like program, and the Conservation Foundation for farmland conservation programs.

#### Plan 2019J, October 2019 Update

Staff contacted representatives of “Growing for Kane”, who forwarded information on their program. Kane County developed an RFP to secure an organization that actively manages the aggregation, distribution, and marketing of source-identified agricultural products primarily from local and regional producers in order to satisfy wholesale, retail and institutional demand. Kane County first developed a feasibility study for a food hub. The market conditions in the study identified that a food hub would be viable within the county. An RFP was then developed to identify the operator to manage the food hub. In conjunction with the RFP for the operator they also conducted an RFI for a site. Once those were both completed, the County’s role in overseeing the project ended. Other projects have spun off this, such as a business plan for the operator, and partnerships with municipalities within the county for CSA boxes through the hub. At this time, the Kendall County Farm Bureau has consolidated with the sister organization in Grundy County. Given this transition, City staff has not reached out to the farm bureau to discuss the possibility of a food hub in Kendall County. Staff plans to do so in early 2020.

### Approved action plan – Manufacturing and Industrial, Plan 2019L

Under the category of “industrial development feasibility study”, staff proposed to a conduct an industrial development feasibility study, similar to a retail gap analysis study.

#### Plan 2019L, October 2019 Update

**Staff presented a CMAP LTA grant program to the City Council** in October 2019. A grant application decision is expected from CMAP by the end of 2019.

## **Goal 8 (tied): School Safety (Exterior and Traffic)**

### New Action Plan, School Safety, Plan 2020J

After several resident complaints, City staff and school district staff met to review the location of the Autumn Creek crosswalk in late Spring 2019. As a result of those discussions, **the City and the school district decided to move the crosswalk to a better location.** That work was completed in late September 2019. The school district has agreed to split the cost of materials with the City.

### New Action Plan, School Safety, Plan 2020K

Chief Jensen had his staff on hand at every school in the district during the first two weeks of school (2019/2020 year) to observe drop-off and pick-up procedures. Moderate issues were observed at Autumn Creek, Yorkville Middle School, Circle Center, and Yorkville Intermediate School. Two issues were identified at Autumn Creek to include pedestrian crossing and parent pick-up vehicle stacking. Pedestrian crossing solution implemented. Vehicle stacking was discussed, solutions provided, School District will review with their engineers. **At YMS, expedited drop-off & pick-up plans were implemented** reducing vehicle stacking on Prairie Crossing Drive. At Circle Center, staff reviewed alternate bus location, loading and unloading procedures, and stacking capabilities, resulting in changes to second semester parking locations and flip-flopping staff parking locations with guest/visitor parking to reduce the number of vehicles in the bus loading/unloading zones throughout the day. At Yorkville Intermediate School, a traffic flow and pattern adjustment was made to expedite drop off. Staff discussed changes in parent and bus pick-up locations and provided alternate stacking options for parent pick-up to reduce the vehicles along Rt. 126. School Engineer to review.

### New Action Plan, School Safety, Plan 2020L

Chief Jensen has expressed interest in acquiring more mobile radar speed signs. Staff is analyzing new models that could make it easier for police staff to conduct traffic and speed studies around school. **We anticipate acquiring new models before Spring 2020.**

### New Action Plan, School Safety, Plan 2020M

Police Department **staff have participated in the interview process for the school district's soon-to-be hired security supervisors.** The interviews had occurred in early October 2019 with an announcement of hires expected soon.

### New Action Plan, School Safety, Plan 2020AA

Chief Jensen is working with the School District to **develop and implement a reciprocal reporting agreement.** This agreement has been written and reviewed by both parties, awaiting counsel review by both parties.

### New Action Plan, School Safety, Plan 2020BB

Chief Jensen and staff are working with School District officials to **research, develop and implement school threat assessment protocol pursuant to House Bill 1561.**

## Goal 10: Expand Economic Development Efforts

### New Action Plan, Expand Economic Development Efforts, Plan 2020CC

Since last year's goal setting session, Lynn Dubajic has implemented a few new initiatives. She has **tracked and reported on vacant commercial spaces** in town. The goal of this report is to give everyone a status update on how various commercial property owners are doing with attracting and retaining commercial tenants. This report is reviewed 1-2 times per year at the Economic Development Committee. Lynn and the EDC Chairperson (currently Alderwoman Milschewski) **have met or talked on a monthly basis about detailed and/or confidential information related to economic development efforts in town.** As an expansion of her normal monthly reporting, Lynn has also included more preliminary information on businesses looking to land in Yorkville.

### New Action Plan, Expand Economic Development Efforts, Plan 2020DD

Staff and elected officials from Yorkville and Kendall County **have begun to discuss more targeted economic development efforts.** Discussions are preliminary but have involved coordinating recruitment efforts and sharing resources on those efforts, and the creation of a more formal Kendall County organization.

## Goal 11 (tied): Automation & Technology

### Approved action plan, Automation and Technology, Plan 2018 qqqq, rrrr, ssss

These three action plans involved finalizing a computer replacement plan and funding it at the recommended level, reviewing GovIT Consortium strategic plan recommendations and funding those recommendations in the City's budget, and continuing to update tech initiatives at the department level.

#### Plan 2018 qqqq, rrrr, ssss October 2019 Update

**The City approved and funded a substantial computer replacement program** in the FY 19 and FY 20 budgets, but we have still had issues with computer performance at the end of turnover period. Staff will be proposing a compressed replacement plan at the October 2019 Admin Committee meeting. **The GovIT Consortium strategic plan projects have been funded** in the FY 20 budget. **Many small-scale technology initiatives have been discussed and implemented** throughout all departments, with the two most recent discussed at a staff level being implementation of an automation software and micro-survey platform.

### New Action Plan, Automation and Technology, Plan 2020N

City staff went out to RFP for a new enterprise resource planning system (ERP; accounting, budgeting, HR, payroll, building permit system) in early 2019. Staff has general costs and software capabilities analyzed and is ready to begin the process of replacing our decades-old accounting system. This project was initially proposed by staff in the October 2018 goal setting session but was not included in the FY 20 budget proposal. **Staff proposes to host several discussions at future committee meetings** in advance of the FY 21 budget proposal.

## **Goal 11 (tied): Grant opportunities and planning**

### New Action Plan, Grant Opportunities, Plan 2020P

The City Council **approved an OSLAD grant application for the redevelopment of Beecher Park**, in Summer 2019. A grant decision is expected from IDNR in early 2020.

### New Action Plan, Grant Opportunities, Plan 2020Q

The City Council **applied for a CMAP Local Technical Assistance Grant for completion of a manufacturing/industrial recruitment study** in Fall 2019. A grant decision is expected in late 2019.

### New Action Plan, Grant Opportunities, Plan 2020R

Parks and recreation facility grants have historically been offered by the State every 2-3 years, and the last cycle occurred more than 3 years ago. With the state capital plan having been approved in Summer 2019, staff anticipates that a facility grant program will be offered in Summer 2020. In anticipation of a future grant cycle, the Park Board discussed concept plans for a Parks and Recreation facility at the end of the 2018, and a non-required discussion of the planning contract was rejected by the City Council in early 2019. **The project was not further pursued** by the prior mayoral administration.

### New Action Plan, Grant Opportunities, Plan 2020S

The City has received a few ITEP grants over the past few decades, including the Kennedy Road bike path most recently. These grants are typically offered every year, and cover bike trails, sidewalks, streetscape improvements, etc. In 2018, the City had applied for an extension of the pedestrian path system along Fox Road and along the ComEd right-of-way, **but that application was not successful** because the City had not done any preliminary engineering on the extension and had not acquired right-of-way. Early indications are that these application requirements may be eliminated or relaxed in the 2020 ITEP grant program.

### New Action Plan, Grant Opportunities, Plan 2020CC

The City had used a federal COPS program grant in the mid-2000s to hire more police officers. The COPS grant system generally funds new officer salaries at 75% for three years, if the municipality commits to retaining those officers for a few years beyond the grant. This program has not been funded in several years, **but staff expects that a program will be funded in early 2020.**

### New Action Plan, Grant Opportunities, Plan 2020DD

There are a few police operational and safety grants available. **Staff will continue to use programs that have historically been used and seek new programs.**

### **Goal 13: Revenue Growth**

#### Approved action plan, Revenue Growth, Plan 2018 ppp

This action plan focused on promoting revenue growth through residential growth. Simply, the City Council committed to being open minded as residential developers approached the City in the future.

#### Plan 2018 pp, October 2019 Update

Since the 2018 goal setting session, the Prestwick subdivision has pulled building permits and the Yorkville Christian High School has opened. **The City Council has also approved a deal with Lennar** in the Raintree Village subdivision. **The City continues to review various matters** in the Westbury property with Ocean Atlantic and in the Grande Reserve subdivision with Avanti.

#### New action plan, Revenue Growth, Plan 2020T

In September 2019, **the City Council reviewed and approved a 3% sales tax on cannabis** sales. If the cannabis zoning code amendment is approved, and a shop is sited within the City, the estimated annual sales tax increase for the City will be between \$25,000 and \$250,000.

#### New action plan, Revenue Growth, Plan 2020U

During the Spring 2019 legislative session, non-home rule Cook County municipalities were given the authority to impose a 3 cent per gallon gas-tax. The Illinois Municipal League has reported that the rest of the non-municipalities in the state wish to have that authority as well. If trailer legislation is passed in the veto session at the end of October 2019, the **City Council could discuss** imposing this tax in early 2020. One option for consideration if the City Council does not want to have a net revenue increase, is to impose this tax and decrease property taxes.

### **Goal 14 (tied): Quiet Zones**

#### New action plan, Quiet Zones, Plan 2020V

The City Council has previously discussed the start of an engineering study for quiet zone feasibility on both the BNSF and Omnitrax lines, for a cost of approximately \$15,000. Every time this matter has been discussed by City Council, it has been voted down.

## **Goal 14 (tied): Special Events Amplification**

### New action plan, Special Events Amplification, Plan 2020X

The Parks and Recreation Department partnered with several local organizations to make existing events bigger and better. With partnership of the Kiwanis, staff expanded the Halloween Egg Hunt to a larger fall festival, **Yorktoberfest**. With partnership of the local American Legion, staff created the **Flags of Valor** fundraiser. The City assisted the Knights of Columbus in the **Christmas Toy Drive**. The City partnered with Oswego for an annual **Top Golf event**. The City partnered with the Yorkville Educational Foundation to create the **FORE! Golf Outing** that was held in June.

### New action plan, Special Events Amplification, Plan 2020EE

Hometown Days attractions are reviewed every year. The City focused on revamping the 2019 Hometown Days Festival to drive higher attendance and revenue streams. Part of this revamp was **to make Saturday extremely family friendly by creating Pet Fest, Music & Mingle, Altitude All Star Family Area, and All In The Family Bags Tournament**. The Music & Mingle was extremely popular and entailed having various popular characters placed throughout the festival for families to meet and take pictures while a Disney Cover Band sang on the main stage. Pet Fest also proved to be an extremely popular addition to Saturday as several families and their pets competed within the Strut Your Mutt Competition. Sunday afternoon was also altered from previous years as paid entertainment was not traditionally scheduled during the early afternoon. During the 2019 Hometown Days Festival, the City created “Ladies’ Afternoon Out” which consisted of a Wine Tasting with Fox Valley Winery and a performance by Boy Band Review, a Boy Band cover band. This addition proved to be popular as there was an increased crowd compared to previous years.

### New action plan, Special Events Amplification, Plan 2020FF

The City started to heavily advertise the nearly 30 special events digitally through boosted Facebook posts, Facebook events, and **included online digital ads and banners with the Beacon and Kendall County Now**. This has proven to be a successful advertising strategy as it effectively reaches the community with reduced financial impact

## Goal 16: Public Relations and Outreach

### New action plan, Public Relations and Outreach, Plan 2020Y

The City Council's previous review of this goal resulted in the 2017 City Services Survey; the City Council has authorized **another City Services Survey in 2019**. The City has fully implemented a bi-monthly online newsletter, but subscriber counts have been underwhelming and past survey results show that more people are getting their City news from social media sources and posting. **We propose continuing to pivot to social media and website posting**, with less of an emphasis on scheduled newsletters or utility bill flyers. Chief Jensen will be working with staff to create and implement a **stand-alone Police Department social media Facebook page** soon. The Police Department has implemented a monthly report tool that will begin in October and will be made available to the public via the city web-site. In addition, the Police Department has partnered with Kendall County Animal Control for pet adoption. Twice monthly Animal Control visits the department with a dog that is available for adoption. This dog visits and takes pictures with staff with the information being posted on social media. Most of the City's social media strategy and posting is being done at the department head level, with Erin Willrett serving as the main leader. Some of the **social media posting can be delegated to lower level staff, and a proposal for a communications employee could be part of the FY 21 budget proposal**.

## Goal 17: Entrance Signage

### Approved action plan, Entrance Signage, Plan 2018 ffff, gggg

Per the Comprehensive Plan, gateway element/entryway signage is recommended at most of the major roadways entering the City, including the northeast and southeast corners of US 34 and Eldamain Road, Baseline Rd at Route 47 and Ament Rd at Route 47. This action plan contemplated funding for rollout of a limited number of signs, design discussions, and an RFP for fabrication and installation of the signs by the end of 2018.

Plan 2018 ffff, gggg October 2019 Update

This **project was not funded in the FY 20 budget** and will be revisited in the FY 21 budget proposal. Staff did work with the developer in Grande Reserve to create a sign easement in their open space along Route 34.

## Goal 18: Parks and Recreation Programming Building

Approved action plan, Parks and Recreation Programming Building, Plan 2018 cccc, dddd, eeee

The City sold a portion of the Bristol Bay regional park property to Elevation Investments LLC in Fall 2016. The revenue from the sale of this property has been parked in the City-wide capital fund as a fund balance earmarked for the use of the Parks and Recreation Department. Since the sale of a portion of the Bristol Bay regional park property, the City has acquired the 102 E Van Emmon property, which is branded as the Van Emmon Activity Center for the time being. The City has operated the facility as a recreation programming space while ultimate use of the property was being considered. This temporary use has greatly relieved the pressure on Parks and Recreation for programming space. These three action plans involved continuing to use the Van Emmon Activity Center as a recreation facility, positioning for a future recreation facility grant offering, and completing the municipal facilities master plan in 2018.

Plan 2018 cccc, dddd, eeee October 2019 Update

**The City has continued to operate recreation programming in the Van Emmon Activity Center since 2017. The municipal facilities master plan has been delayed** while the Administration Committee and the Mayor review the project. The Park Board discussed concept plans for a Parks and Recreation facility at the end of the 2018, and a non-required discussion of the planning contract was rejected by the City Council in early 2019. **The project was not further pursued** by the prior mayoral administration.

## Goal 19: Route 47 Crossings

New Action Plan, Route 47 Crossings, Plan 2020Z

The Public Works Committee has reviewed several crossing options at E/W Main St and Route 47, including removal of the crosswalk and installation of an overhead mast arm with pedestrian crossing signals. The overhead mast arm at the intersection of E/W Main St and Route 47 has routinely been rejected by IDOT, and **additional options will need to be reviewed by the Public Works Committee** later this year.



# Memorandum

To: City Council  
From: Bart Olson, City Administrator  
CC:  
Date: October 11, 2019  
Subject: Goal setting – FY 20 early budget requests

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## **Summary**

Review of early budget requests for FY 20 from department heads.

## **Background**

In past goal setting sessions, City Council members have asked the department heads to go around the room and give a brief overview of their project priorities for the upcoming year and their operational and capital needs. Rather than spend time during the meeting going over each request, I asked department heads to put together their wish list. That list is compiled in the attached spreadsheet, and it represents a normal year's worth of first-cut budget requests. Typically, Rob and I will select these projects based on need and available funding, compare them against City Council goals, wait a few months to tighten up revenue projects, select a few more requests, and then submit a full budget proposal to City Council. Also, in a typical year, proposals will be abandoned and submitted at the deadline; this list is not final or comprehensive.

As a reminder, the five year budget projection in the FY 20 budget has general fund deficits of \$500,000 to \$1,500,000 in the next five years, which pairs with a decrease of fund balance to 9% by FY 24. That is a significant hurdle to funding all of the unfunded capital improvements plan projects, let alone new operational requests.

## **Recommendation**

This is an informational item.



# UNITED CITY OF YORKVILLE

## BUDGET REQUESTS - GOAL SETTING

Requested by	Description	Department	Total Estimated Cost (Net)	Fiscal Year	Additional Information
Bart	Phone Services RFP	Admin	80,000	2021-2025	New phone system.
Eric	Storm Sewer Lining	City-Wide Capital	40,000	2021	Lining of clay tile storm sewer - Orange Street, near Circle Center to the creek on E Washington Street.
Eric	Shared Use Path Maintenance	City-Wide Capital	83,000	2021-2025	City owns & maintains ~19.5 Miles of shared use path. Est. annual maintenance of \$83,000 is recommended in order to maintain the path condition and extend its useful life. The goal would be to seal paths every 5-7 years.
Eric	Parking Lot Maintenance	City-Wide Capital	38,000	2021-2025	The City currently owns & maintains ~21 parking lots. Est. annual maintenance of \$38,000 is recommended in order to maintain the lot condition and extend its useful life. The goal would be to seal every 5-7 years.
Bart	Sidewalk Replacement Program	City-Wide Capital	288,000	2022-2025	The City currently owns and maintains approximately 150 miles of sidewalk. Several areas are degraded and require replacement. The recommended first step is to perform a sidewalk condition survey - \$40,000.
Eric	Pavement Striping Program	City-Wide Capital	62,000	2021-2025	The City currently owns & maintains ~118 miles of roadway. Several roadways contain pavement markings that require est. annual maintenance of \$62,000 in order to remain effective.
Eric	Fox Hill Streetlight Replacement	City-Wide Capital	255,000	2021-2023	Street light replacement within the Fox Hill Development. Public Works staff will be performing the replacement work.
Bart	US 34 (Center/Eldamain) Roadway Improvements	City-Wide Capital	110,000	2021	City's contribution towards the improvements that are planned by IDOT from Center to Eldamain.
Bart	Rte 47 (Rte 30/Water Way Pky) Rd Improvements	City-Wide Capital	334,401	2024-2026	Reconstruction of IL Rt 47 from Galena to Cross Street in Sugar Grove.
Bart	Baseline Road Improvements	City-Wide Capital	672,000	2021	Milling, patching and overlaying of the Baseline Road. The road is currently rated in the poor to very poor range.
Eric	609 Bridge Demolition	City-Wide Capital	30,000	2021	Demolition of 609 North Bridge site.
Bart	Mill Road Improvements	City-Wide Capital	3,175,000	2021	Reconstruction of Mill Road from the Kennedy Road to east end. The Grande Reserve developer is to contribute money towards the improvement.
Krysti	Comm Dvlp Vehicle	Com Dvlp - Gen Gov	30,000	2021	New SUV or Pick-Up Truck for the Full-Time Property Maintenance Inspector.
Krysti	Planner I or GIS Technician	Comm Dvlp	102,507	2021	City spends money on outsourcing GIS, and developments are becoming too numerous too handle with existing staff.
Eric	New Public Works Facility	CW Cap/Wa/Sw	3,250,000	2021	New 20,000 square foot building. Additional \$250,000 to outfit.
Bart	Rte 71 (Rte 47/Rte 126) Roadway Improvements	CW Cap/Wa/Sw	270,998	2021-2022	City's contribution towards the improvements that are planned by IDOT from IL 47 to IL 126.
Bart	US 34 (Rte 47/Orchard) Roadway Improvements	CW Cap/Wa/Sw	38,200	2021	City's contribution towards the improvements that are planned by IDOT from IL 47 to Orchard Road.
Bart	City Hall Front Entrance	CW Capital - Bldg & Grounds	8,000	2021	Replace and repair concrete ramp and landing.



# UNITED CITY OF YORKVILLE

## BUDGET REQUESTS - GOAL SETTING

Requested by	Description	Department	Total Estimated Cost (Net)	Fiscal Year	Additional Information
Bart	HVAC Refrigerant Lines - City Hall	CW Capital - Bldg & Grounds	16,000	2021	Replace HVAC refrigerant lines at City Hall from exterior condensing units to the coils in the basement.
Bart	City Hall HVAC Replacement	CW Capital - Bldg & Grounds	30,000	2021	City Hall HVAC Replacement of 6 condenser unit and coils. We have experienced two compressor failures on (2) two different units in FY 2020.
Bart	Security Cameras & Card Access System	CW Capital - Bldg & Grounds	66,000	2021-2025	Installation of several cameras and a card access system for security at City Hall.
Eric	Window & Door Replacement	CW Capital - Bldg & Grounds	25,000	2021	Replace 7 windows and 3 doors at PW Facility.
Krysti	Downtown Murals	Downtown TIF #1 & #2	60,000	2021	A large iconic mural painting on currently blank walls flanking the north and south side of IL 47 at Hydraulic and Van Emmon would serve as the ideal location to brand the downtown for pedestrians and vehicular travelers alike.
Krysti	Downtown Catenary Lighting	Downtown TIF #1 & #2	240,000	2021	Installation of catenary lighting in the downtown would provide a "tunnel effect" causing traffic to slow on the roadway or a sense of an entertainment district if over a strictly pedestrian pathway.
Bart	Sanitary Sewer Lining (Downtown TIF).	Downtown TIF #1 & #2	330,000	2023 - 2025	Lining of sewers in the TIF area.
Rob	New Enterprise Resource Planning System (ERP)	Finance	665,000	2021-2023	ERP to replace MSI and other existing software across all departments. Assumes full implementation and annual maintenance fees. Depending on level of implementation, costs could range from \$340,000 - \$665,000.
Bart	Baseline Road Bridge	MFT	50,000	2021-2022	Potential Repairs to Baseline Road Bridge.
Bart	Roads to Better Roads	MFT/ CW Capital	850,000	2021-2025	Various improvements to the City's streets, per the pavement management program, which indicates that \$2.0M + should be spent annually to maintain pavement ratings. RTBR funding increased due to enhanced MFT proceeds.
Tim	Vehicle or Lawn Mower Replacement	Park & Rec Capital	60,000	2021-2025	Annual Vehicle or Lawn Mower Replacement Program.
Tim	Park Shelter	Park & Rec Capital	30,000	2021	Riverfront Park - East Shelter
Tim	Trail Improvements	Park & Rec Capital	100,000	2021 - 2025	Annual funding for Trail Improvement Program.
Tim	Playground Replacements	Park & Rec Capital	100,000	2021 - 2025	Annual funding for Playground Replacement Program.
Tim	Lightening Detectors	Park & Rec Capital	250,000	2021	Replacement of (7) seven Lightening Detectors throughout the City.
Tim	Pole Barn	Park & Rec Capital	50,000	2021	Pole Barn - to be constructed at Parks Maintenance Facility Building - for equipment storage.
Tim	Ball Field Fences & Backstops	Park & Rec Capital	25,000	2021 - 2025	Annual Ball Field Fence & Backstop Replacement Program.
Tim	Maintenance Worker I	Parks	82,184	2021	Fill open Maintenance Worker I position that was not filled in a previous fiscal year.



# UNITED CITY OF YORKVILLE

## BUDGET REQUESTS - GOAL SETTING

Requested by	Description	Department	Total Estimated Cost (Net)	Fiscal Year	Additional Information
Tim	Parking Lot Improvements	Parks & Rec. Capital	30,000	2021	Add Concrete Parking to Parks Maintenance Facility Building.
Tim	New Roof	Parks & Rec. Capital	50,000	2021	New Roof for Recreation Facility Building.
Jim	Police Commander	Police	162,882	2022	Provide a command presence during the evening hours and enhance supervisory capabilities.
Jim	Patrol Officer	Police	103,611	2022	Would increase total sworn to 35 - equal to 1.8 police officers per 1,000 residents (Yorkville population is 19,022 - per 2017 special census).
Jim	Patrol Officer	Police	108,218	2023	Would increase total sworn to 36 - equal to 1.9 police officers per 1,000 residents (Yorkville population is 19,022 - per 2017 special census).
Jim	Patrol Officer	Police	113,080	2024	Would increase total sworn to 37 - equal to 1.9 police officers per 1,000 residents (Yorkville population is 19,022 - per 2017 special census).
Jim	Patrol Officer	Police	118,219	2025	Would increase total sworn to 38 - equal to 2.0 police officers per 1,000 residents (Yorkville population is 19,022 - per 2017 special census).
Jim	Records Supervisor	Police	125,048	2024	Re-allocate current Executive Assistant who has been acting as the Records Supervisor to an administrative position working with Command Staff. Promote a Records Supervisor position in charge of Records.
Jim	Records Clerk	Police	96,642	2024	This position would replace the Records Clerk that would be promoted to the Records Supervisor. If the Records Supervisor is hired from the outside this position will not be needed.
Jim	Electronic Message Board	Police Capital	21,000	2021	Electronic message board for community messaging, special events, traffic delays, speed studies, etc.
Jim	Body Camera Program	Police Capital	25,000	2023	This program will allow for each on duty officer to wear a body camera during their shift. This price will cover the cost of (8) eight body cameras, computer storage and redaction software.
Jim	Police Squad Cars	Police Capital	320,000	2021	Five (5) new squad cars.
Eric	Lawn Mowers	Public Works Capital	30,000	2021	One (1) additional mower and one (1) replacement mower.
Eric	Dump Truck Body	Public Works Capital	105,000	2021	New truck body for Peterbilt chassis (paid for in FY 20 budget).
Eric	Plow Truck	Public Works Capital	195,000	2021	Replace Single Axle Plow Truck, net of estimated trade-in of \$20,000.
Eric	Skid Steer Replacement Program	Public Works Capital	85,000	2021 - 2025	Skid Steer Replacement. Initial outlay of \$85,000 in FY 2021. Additional \$6,000 per year thereafter.
Eric	Utility Tractor	Public Works Capital	85,000	2021	Utility Snow Removal Tractor with attachments. Attachments include mower, snow blower, dual wheels and cab.
Eric	Bucket Truck	Public Works Capital	135,000	2021	Replaces 2006 Ford F550 bucket truck with new unit, net of estimated trade-in of \$15,000.



# UNITED CITY OF YORKVILLE

## BUDGET REQUESTS - GOAL SETTING

Requested by	Description	Department	Total Estimated Cost (Net)	Fiscal Year	Additional Information
Eric	Utility Truck & Plow	Public Works Capital	50,000	2021	Replaces 2004 One-Ton Dump Truck with One-Ton Utility Truck and Plow, net of est. trade-in of \$5,000.
Eric	Trailer	Public Works Capital	7,000	2021	New Trailer that is able to fit three mowers and trimming equipment.
Eric	Grapple Bucket	Public Works Capital	7,000	2021	Grapple bucket for skid steer to assist with brush removal.
Tim	Sponsorship & Marketing Employee	Recreation	84,662	2021	Enhance sponsorship and marketing opportunities, in an effort to maximize recreation program revenues.
Eric	Sanitary Sewer Evaluation Survey (SSES) Rehab	Sewer Ops	1,320,000	2023 - 2025	Replacement of sanitary sewers, lining and MH rehabilitation as identified in the YBSD 2009 I and I Study. The YBSD is currently undertaking a new analysis that will identify areas to be rehabilitated.
Eric	202 River Road Sanitary Sewer Replacement	Sewer Ops	240,000	2024 - 2025	Replacement of sanitary sewer. The existing sanitary sewer runs beneath a private garage.
Eric	SCADA System	Sewer Ops	134,000	2021 - 2022	Installation of SCADA at all (7) seven City maintained lift stations.
Eric/Rob	Sewer Rate Study	Sewer Ops	23,000	2021	A study to determine the appropriate level of sewer rates, for the purposes of planning for infrastructure maintenance and replacement.
Eric	Part Time/Seasonal Workers	Streets	40,000	2021	(1) One Part-time worker and (2) two Seasonal Workers for mowing; (1) Seasonal Worker for Street related work.
Eric	New Truck	Water Ops	36,500	2021	Replaces 2005 Ford F250 with new F250, with plow, net of estimated trade-in of \$1,500.
Eric	New Truck	Water Ops	38,000	2021	Replaces 2003 Ford F350 with F350, with plow, net of estimated trade-in of \$2,000.
Eric	Backup Generator	Water Ops	87,500	2021	New Standby Generator for Beaver Street Booster Pump Stations. Would allow operation of the BPS during a power outage.
Eric	Well #7 Rehab	Water Ops	170,000	2021	Miscellaneous well rehabilitation and maintenance of Well No. 7; includes rehab of pump, motor and column piping. Well No. 7 was last rehabilitated in 2007.
Eric	Well #4 Rehab	Water Ops	180,000	2022	Miscellaneous well rehabilitation and maintenance of Well No.4; includes rehab of pump, motor and column piping. Well No. 4 was last rehabilitated in 2008.
Eric	Well #6 Rehab	Water Ops	5,075,000	2024-2026	New 1,000 GPM (1.44 MGD) capacity well and water treatment plant for north pressure zone. This facility should be operational prior to the City population reaching 25,000.
Eric	Cation Exchange Media Replacement	Water Ops	43,750	2021	Water Treatment Plants 8 and 9. Resin to be replaced every 10-20 years. The facility was constructed in 2004.
Eric	Cation Exchange Media Replacement	Water Ops	195,000	2022	Water Treatment Plants 3 and 4. Resin to be replaced every 10-20 years. The facility was constructed in 2006.
Eric	Cation Exchange Media Replacement	Water Ops	150,000	2022	Water Treatment Plant 7. Resin to be replaced every 10-20 years. The facility was constructed in 2005.



# UNITED CITY OF YORKVILLE

## BUDGET REQUESTS - GOAL SETTING

Requested by	Description	Department	Total Estimated Cost (Net)	Fiscal Year	Additional Information
Eric	Cation Exchange Media Replacement	Water Ops	30,000	2022	Sludge Management for all (3) three City Water Treatment Plants (WTP).
Bart	Sub-Regional Water Implementation	Water Ops	600,000	2021-2023	Land Acquisition - suggested parcel is 15-20 acres for a Yorkville only site; and 20-30 acres for a sub-regional facility site.
Bart	Sub-Regional Water Implementation	Water Ops	90,000	2021-2025	Engineering for Sub-Regional Water Implementation.
Eric	Water Tower Painting	Water Ops	495,000	2021-2022	North Central Elevated Water Storage Tank (EWST) Re-Paint - 300,000 Gallon, last recoated in 2008.
Eric	Water Tower Painting	Water Ops	495,000	2022-2023	South Central EWST Re-Paint - 500,000 Gallon, last recoated in 2005.
Eric	Elizabeth Street Water Main Replacement	Water Ops	594,000	2021	Replacement of 1,555 feet of existing 4" water main with 8" water main from S Main Street to the west end.
Eric	Appletree Court Water Main Replacement	Water Ops	192,000	2021-2022	Replacement of 540 feet of existing watermain from IL Route 47 to west end.
Eric	Orange & Olsen Water Main Replacement	Water Ops	168,000	2021-2022	Loop water main at the east end of Orange Street and Olsen Street.
Eric	Colton Street Water Main Replacement	Water Ops	373,000	2022-2023	Replacement of 1,115 feet of existing 4" water main from N Main Street to Somonauk Street.
Eric	Main Street Water Main Replacement	Water Ops	305,000	2023-2024	Replacement of 895 feet of existing water main from IL Route 47 to Liberty Street.
Eric	Morgan Street Water Main Replacement	Water Ops	382,000	2024-2025	Replacement of 1,135 feet of existing water main from W. Fox Street to W. Dolph Street.
Eric	East Fox Street Water Main Replacement	Water Ops	144,000	2024-2025	Replacement of 415 feet of existing water main from Mill Street to Bell Street.
Eric	East Washington Street Water Main Replacement	Water Ops	329,000	2023-2024	Replacement of 985 feet of existing water main from IL Route 47 to Mill Street.
Eric	Well #7 Standby Generator	Water Ops	160,000	2021	New Standby Generator for Well No. 7 - would allow operation of the well and water treatment plant during a power outage.
Eric	City-wide retrofit meter program	Water Ops	1,000,000	2021-2024	City-wide retrofit program - replace existing water meters with radio-read meters - \$250,000 per year.
Eric	Bulk Water Vending	Water Ops	25,000	2021	Install bulk water "vending machine" that would allow companies to pay as they get water.
Eric	Water System Risk & Resilience Assessment	Water Ops	80,000	2021	Federal mandate - assessment must be completed by June 30, 2021. Certification letter to EPA must be completed no later than six months after the assessment. Assessment needs to be updated every five (5) years.
Eric/Rob	Water Rate Study	Water Ops	47,000	2021	A study to determine the appropriate level of water rates, for the purposes of planning for infrastructure maintenance and replacement.



# UNITED CITY OF YORKVILLE

## BUDGET REQUESTS - GOAL SETTING

Requested by	Description	Department	Total Estimated Cost (Net)	Fiscal Year	Additional Information
Eric	Part Time/Seasonal Workers	Water Ops	25,000	2021	(1) One Part-time worker and (1) one Seasonal Worker for meter reading and hydrant flushing.
Grand Total			\$ 27,220,402		



## **NOTICE AND AGENDA**

**NOTICE IS HEREBY GIVEN  
THAT A COMMITTEE OF THE WHOLE MEETING**

**WILL BE HELD ON**

**February 19, 2019**

**6:00 PM**

**Location: Oswego Village Hall**

---

- A. CALL TO ORDER**
- B. ROLL CALL**
- C. CONSIDERATION OF AND POSSIBLE ACTIONS ON ANY REQUESTS  
FOR ELECTRONIC PARTICIPATION IN MEETING**
- D. PUBLIC FORUM**
- E. OLD BUSINESS**
- F. NEW BUSINESS**

F.1. Village Staffing Analysis Presentation

[StaffingAnalysis\\_AI.docx](#)

[Staffing Analysis Presentation.pdf](#)

Posted:

Date: \_\_\_\_\_

Time: \_\_\_\_\_

Place: \_\_\_\_\_

Initials: \_\_\_\_\_

Tina Touchette  
Village Clerk

## **G. CLOSED SESSION**

### **G.1.**

- a. Pending and Probable Litigation [5 ILCS 120/2(c)(11)]
- b. Appointment, Employment, Compensation, Discipline, Performance, or Dismissal of Personnel [5 ILCS 120/2(c)(1)]
- c. Collective Bargaining, Collective Negotiating Matters, Deliberations Concerning Salary Schedules [5 ILCS 120/2(c)(2)]
- d. Sale, Lease, and/or Acquisition of Property [5 ILCS 120/2(c)(5) & (6)]
- e. Security Procedures and the Use of Personnel and Equipment to Respond to an Actual, Threatened, or a Reasonably Potential Danger to the Safety of Employees, Staff, the Public, or Public Property [5 ILCS 120/2(c)(8)]

## **H. ADJOURNMENT**

---

## AGENDA ITEM

**MEETING TYPE:** Committee of the Whole

**MEETING DATE:** February 19, 2019

**SUBJECT:** Village Staffing Analysis

**ACTION REQUESTED:**

Village Staffing Analysis Presentation.

---

**BOARD/COMMISSION REVIEW:**

N/A

---

**ACTION PREVIOUSLY TAKEN:**

Date of Action	Meeting Type	Action Taken
N/A	N/A	N/A

**DEPARTMENT:** Administration

**SUBMITTED BY:** Dan Di Santo, Village Administrator

**FISCAL IMPACT:**

Any hiring of additional staff will have budgetary considerations related to salary, benefits, pensions, equipment and potentially vehicles.

---

**BACKGROUND:**

Conducting a staffing analysis is a Strategic Plan initiative with the desired outcome of a “staff sized to meet a growing community’s needs.” The purpose of this presentation is to analyze the Village’s current and future staffing levels in anticipation of the increased service needs of a growing population.

**DISCUSSION:**

The population of the Village of Oswego grew by 161% between 2000 (13,326) and 2017 (34,833). The Chicago Metropolitan Agency for Planning (CMAP) projects Oswego’s population will increase between 29% (44,900) and 98% (69,155) more by 2040. Likewise, the size of the Village of Oswego staff will grow in order to maintain the same high-quality service delivery that residents and businesses receive in Oswego.

The Village Administrator's Office set out to address the staffing plan using an analytical, data-driven methodology, utilizing:

- (1) Staffing information from comparable communities;
- (2) Department performance metrics;
- (3) Community priorities as identified by the Village Board and community survey; and
- (4) Interviews with department directors to create a staffing plan.

A table showing the comparable communities analyzed is below, which includes their population, their total full time equivalent (FTE) positions, and their FTE per 1,000 population. Please note that the FTE numbers in each community were modified for comparison purposes by eliminating FTEs associated with in-house Fire Departments, Legal Departments, sanitary sewer plants, and Parks Departments.

<b>Community</b>	<b>2017 Population</b>	<b>FY 2019 FTE TOTAL</b>	<b>FTE/1,000 POP</b>
<b>Glenview</b>	47,659	163.61	<b>3.4</b>
<b>Elmhurst</b>	46,662	216	<b>4.6</b>
<b>Lombard</b>	43,745	172.5	<b>3.9</b>
<b>Plainfield</b>	43,926	135.5	<b>3.1</b>
<b>Bartlett</b>	41,149	137.93	<b>3.4</b>
<b>Oswego</b>	<b>34,833</b>	<b>117.75</b>	<b>3.4</b>
<b>Glen Ellyn</b>	28,045	121.52	<b>4.3</b>
<b>Huntley</b>	27,207	92	<b>3.4</b>
<b>West Chicago</b>	27,182	105	<b>3.9</b>
<b>New Lenox</b>	26,575	95.33	<b>3.6</b>
<b>Batavia</b>	26,563	115	<b>4.3</b>
<b>Geneva</b>	22,010	109	<b>5.0</b>
<b>AVG</b>	<b>34,611</b>	<b>133.04</b>	<b>3.9</b>
<b>MED</b>	<b>28,045</b>	<b>121.52</b>	<b>3.9</b>

The presentation analyzes the staffing needs of each individual department, discusses budgetary constraints, and recommends next steps.

### **RECOMMENDATION:**

Staff recommends that the Village Board review the attached presentation and discuss during the February 19, 2019 Committee of the Whole meeting.

### **ATTACHMENTS:**

1. Presentation

# Staffing Analysis

VILLAGE OF OSWEGO

FEBRUARY 19, 2019

# Staffing Analysis

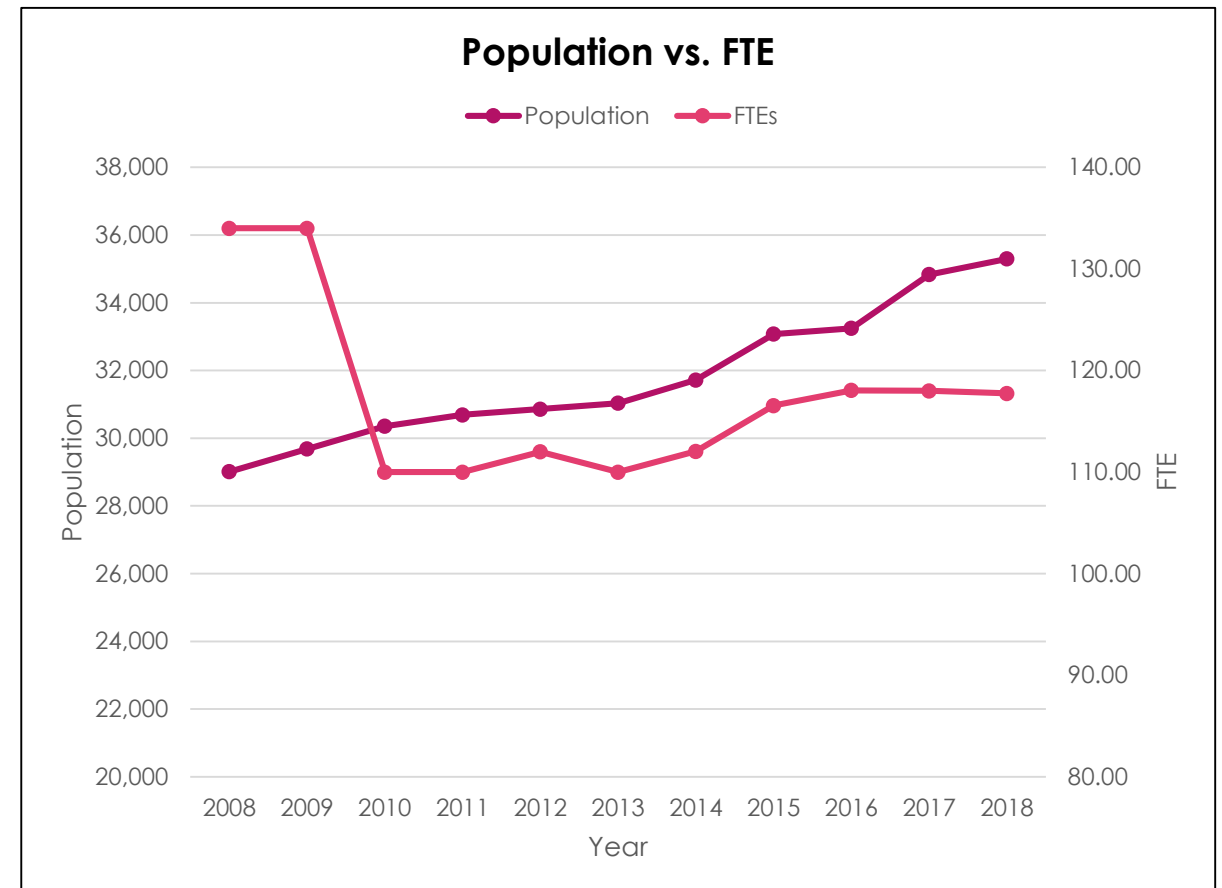
- ▶ Purpose
- ▶ Background
- ▶ Methodology
  - ▶ Comparable Communities
  - ▶ Performance Metrics
  - ▶ Community Priorities
  - ▶ Department Need
- ▶ Findings
- ▶ Budgetary Considerations
- ▶ Recommendations
- ▶ Next Steps

# Purpose

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

# Background

- ▶ The Village staff is currently comprised of 117.75 Full Time Equivalents (FTE). For comparison, Village staff peaked prior to the recession in 2009 with 134 FTE.
- ▶ Since 2009, the Village population has **increased** by 17%, while the Village staff has **decreased** by 12%.
- ▶ Following the recession, the low point for Village staffing occurred between 2010 - 2013 with 110 FTE.
- ▶ Since 2013, the Village population has increased by more than 12%, while the Village staff has increased by 7%.



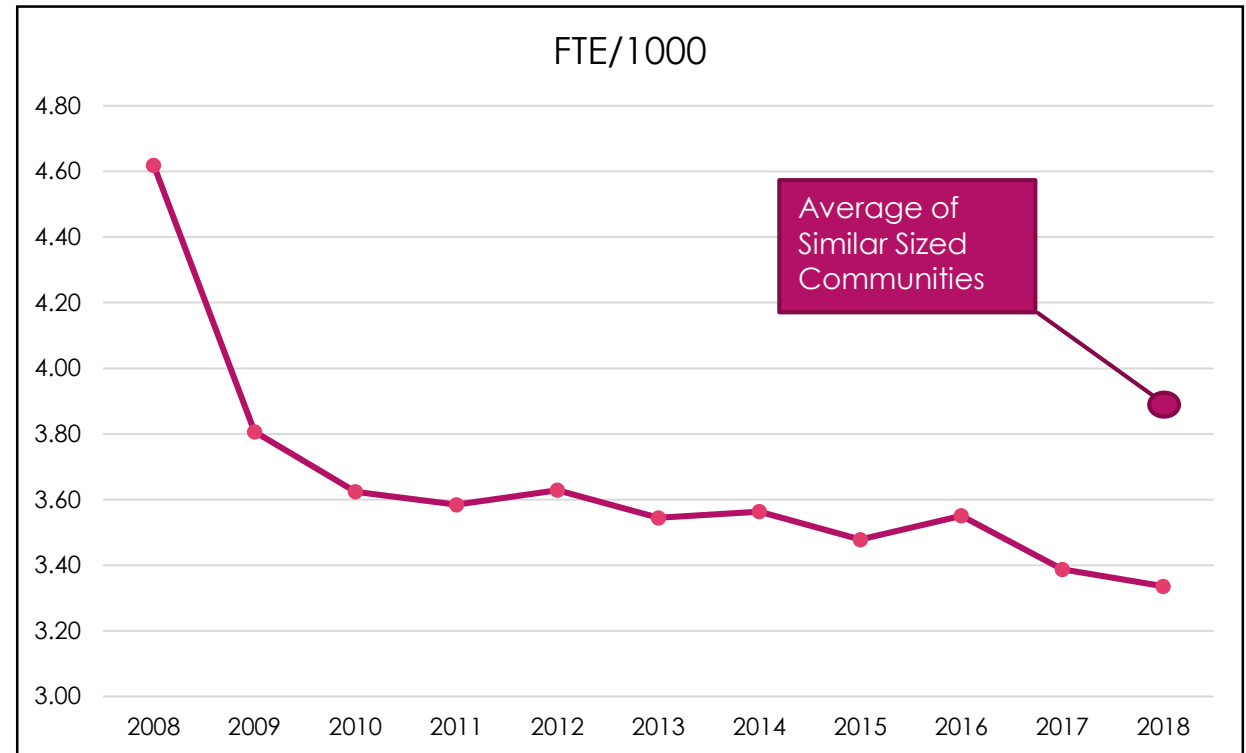
# Background cont.

- ▶ The table to the right summarizes the size of each department during the peak, low, and current levels over the last decade.
- ▶ Some departments had a corresponding workload decrease during the recession, while others have had to do more with less.

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

# Background cont.

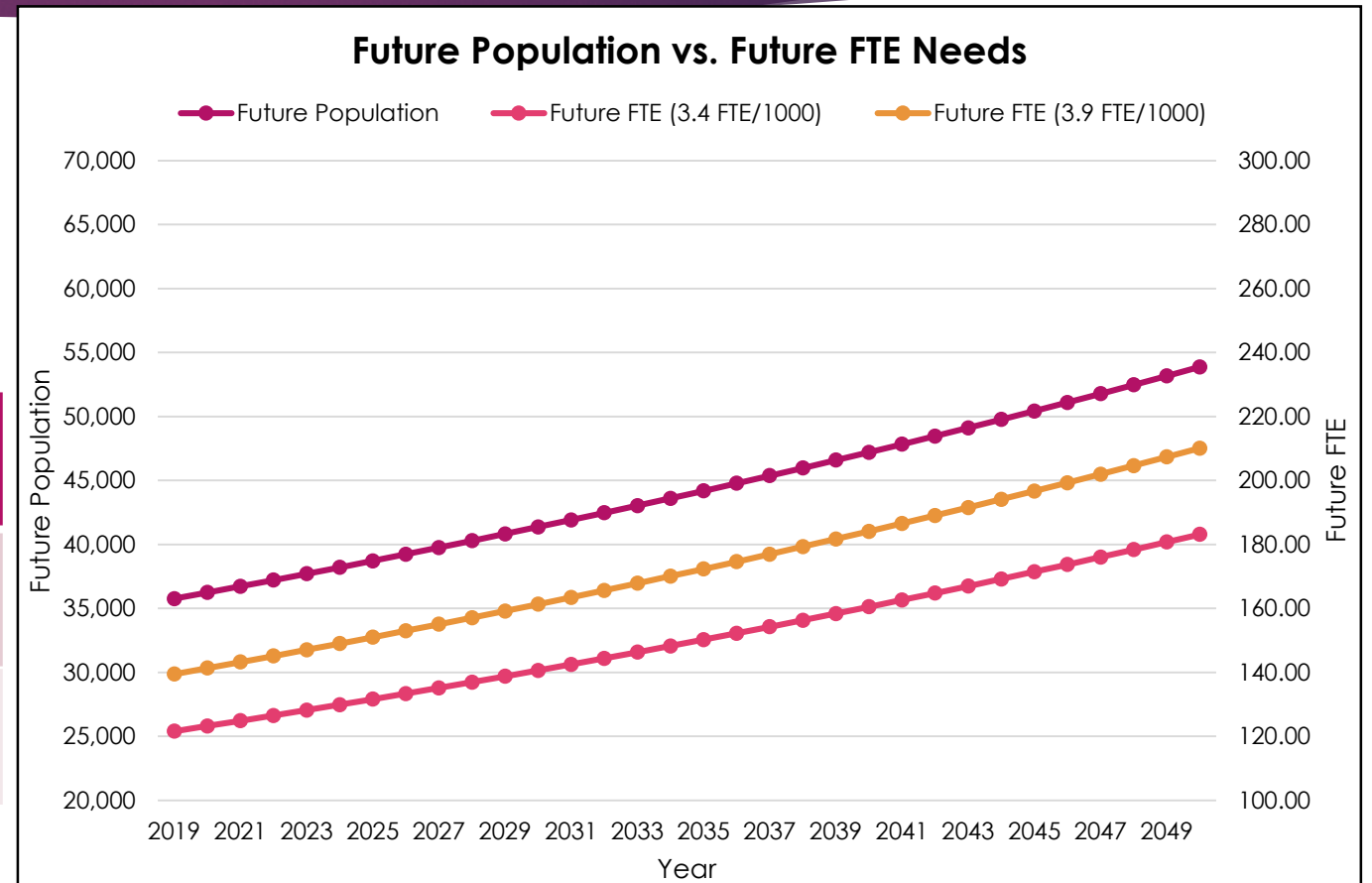
- ▶ The table to the right represents how the rate of FTE per 1,000 residents has continued to drop since the recession
- ▶ The Village's current FTE/1000 ratio of 3.4 is low compared to similar sized communities in the area, which average 3.9 FTE/1000
- ▶ At a rate of 3.9 FTE/1000, the Village would currently have ~138 FTE (+20 FTE)



# Background cont.

- ▶ As the Village population continues to grow, more staff will be necessary

FTE Ratio	2018	2023	2040
3.4/1000	117.75	128.00	160.50
3.9/1000	137.75	147.00	184.00



# Background cont.

## ▶ Other Considerations

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

# Methodology

- ▶ The Village Administrator's Office set out to address the staffing plan using an analytical, data-driven methodology, utilizing:
  - (1) Staffing information from comparable communities;
  - (2) Department performance metrics;
  - (3) Community priorities as identified by the Village Board and community survey; and
  - (4) Interviews with department directors to create a staffing plan.
- ▶ This four-pronged approach evaluates staffing over the next 5-years and beyond, and prioritizes the staffing needs of a growing community.
- ▶ This tool will function similar to how a capital improvement plan prioritizes investments in infrastructure over set period of time, and is regularly reviewed and updated as circumstances change.

# Comparable Communities

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

Community	2017 Population	FY 2019 FTE TOTAL	FTE/1,000 POP
Glenview	47,659	163.61	3.4
Elmhurst	46,662	216	4.6
Lombard	43,745	172.5	3.9
Plainfield	43,926	135.5	3.1
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Geneva	22,010	109	5.0
AVG	34,611	133.04	3.9
MED	28,045	121.52	3.9

# Performance Metrics

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

# Community Priorities

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

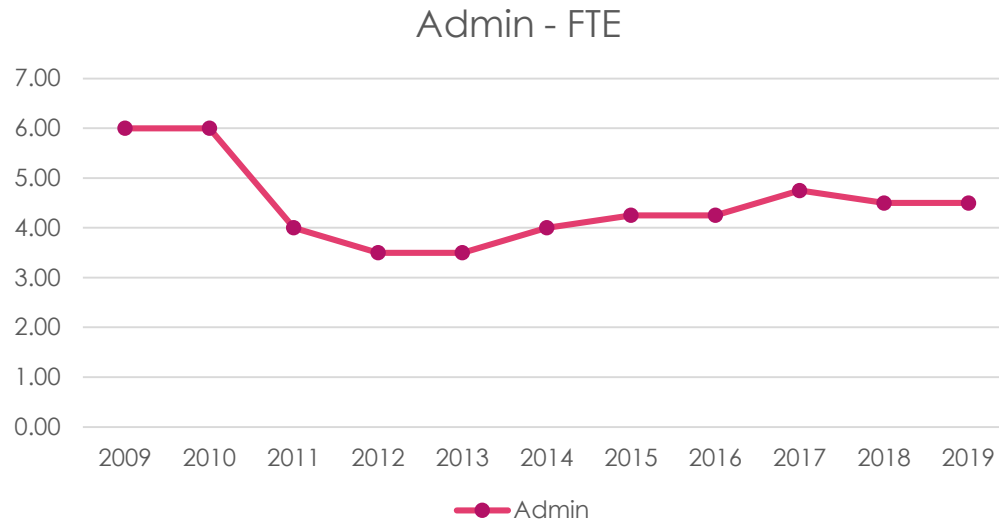
# Department Interviews

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

# Administration Department

## Summary

- ▶ Includes Village Administrator's Office and Human Resources
- ▶ Admin lost 2 administrative positions during the recession

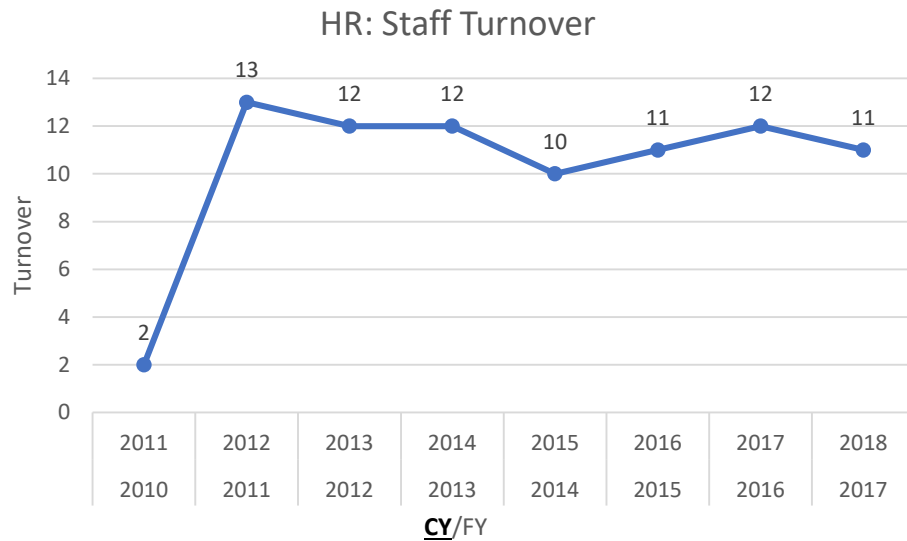


## Comparable Communities

	FTE
Oswego Administration	4.5
Comparable Communities	6.0
Difference	(1.5)

- ▶ 1.5 FTE difference with comparable communities:
  - ▶ Assistant Village Administrator (0.5)
  - ▶ HR Director (0.5)
  - ▶ Executive Assistant (0.5)

# Administration Department



Metric	Oswego	Comparables
FTE per HR Employee	79	82 - 89

- ▶ Annual hiring remains consistent year-over-year
- ▶ Oswego staff per HR employee is within the range of our comparable communities
- ▶ Having a full time Assistant Village Administrator and Executive Assistant would allow more work and focus on special projects and Village Board priorities

# Administration Department

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

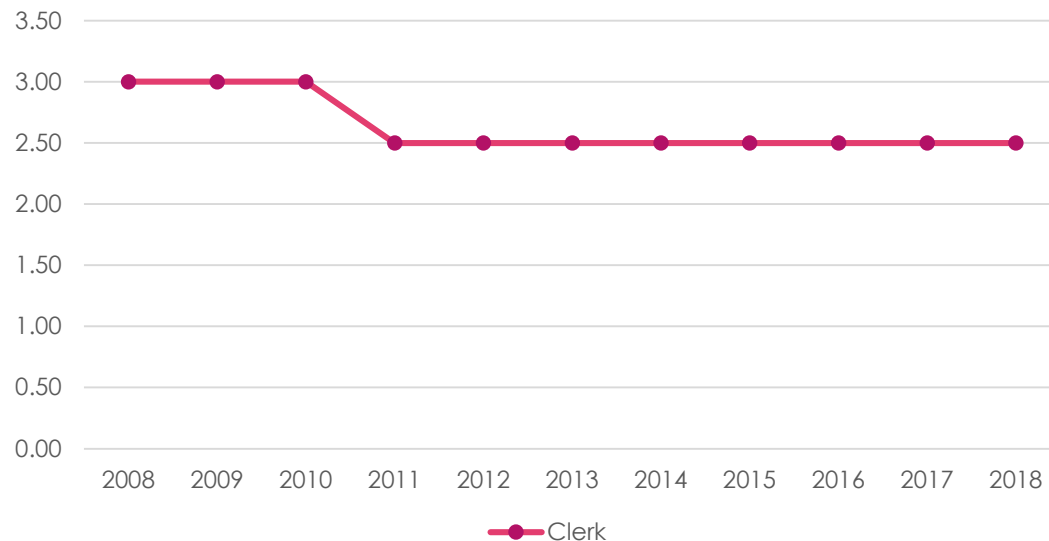
\*Impact of switching to in-house payroll through the ERP has yet to be determined

# Village Clerk's Office

## Summary

- ▶ Handling of Clerk's duties varies throughout communities (elected clerks, minutes, FOIA, licensing, agenda processing, etc.)

Clerk's Office - FTE



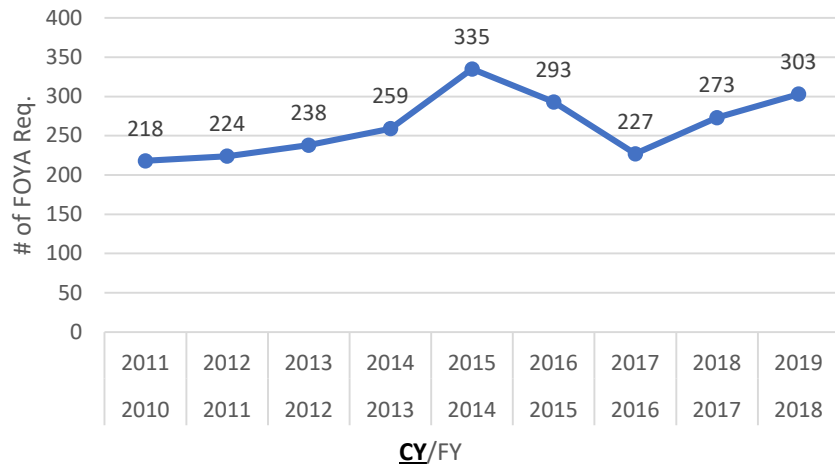
## Comparable Communities

	FTE
Oswego Clerk's Office	2.5
Comparable Communities	1.0
Difference	1.5

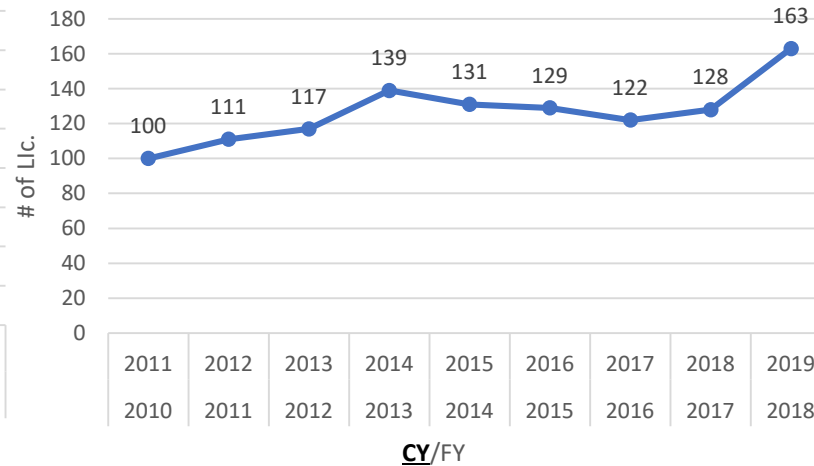
- ▶ Most comparable Clerk's offices have 1 employee, the Village Clerk
- ▶ FOIA and licenses are impacted by growth and development

# Village Clerk's Office

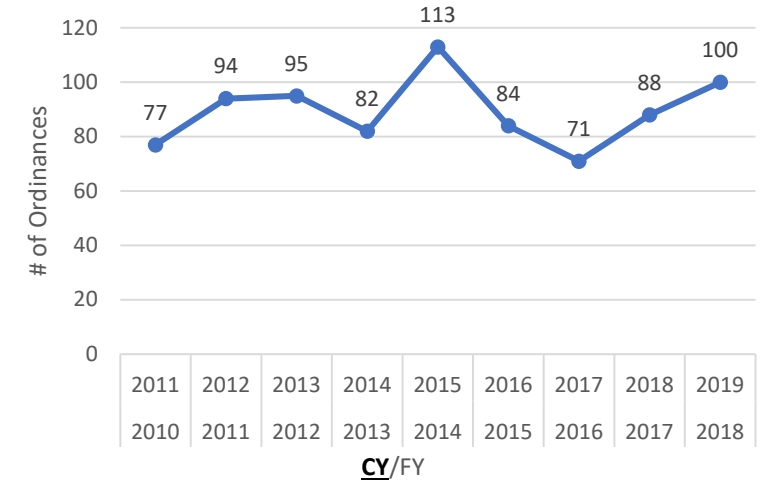
Clerk: # of FOIA Req.



Clerk: Total # of Lic



Clerk: # of Ordinances



- ▶ Clerk's Office performance metrics continue to trend upward
- ▶ The Village has also added several licenses over the past few years (video gaming, food trucks, body works, etc.)

# Village Clerk's Office

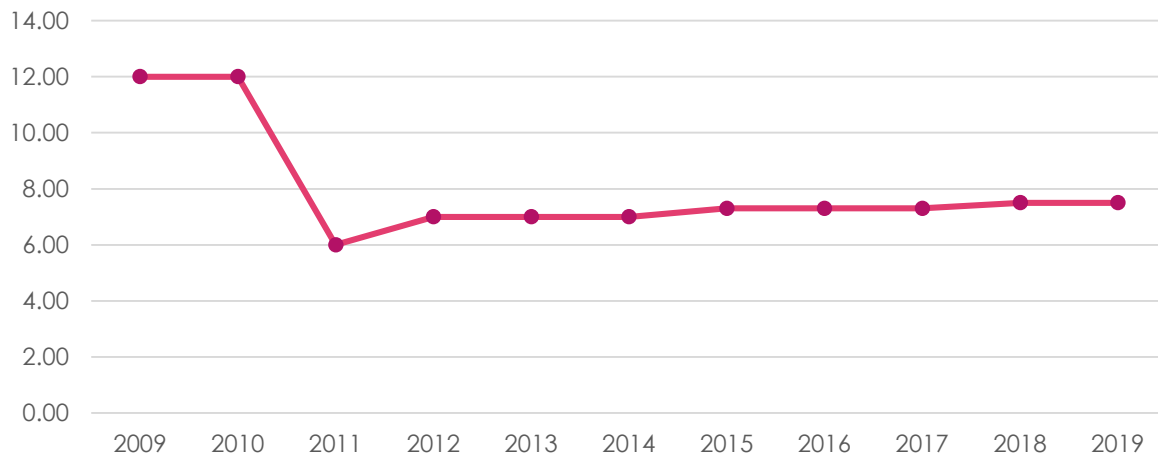
Future Position	FTE	Director Rating	Comparable Rating	Metric Rating	Priority Rating	Level
Administrative Assistant	0.5	4	2	4	4	Medium
Deputy Village Clerk	0.5	2	2	4	3	Low

# Building & Zoning

## Summary

- ▶ B&Z workload is directly related to growth and development
- ▶ When development slowed during the recession, B&Z lost 6 FTE

B&Z - FTE



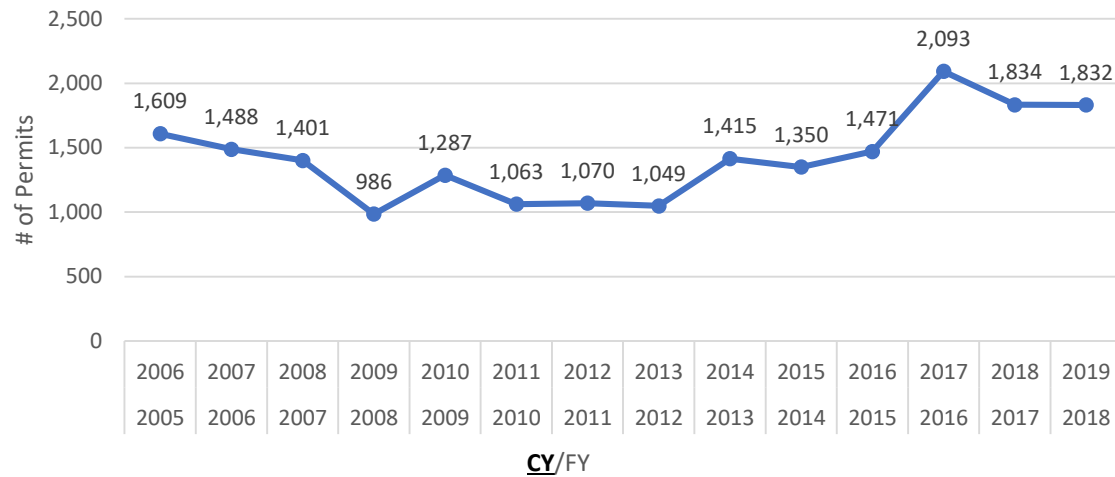
## Comparable Communities

	FTE
Oswego B&Z	7.5
Comparable Communities	6
Difference	1.5

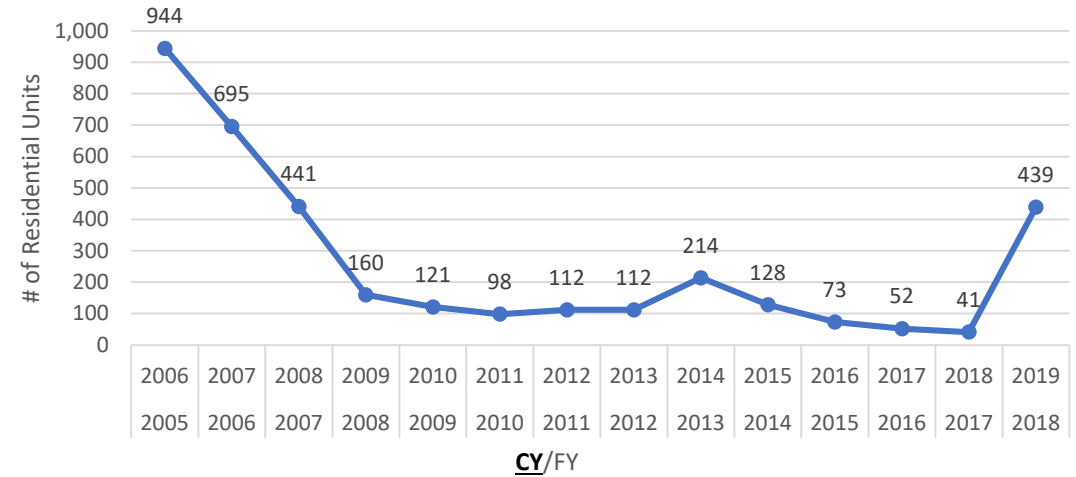
- ▶ B&Z is outsourced in many communities and most communities do not have Oswego's level of growth and development
- ▶ Building code updates, filing, and scanning has fallen behind in recent years

# Building and Zoning

B&Z: Total Permits



B&Z: Residential Units



- ▶ The last few years permit numbers are at an all-time high, besting even pre-recession numbers
  - ▶ Inspections lag a year behind permits
- ▶ In 2018, residential units have climbed to the highest levels since 2007

# Building & Zoning

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

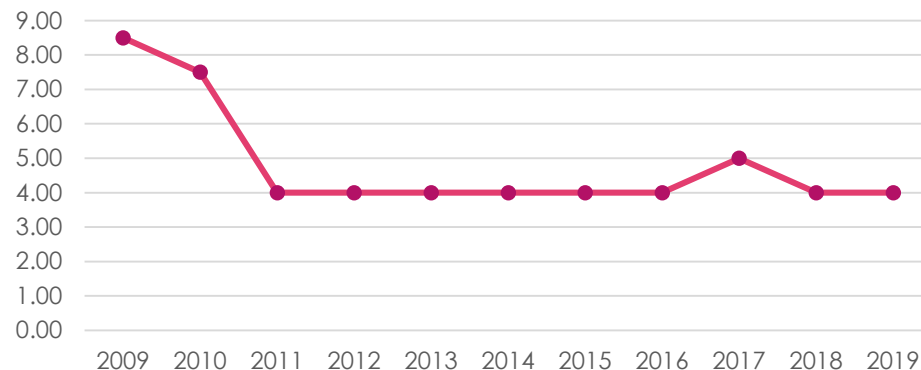
\*Inspections can be augmented with outsourcing if necessary.

# Community Development

## Summary

- ▶ CD includes planning and infrastructure inspections
- ▶ When development slowed during the recession, CD lost 4.5 FTE
  - ▶ Includes 2 Planners

CD - FTE



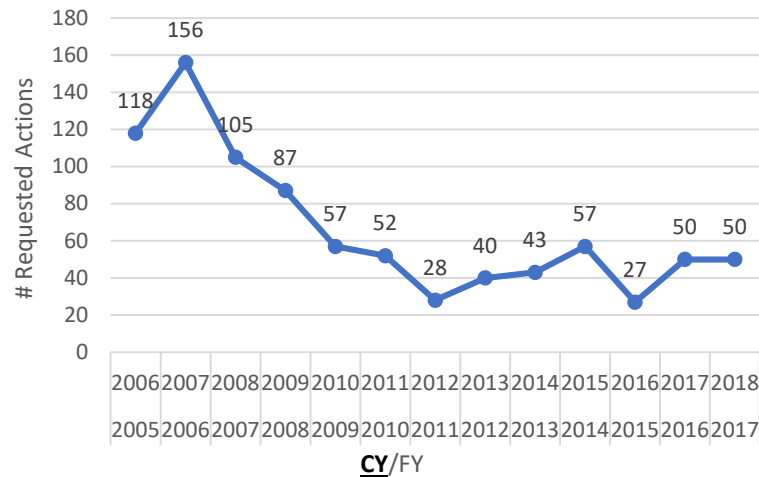
## Comparable Communities

	FTE
Oswego Community Development	4.0
Comparable Communities	5.0
Difference	(1.0)

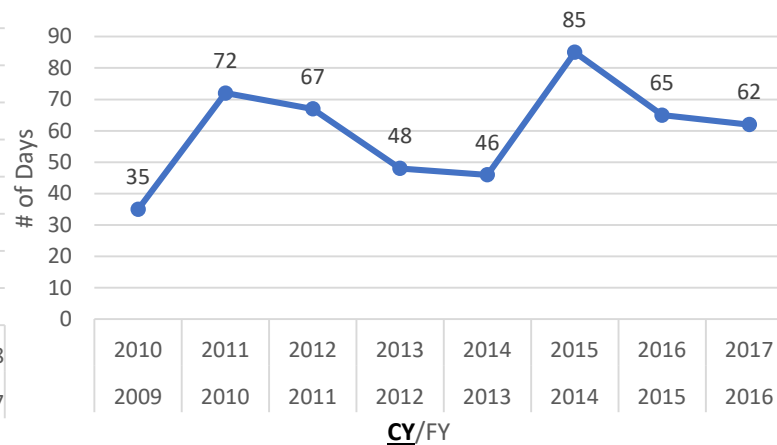
- ▶ Most comparable communities have 2 Staff Planners
- ▶ CD workload is directly attributable to the amount of development in town

# Community Development

CD: Requested Actions



(CD) LOR: Days Btwn. App. & Board Decision



Metric	Oswego	Comparables
Annual Plan Commission cases per Planner	18.5	8.46

- ▶ Community Development saw a corresponding drop in workload with the recession
- ▶ With only 1 staff Planner, the length of the development process has crept upward and staff has not been able to focus on long-range planning such as the Zoning Code update
- ▶ Oswego has less planning staff and more workload than comparable communities

# Community Development

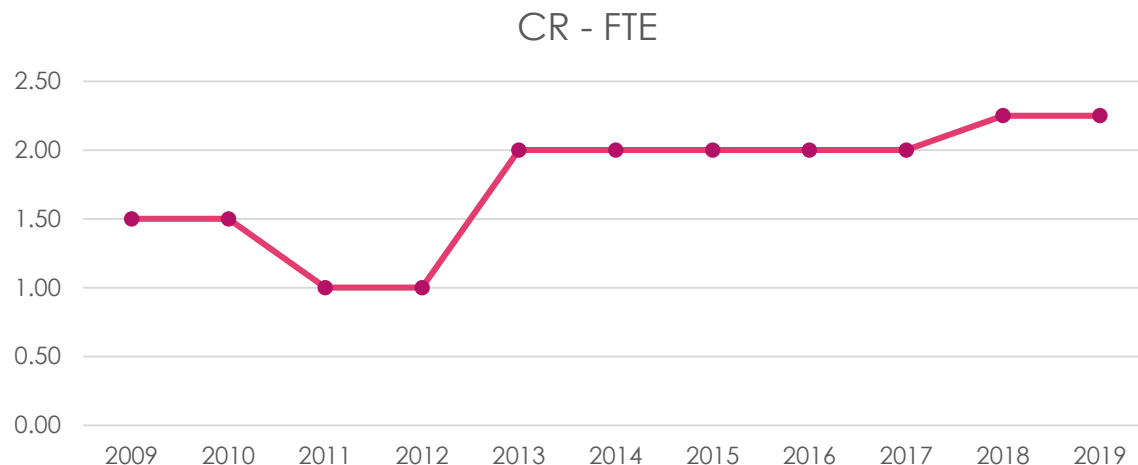
Future Position	FTE	Director Rating	Comparable Rating	Metric Rating	Priority Rating	Level
Planner	1.0	4	4	5	4	High
Project Manager*	1.0	4	3	5	4	High

\*Included in the FY17 Budget but never hired.

# Community Relations

## Summary

- ▶ Communications, marketing, and special events have been a strategic objective of the Village for years
- ▶ Most comparable communities do not run as many special events as Oswego
  - ▶ Special Events and sponsorships are time consuming



## Comparable Communities

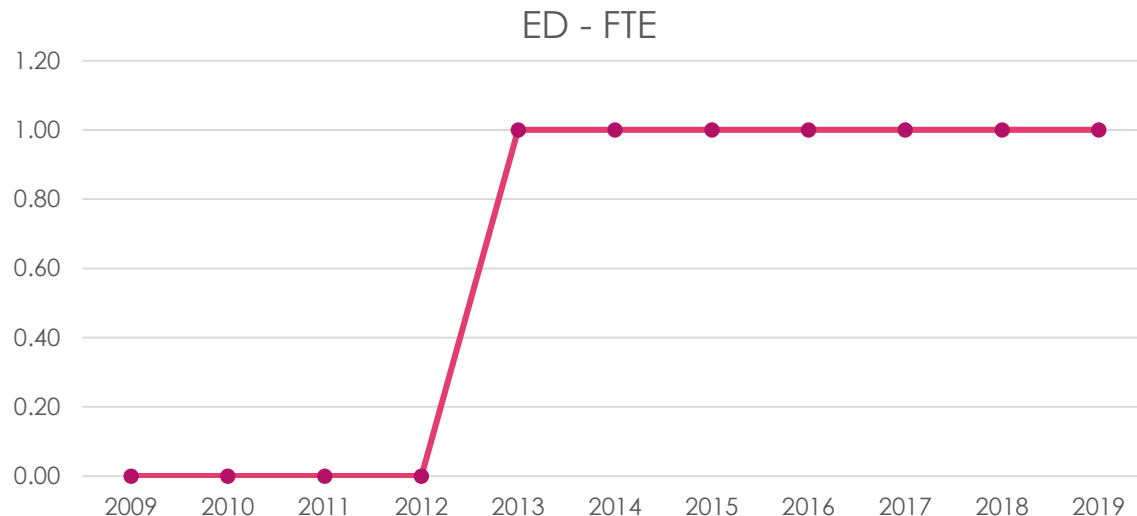
	FTE
Oswego Community Relations	2.25
Comparable Communities	1.0
Difference	1.25

- ▶ Most comparable communities have 1 Communications/Marketing Coordinator
- ▶ Oswego has prioritized Special Events and Marketing, necessitating 2 FTE in Community Relations

# Economic Development

## Summary

- ▶ Economic Development was brought in-house FY 2012



## Comparable Communities

	FTE
Oswego Economic Development	1.0
Comparable Communities	1.0
Difference	-

- ▶ Some communities manage economic development through municipally funded not-for-profit corporations
- ▶ A new, more backend user friendly website would help time management

# Community Relations & Economic Development

## ▶ Lead on 75% of the Priority Projects:

- ▶ 63 W Washington – Mexican Restaurant
- ▶ Sale of Old Police Station
- ▶ 113 Main - Old Village Hall
- ▶ Website Update
- ▶ Downtown Development East of River
- ▶ Downtown Development West of River
- ▶ Auto Dealership Attraction
- ▶ Old Traugber Redevelopment
- ▶ Orchard Road Business Attraction

## ▶ Special Events and Sponsorships:

- ▶ Wine on the Fox
- ▶ Christmas Walk
- ▶ Luna Fest
- ▶ Literary Fest
- ▶ Beats & Eats
- ▶ Miscellaneous Events
  - ▶ Prairie Fest, Community Conversations, State of the Village, Open Houses, Scale UP, Chamber Expo, etc.)

# Community Relations & Economic Development

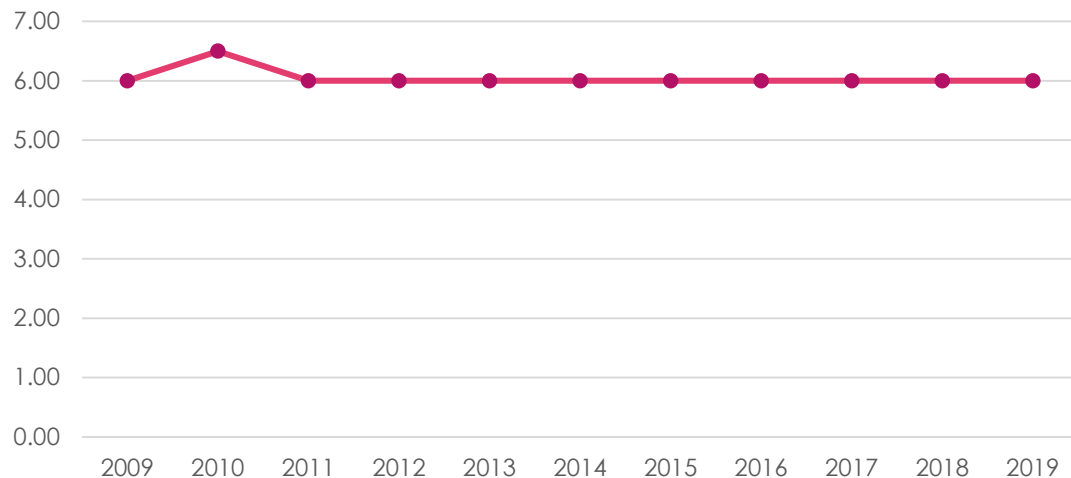
Future Position	FTE	Director Rating	Comparable Rating	Metric Rating	Priority Rating	Level
Administrative Assistant	0.5	3	3	3	5	Medium

# Finance

## Summary

- ▶ Finance has recently added local tax collection to their duties and will be adding downtown parking permits in the coming years

Fin - FTE



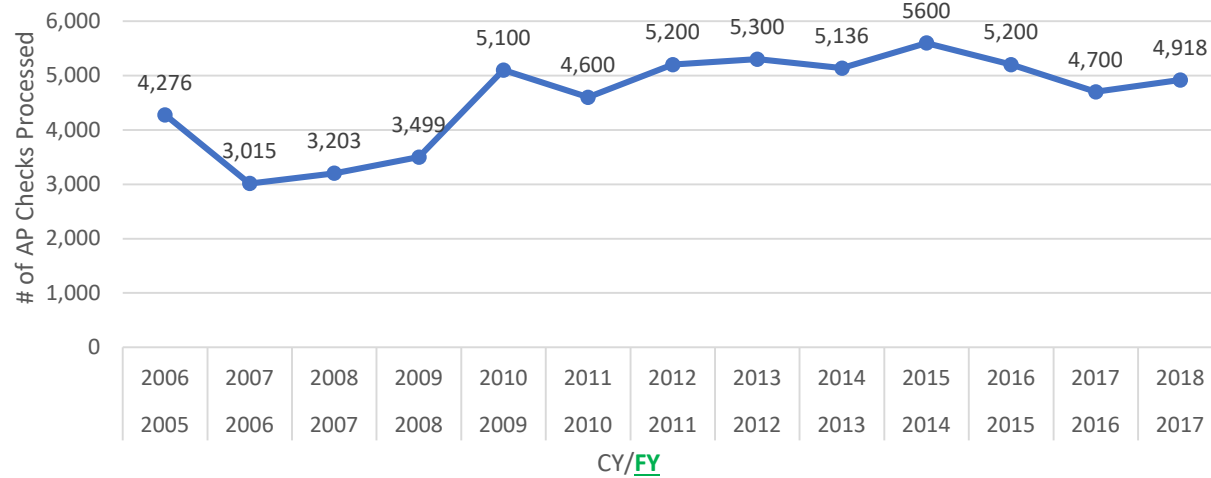
## Comparable Communities

	FTE
Oswego Finance	6.0
Comparable Communities	7.0
Difference	(1.0)

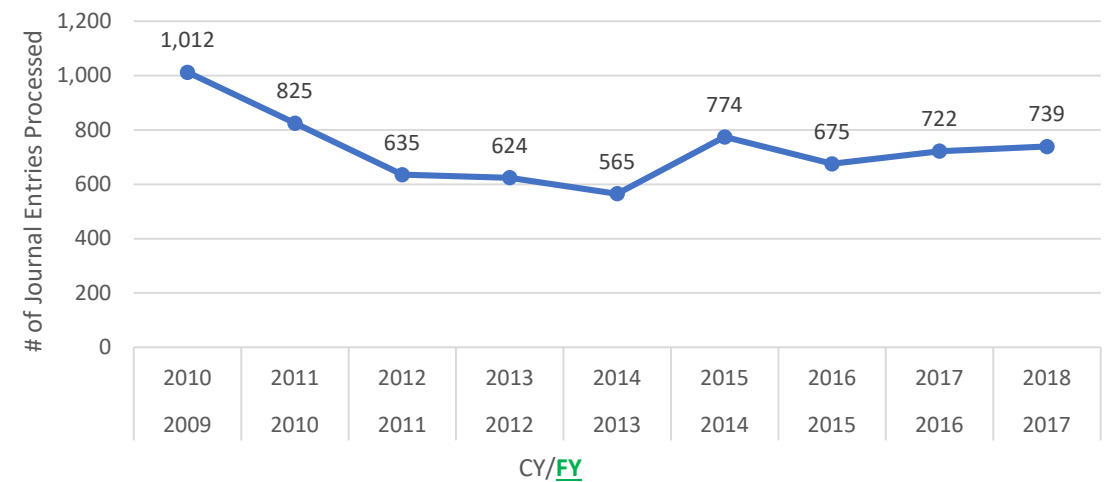
- ▶ Most communities have 1 additional customer service or supervisory position in Finance
- ▶ Some communities outsource Finance functions
- ▶ Finance's biggest need is in reception (phones, payments, customer service)

# Finance

Finance: AP Checks Processed



Finance: Journal Entries Processed



- ▶ ERP implementation has most impacted Finance
- ▶ Full extent of ERP efficiencies will not be realized until implementation is complete

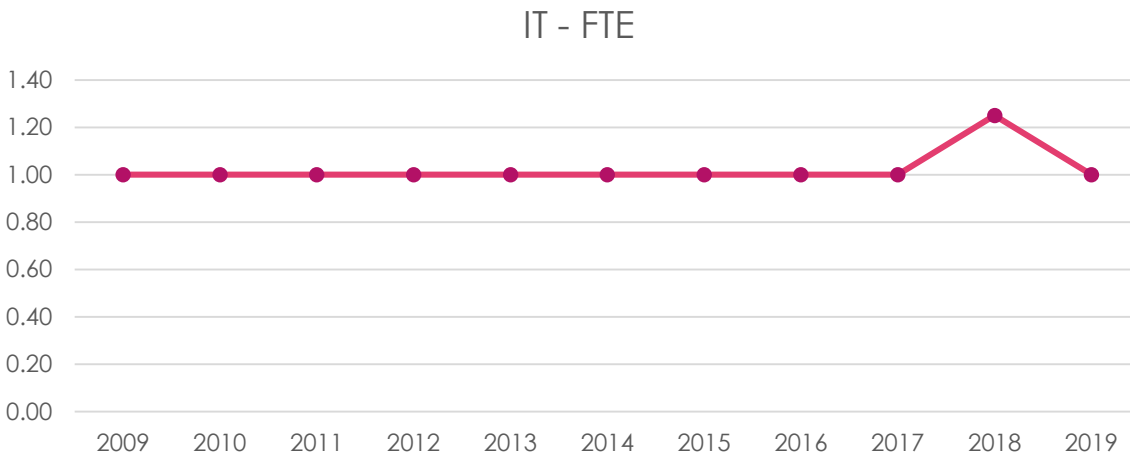
# Finance

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

# Information Technology

## Summary

- ▶ In 2016 the GIS/IT Coordinator was promoted to IT Manager
- ▶ In 2017 the Village joined the IT Consortium and began outsourcing IT Help Desk functions



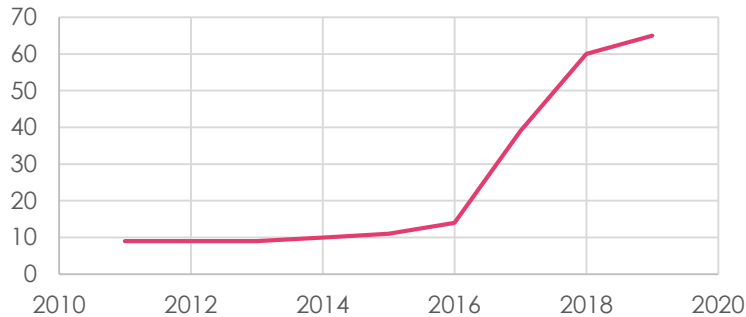
## Comparable Communities

	FTE
Oswego IT	1.0
Comparable Communities	3.0
Difference	(2.0)

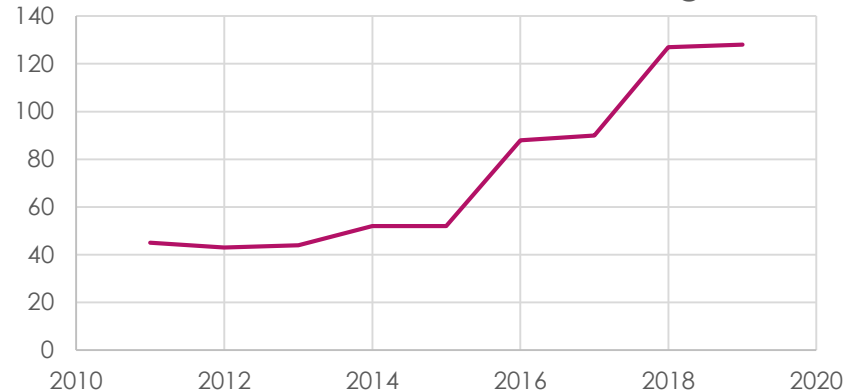
- ▶ Some communities outsource IT functions
- ▶ Communities with in-house IT typically have 1 IT Manager, 1 IT Specialist, and 1 GIS Specialist
  - ▶ GIS need is mainly data input

# Information Technology

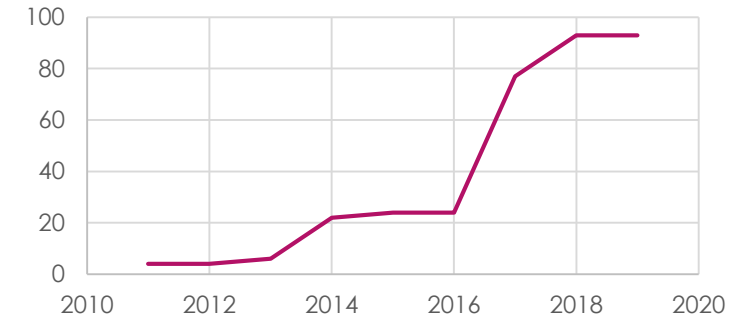
Number of Applications Supported



Number of Workstations Managed



Mobile Devices Managed by IT Dept



- ▶ As the Village staff has grown and our use of technology has grown, the demand on IT support has grown exponentially
- ▶ The move to the new Police Headquarters has had a tremendous demand on IT, and greatly increased the number of switches, devices, and applications that must be monitored and maintained
- ▶ In addition, IT manages our massive ERP implementation

# Information Technology

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

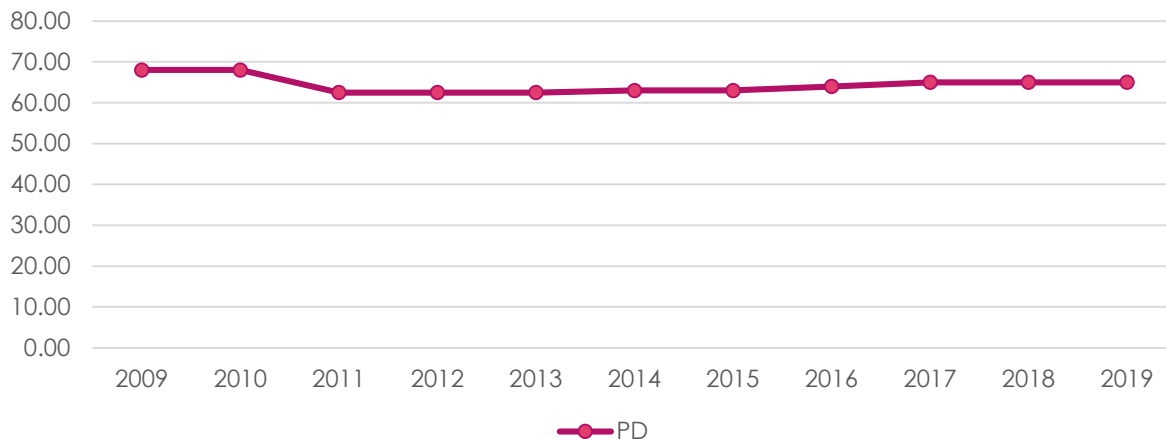
\*Currently outsourced through the GovITC Consortium.

# Police

## Summary

- ▶ The PD lost 4 sworn positions during the recession
- ▶ While PD has 49 sworn officers, due to time off, training, and the 1-year hiring process, the department operates with only 47

Police - FTE



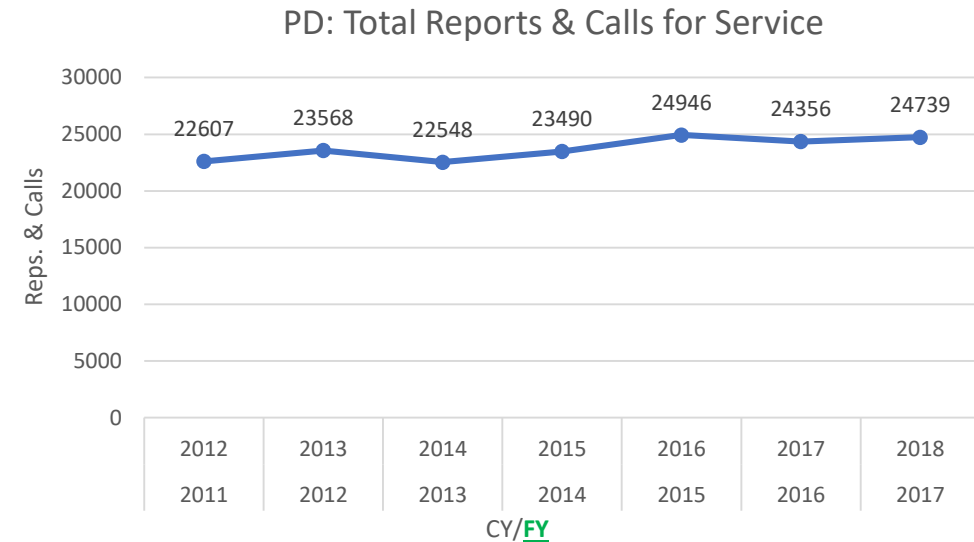
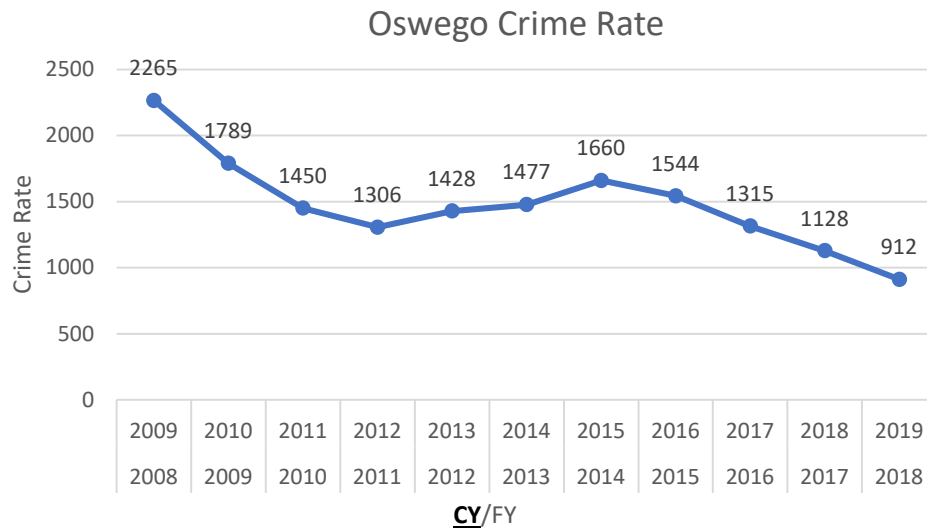
## Comparable Communities

	Sworn FTE	Non-Sworn FTE
Oswego Police	49.0	16.0
Comparable Communities	50.0	12.0
Difference	(1.0)	4.0

- ▶ Oswego PD has additional non-sworn staff in part due to the Police Headquarters being open 24/7
- ▶ Special events increase demand on PD staffing

# Police

$$\frac{\text{UCR/Crime Index} \times 100,000}{\text{Jurisdictional Population}} = \text{Crime Rate}$$



- ▶ Oswego's crime rate has continued to drop while reports and calls for service trend upward
- ▶ Development, including a more active downtown night life, will likely increase calls for service

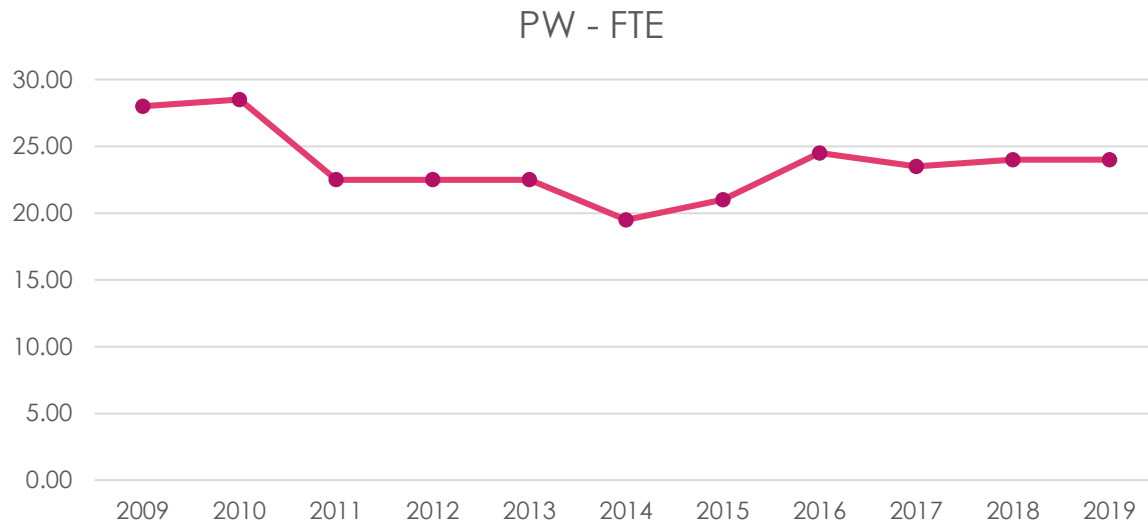
# Police

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

# Public Works

## Summary

- ▶ PW is down 5.5 Technicians since the recession
- ▶ Oswego outsources most engineering plan reviews
- ▶ Communities have different water sources, some do not collect leaves, some have train stations and large downtown areas to maintain



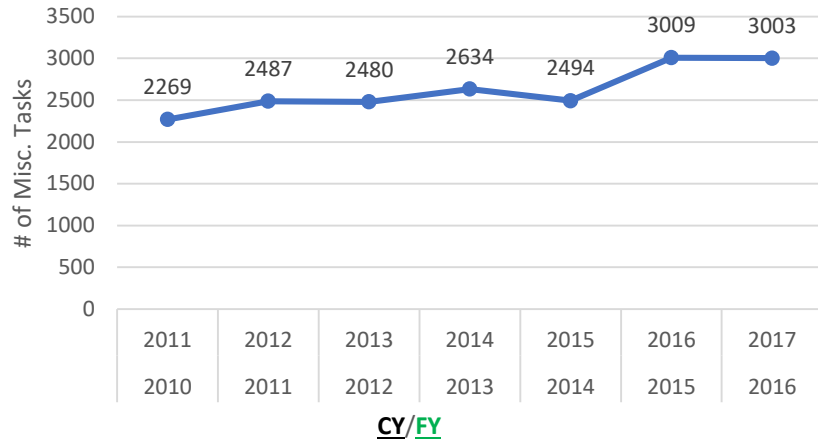
## Comparable Communities

	FTE
Oswego PW	24.0
Comparable Communities	38.0
Difference	(14.0)

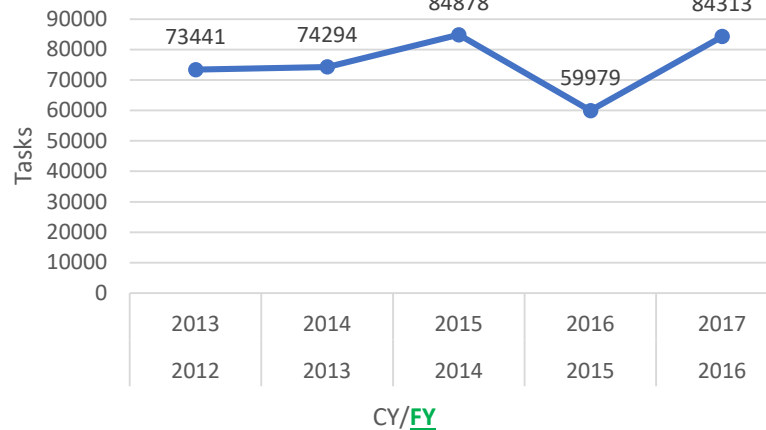
- ▶ Comparable communities have:
  - ▶ 1 additional Administrative Assistant
    - ▶ Currently no backup at PW
  - ▶ 1 additional supervisory position
  - ▶ 9 additional Technicians
  - ▶ 2 Civil Engineers and 1 Engineering Technician

# Public Works

PW: Misc. Tasks



PW: Water and Sewer Totals



Metric	Oswego	Comparables
PW FTE/ \$100M EAV	2.7	3.3

- ▶ Theoretically, PW performance metrics show what your current staff does with their time; they do not show what is not being done
- ▶ As a new-growth community Oswego has newer infrastructure and fewer mature trees that require maintenance, but this will change with time
- ▶ Additional staff would improve the performance standards for tasks such as snow removal and leaf pickup, and allow additional resources for tree trimming, hydrant painting, etc.

# Public Works

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

\*Based on the Village's prioritization of growth and development, this position received a higher priority rating



# Next Steps

# Village of Oswego High Priority Positions

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

# Staff Recommendation

- ▶ Hiring all 8.5 FTE of the “High” priority level positions is cost prohibitive
  - ▶ Estimated to cost approximately \$850,000 per year
- ▶ Instead, staff recommends addressing the following two positions first:
  - ▶ Civil Engineer/Project Manager (1.0 FTE)
  - ▶ Village Hall Support Staff (1.0 FTE)
- ▶ Staff also recommends investigating further staffing solutions for Patrol Officers, IT support, Public Works technicians, and GIS

# Civil Engineer/Project Manager

- ▶ The demands of development necessitate additional professional staff to help handle the workload
- ▶ A combined Civil Engineer/Project Manager position would assist PW with managing current development projects and would help Community Development with streamlining the development review process
- ▶ The Project Manager position was included in the FY17 Budget but never hired. With the influx of development seen in FY19, now is the time to hire this position
- ▶ The Civil Engineer would help with succession planning in the Public Works Department and free-up the Director's time for higher level strategic planning and innovation

# Village Hall Administrative Support

- ▶ Village Hall has 5.5 less Administrative Support FTEs than in FY09
- ▶ Due to the high level of permit demand, B&Z needs customer service coverage for the front office, counter, and the phones
- ▶ Finance has similar needs to take phone payments, answer phones, and handle front counter traffic
- ▶ Administrative support is also needed on the second level of Village Hall at the unmanned reception area as well as other administrative work
- ▶ We believe adding one Administrative Support FTE (potentially with 2 part time positions) in Village Hall could help relieve the customer service demand and backup needs for multiple departments

# Budget Considerations

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

# Plan for Remaining High Priority Positions

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

# Discussion