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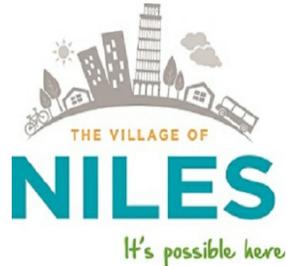
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AGENDA

**NILES VILLAGE BOARD INFORMAL CONSIDERATION
COUNCIL CHAMBERS**

May 10, 2016

7:00 PM

CALL TO ORDER

ROLL CALL

PLEDGE OF ALLEGIANCE

PRESENTATIONS

Community Development Organizational Analysis (Alan Pennington, Matrix Consultants)

PUBLIC COMMENTS

ADJOURNMENT



***Assessment of the Community
Development Department***

VILLAGE OF NILES

matrix 
consulting group

Project Methodologies

- u **Develop an understanding of the unique operating environment of the Village of Niles Community Development Department** – from interviews and data collection.
- u **Maximize input and interaction with staff** – to obtain staff perceptions, input and keep staff apprised of progress through interviews and anonymous survey.
- u **Develop a detailed profile of operations** – to document processes, management, staffing, and organizational structure.
- u **Best Practice analysis** – to identify where practices meet and do not meet industry best practices.
- u **Analysis of improvement opportunities** – focused on staffing, efficiency of practices, quality of services provided, etc.

Project Task Plan

- u **Task 1** – Project Initiation / Key Issues
- u **Task 2** – Profile Development
- u **Task 3** – Employee Input - Survey
- u **Task 4** – Best Practices Assessment
- u **Task 5** – Evaluate the Plan of Organization
- u **Task 6** – Analyze Staffing and Operations
- u **Task 7** – Preliminary Findings Development and Review
- u **Task 8** – Final Report

Key Recommendations:

Organizational Structure and Staffing Related:

- u Reorganize department to clarify reporting relationships and clarify oversight responsibilities between director and assistant director. (High)
- u Establish the permit technician as a full time position and cross-train counter staff. (High)
- u The Village should review the organizational location of Economic Development. (Medium)
- u Expand cross-training of staff to consolidate inspection duties. (Medium)

Operational Improvements:

- u Managers should continue to review permit review comments to ensure complete initial reviews are conducted. (High)

Key Recommendations:

Operational Improvements:

- u Develop a contingency plan that includes use of external resources or overtime to ensure all plan review and inspection workloads are completed within adopted time standards. (High)
- u Pursue acquisition of a new permitting system that will integrate key department functions related to licensing, permitting and inspection. (High)
- u Streamline and automate the business licensing and renewal process with the acquisition of new software. (High)
- u Implement laptop or tablet use in the field for inspectors. (High)
- u Once software procured, expand the number of applications and permits that can be applied for online and enable electronic plan submittal. (High)

Key Recommendations (2)

- u An expedited permit review option should be provided for applications. (High)
- u Refine performance reports and align with the ICMA Insights performance measures. (High)
- u Adopt annual work programs for both Economic Development and Long-range planning. (High)
- u The Village Board should undertake a policy work session to establish priorities for Economic Development and identify types and levels of financial incentives. (High)
- u Develop desk manuals for all major positions. (Medium)
- u To maintain next day inspections, inspection levels should be monitored and staffing levels / allocated resources adjusted when less than 95% of inspections are completed within one day of request. (Medium)

Key Recommendations (3):

Cost of Service / Fee Related:

- u The Village should adopt a cost recovery policy for the permitting function and adjust fees to achieve the adopted policy. (Medium)
- u Ensure a consistent utilization of a resubmittal fee for all applications requiring more than 2 reviews beyond the initial review. (Medium)
- u A technology fee should be implemented to provide a dedicated revenue stream to maintain and update technology. (Medium)

Key Recommendations (4):

Customer Service:

- u Increase interaction and dialogue with customers through various measures including training session, newsletters, and information on the website. (High)
- u Develop a comprehensive development guide to explain the permitting and inspection processes to customers that includes an application / permit matrix with defined performance standards. (High)
- u Post common plan corrections on the website. (High)
- u Conduct an annual customer satisfaction survey. (High)
- u Document interpretations of the land development code, building code and internal policies and procedures to provide guidance to customers and make these available on the website. (High)

Key Recommendations (5):

- u Submittal requirements should be updated and a checklist developed for each application and permit type. (Medium)
- u Develop checklists for utilization during intake process to ensure complete applications are submitted and post on website. (Medium)
- u Standard conditions of approval should be developed for each division and department conducting reviews and made available on the website. (Medium)
- u On resubmittals, the Village should require applicants to submit a listing of all corrections made in reference to comments / corrections requested by staff. (Medium)

Questions

u Any questions / discussion?