



**Organizational Analysis and
Service Delivery Review
For the City of Geneva, Illinois**

February, 2013

City of Geneva – Organizational Analysis and Service Delivery Review

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I. INTRODUCTION

A. Study Background

Through the commitment and vision of City officials for the City's future, the Mayor, City Council and City Administrator have initiated this Staffing Analysis Study of city operations in order to provide a fresh look at the city government organization and help determine the appropriate level of staffing for each of the City's departments. Geneva desires a staffing analysis to help determine the appropriate level of staff for the organization to meet its core service and operational requirements and help develop deployment strategies that utilize staff resources in the most effective manner. For these reasons, the City determined it prudent to conduct an organizational staffing analysis. Voorhees Associates was engaged to conduct the study. The study's primary aim was to investigate, assess, and recommend revisions, where necessary, to organizational components, processes, and positions within the City organization and its corresponding policies, procedures and systems in order to optimize staffing. This report presents the conclusions and recommendations resulting from the performance assessment engagement.

B. Issues Addressed

The study identified a number of specific objectives to be accomplished in the organizational analysis and service delivery study of the city government. Those objectives included:

- 1.) Gain an understanding of the organizational goals, service levels and future directions desired by the City Council. To that end, the consultants reviewed the 2017 Strategic Plan and reviewed the update to the Plan that was adopted by the City Council in early December after a Council work session on the Plan in November.
- 2.) Review of the existing organizational system via document study and interviews with key administrative staff members and administrators that included all department heads and the City Administrator.
- 3.) Collect, review, and analyze the existing organizational relationships chart and position descriptions; review information and documentation for formal definitions of responsibilities and reporting relationships: search of the statutes, ordinances, and administrative enabling documents for position content and authorizations, etc.

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- 4.) Interview and observation of around one-third of staff members to determine work assignments, workloads, reporting relationships, coordination points, supervisory relations, spans of control, etc.
- 5.) Review and collection of departmental input, output and throughput data including results and performance measures.
- 6.) Survey of all employees of the City to assess their opinions on their personal work experiences, the organizational and performance culture, leadership in the organization, job satisfaction and working conditions, and opportunities for improvements in the organization.
- 7.) Comparison of existing duties and relationships in Geneva's organization to the formalized structure in place; synthesize information and diagram existing organization structure and workflow.
- 8.) Appraisal of the organization and systems of City government as a whole and of each department to determine desirable change in the allocation of functions, lines of responsibility, and interdepartmental relationships, noting (a) any administrative problems, (b) adequacy of information flow, coordination, and control, and (c) demands placed on managers with respect to policy formulation and execution.
- 9.) Recommendation of an organizational chart and staffing requirements based on similar organizational models according to the needs of the organization and administrative function.
- 10.) Appraisal of the adequacy of staff and internal operating policies and procedures in supporting policy formulation, decision-making, and program execution.

Our work included efforts on-site by senior members of our firm working closely with City personnel. We understood the City's desire that the various operations of the City be managed in an efficient and effective manner at all times, particularly considering the public sector environment, which scrutinizes the activities of the City on an ongoing basis.

We believe that an organizational and staffing analysis should not be merely a snapshot of one point in time nor should it be a laboriously documented analysis of each method and procedure. Simply stated, an organizational and staffing analysis should consist of thorough examination of the City management system and processes—the activities of organizing, planning, budgeting, scheduling and controlling available resources to achieve the objectives. We were interested in historical performance results only as an indication of the effectiveness and capabilities of the City's systems and resources. The focus of our overall study was on access to the existing management processes in

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terms of indicated future performance. Our role was to bring our experience and expertise to bear on the management processes of the City and to serve as a catalyst for improvement.

C. General Comments

The issues and recommendations, which are contained in this report, reflect upon the organization and management structures, and processes in Geneva, many of which have evolved over a number of years. Overall, the services in Geneva are being provided at a high level with a measure of effectiveness and low costs when compared to other cities. With strong management leadership and a sense of priority and purpose from the Mayor, Council and City Administrator, the study team believes that best practices for local governments are predicated on following performance principles:

- *city and department planning should be strategic,*
- *performance at the employee, work unit, or department level will be measured,*
- *budgeting must be fiscally sound and results-oriented, not spending oriented,*
- *management and supervisory activities must be results-driven.*

This process begins with clearly articulated goals on an annual basis from the Mayor and City Council, an action plan and goals refinement by the City Administrator, a work and action plan by each department head with expected outcomes, and the development of performance expectations for each work unit. Geneva has put all of these elements of strategic planning into place for their organization.

II. THINKING AND ACTING STRATEGICALLY: PLANNING & GOAL SETTING

A. General

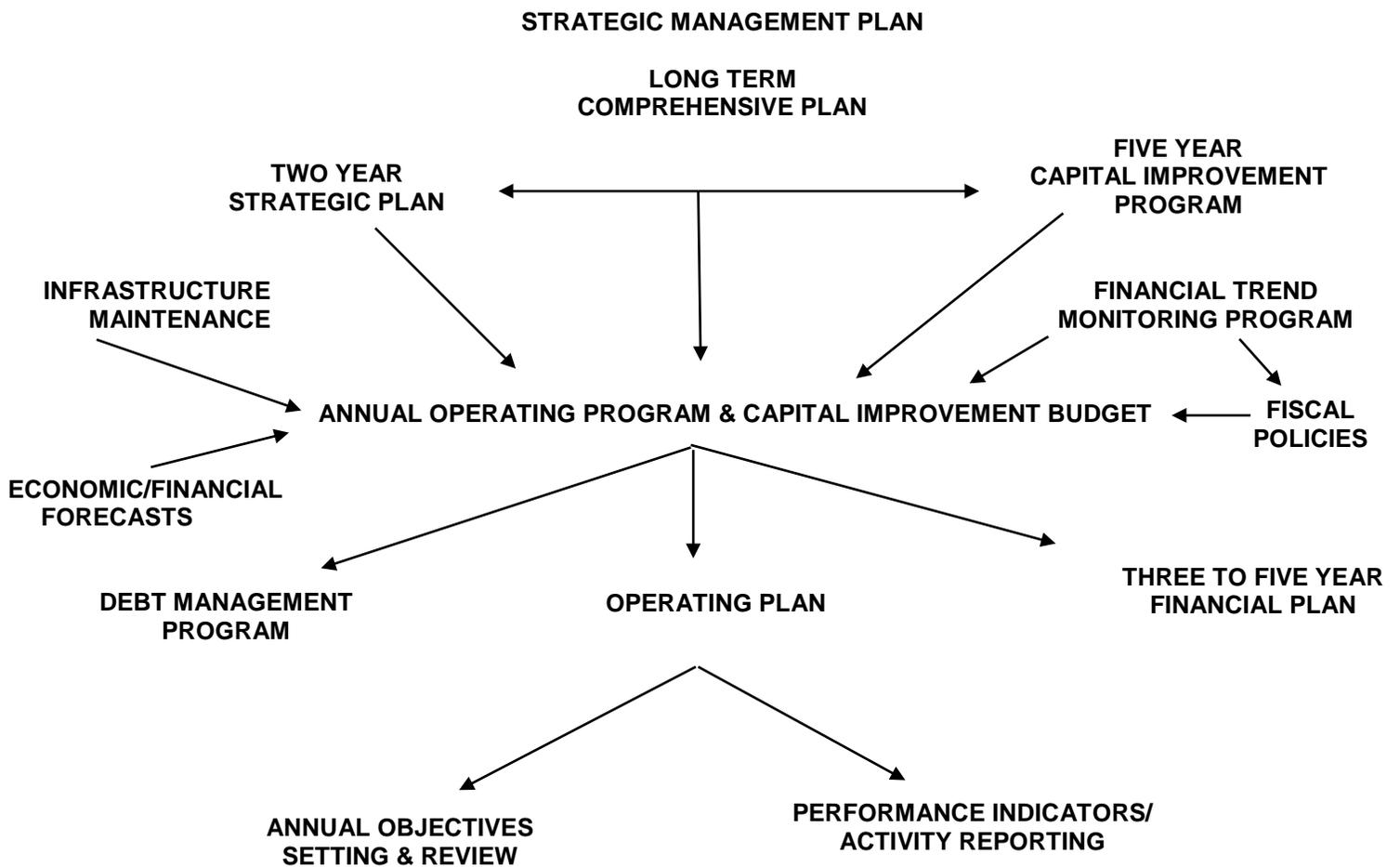
The planning and goal/objective setting process is the focal point for governance and management in an organization. The final responsibility for this process lies in the hands of the governing body with substantial involvement by the upper level management of the City. The City Administrator serves as the organizer and facilitator of this “strategic management” process and the elected officials are the decision makers. This strategy is an effective tool for establishing the planning stage and plan execution environment necessary to operate a modern/cutting edge city. An effective strategic planning process sets the standards for achievements.

Strategic management is a process that includes conceptualizing a mission and setting goals, analyzing key factors in the internal and the external environment (e.g., opportunities, threats, strengths and weaknesses), developing strategies, and developing and implementing action plans. These actions are sometimes known as developing a mission statement or organizational philosophy, strategic planning, goal setting or action planning.

A strategic (long-term) planning and goal oriented leadership approach on an annual or biannual basis by the Mayor and Council enables the City’s chief administrator and management team to confront present and future problems. By employing a strategic approach to goals and priorities, reflective discussions on policy choices and governing philosophies and goals allow management to plan practical, but visionary results for the future. Strategic management entails utilizing strategic planning methodologies. Numerous studies have shown that organizations that plan are more likely to succeed, and organizations that do not plan either produce less than desirable results or fail. With today’s economic uncertainty, the need for planning has never been greater.

The complexities of running the business of government eliminate the possibility of operating successfully by chance. Strategic planning establishes a road map for achieving the goals of the City. Strategic Planning uses many of the planning tools already in place by integrating them together into a comprehensive process for strategic planning. The strategic management plan below summarizes the needs of a city organization.

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Geneva is one of few cities that have totally embraced the overall strategic planning process in its entirety. The City has a Comprehensive Plan which was adopted by the City Council in April of 2003. There have been sub-area plans adopted for the Downtown/Station Area and the Southeast Area recently. The City is using the long term planning process as an integral part of their governance process. In 2007, the City Council adopted a Strategic Plan 2017, which identified the vision of the City government and prioritized service objectives and service delivery levels that mesh with the overall vision of the City's near and long-term future. The Plan articulates the policy direction of the City in a comprehensive and clear manner. This Strategic Plan has been updated annually and becomes the base for the development of the annual budget process. The goals applicable to each department are shown in the budget document in the departmental section with clearly articulated goals for the upcoming year. The goals are then incorporated into the department objectives for the year. The City is initiating its first Five Year

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Capital Improvement Plan (CIP) which it anticipates having completed in 2013. The Five Year CIP should be updated annually and used to project operating costs into the future. The City does Financial Trend Monitoring as a supplement to its annual Finance Report and has a well thought out and comprehensive set of fiscal policies for the financial management of the City operations and budget development. The City monitors and reviews the economic forecasts in the external economy to assess its impact on the creation of the annual budget document. The annual budget of the City includes all of the information mentioned above to create a document that reflects the policy direction of the City's elected officials. The Budget document is understandable and readable by a layperson in the first sixty pages. The narrative clearly lays out the overall financial picture of the City and the financial policies. The debt financing principles of the City are described in some detail.

The Budget document adopted by the policy makers becomes the base for the annual operating plan of the City administrative staff. The administrative staff does a two to three year projection of the financial status of the City in order to anticipate financial challenges in the near future. The goals and objectives in the Budget become the base for setting annual objectives for City departments and employees on an annual basis. The performance review processes of employees are based on these goals set by the elected officials and become part of the annual evaluation of performance. The City provides an Annual Report for the City Council and the public on the status of the City and goals adopted in the Budget as well as quarterly reports on the Goals Status. The City Administrator provides weekly reports to the elected officials on the activities in the City which includes status reports on the major objectives established by the policy making body. These reports are informative and prevent any surprises for the policy makers into the future. The City of Geneva does an excellent job of using the policy maker's strategic plan for guiding all aspects of the administrative process from budgets to performance reviews.

Recommendation

The recommendation resulting from the study team's analysis of the City's current Long-Term Planning/Goal-Objective Setting is as follows:

1. The City has initiated a Five Year CIP in 2012. It is recommended that the CIP become an annual process to assess and plan for the longer term capital needs of the City. This planning also helps to project the debt management of the City into the future and should be used to project the two to three year financial plan that the City currently undertakes.

III. ORGANIZATION AND MANAGEMENT STRUCTURE

The City of Geneva operates under the Mayor-Council form of government (Illinois Municipal Code – 65 Article 6) with an appointed administrator. Title 1, Chapter 6 of the Geneva Code (Municipal Officers and Employees) describes the appointment authority of the various officers. The Mayor, with the advice and consent of the City Council, is responsible for the appointment of all officers other than elective officers. This provides the Mayor the authority to appoint all department heads for terms ending on May 1 of each year. The City Administrator supervises and coordinates the activities of all departments. In addition, the City Administrator has the responsibility for recommending appointments of all City department heads and assisting the Mayor in their annual performance review. The City Administrator serves as the budget officer of the City.

The City has adopted a customer friendly philosophy which emphasizes service to the community as the first priority. The Mission and Vision Statement adopted by the City Council states that:

Mission Statement

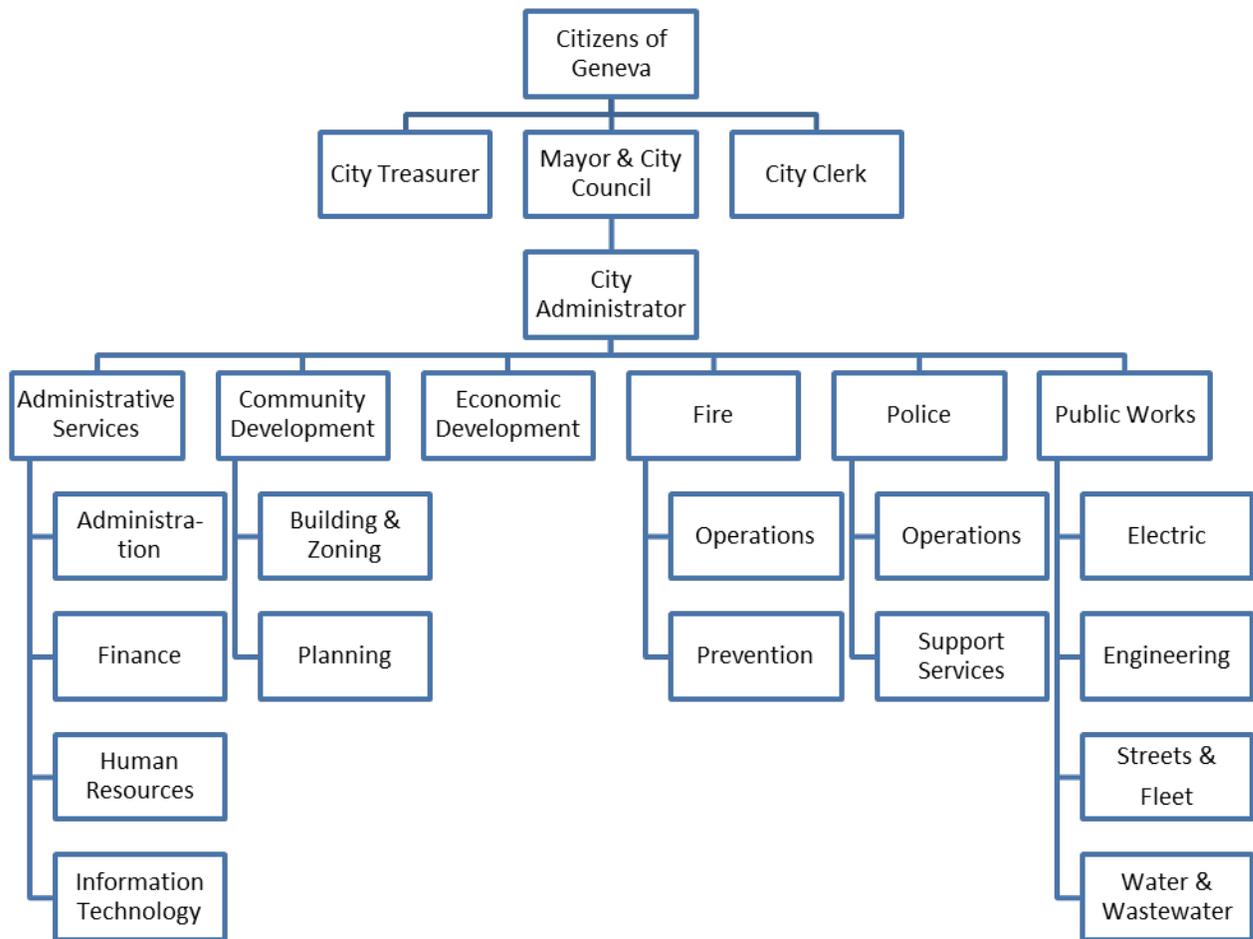
The City of Geneva, through its elected and appointed officials, employees and volunteers, provides quality public services and promotes the health, safety, and welfare of our residents, businesses and visitors in the most cost-effective manner. In doing so, the City will respect the past, respond to current concerns and plan for the future, while keeping with the historical character and heritage of the community.

Vision Statement

The City of Geneva's vision is to maintain and enhance the downtown business district, implement a long-term plan for open space restoration, and maintain and expand the City's infrastructure to support existing and future development. The City will also continue to provide high level services to maintain and enhance the historic integrity of the community.

The City administrative functions should and do reflect these values and are very service-oriented and not control-oriented, as is the case in some communities. The present administrative organization for the City of Geneva is illustrated in the Exhibit below.

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We believe that it is appropriate to discuss the rationale and criteria, which are used in developing organization structures. This is important because there is no one organization chart that is the perfect structure for a City. The organizational structure must reflect the legal restrictions of state statutes, the needs of the organization, the uniqueness of the community, and the characteristics and operating style of the City Administrator as hired and retained by the Mayor and City Council.

- **First**, the City Administrator is the chief administrative officer of the City with all the commitments of that position, both internal in the organization and external to the community. The chief administrative officer is responsible to the organization for leadership and strategic management.

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The position is also responsible for providing support to the Mayor and City Council in their roles of leadership in the community and policy-making for the organization. These roles require significant time availability on the City Administrator's part in order to fulfill them properly.

- **Second**, in order to operate as effectively and efficiently as possible, the organization structure must reflect and support the City Administrator's management style. If the top-level management of the City have differing management styles and philosophies, a mixed message will be communicated to the organization rather than the clear message necessary to carry out the City's service delivery within the organizational philosophy.

- **Third**, there are four major groups that place significant time demands on the City Administrator. These are the Mayor and City Council, the community at large, the City's management team, and the remainder of the City organization. The proper amount of response and direction needs to be given to these groups if leadership is to be provided by the Administrator.

One task in the performance of our engagement was to assess and reflect upon the most effective management organization to ensure the most efficient staffing. There are a wide variety of management styles in chief administrative officers (CAO) in municipal organizations. The Geneva City Administrator's desired style could best be described as results oriented, participative, and people-oriented. The City Administrator is results oriented with people skills that are supplemented by the role of the Assistant City Administrator due to time constraints. A participative and people-oriented style is more likely to involve others in decision-making and problem-solving in order to achieve ownership of the issues by parties and ultimately support of the decisions. This style is critical in service organizations that value people input. The other aspect of this style is that it requires a time commitment on the part of the City Administrator and Assistant City Administrator much greater than less participative styles.

In reviewing the organizational structure for the City of Geneva which has a streamlined senior management group, several criteria were reviewed and assessed regarding the current management structure. First, wherever possible, the organization should not add an additional level of management within the City. Second, routine day-to-day management decisions should be delegated to the Assistant City Administrator and department heads. Geneva appears to operate with the

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appropriate level of management. The roles of the City Administrator and Assistant City Administrator complement each other to provide for the results orientation with participation and involvement.

The Mayor and City Council of the City of Geneva currently directly appoint the City Administrator, the department heads, and various boards and commissions. In general, it is our observation that municipal organizations operate best when the Mayor and City Council deal within the realm of policy-making and the City Administrator deals within the realm of management issues as outlined in the previous section. There is, and will be, an overlap of policy-making and management due to the nature of the governance and management process, which requires that a close team effort be established between the parties involved in the respective processes. However, those issues which are clearly administrative or an integral part of achieving managerial goals should be responsive to the City Administrator. This frees the Mayor and City Council to focus on setting the vision and goals for the community as well as establishing the target issues consistent with those goals, and to measure management's progress towards those goals.

The City Administrator must be given the necessary resources to achieve those goals and should be expected to manage all administrative functions with efficiency and economy. Assignment of responsibilities, delegation of authority, and allocation of resources are among the most important responsibilities of the Administrator. If all of the administrative functions of the City within the organization are reporting to the City Administrator, he/she can perform these activities to the benefit of the entire organization and should be held accountable for them. But accountability must be accompanied by responsibility for the functions.

Geneva's current organization structure would meet these guidelines best if the Mayor and City Council appointed the City Administrator and left the appointment of the other administrative officers to the City Administrator. The current Municipal Code section does provide for the City Administrator to make recommendations concerning the appointments of all department heads. However, state statutes require that giving the City Administrator the appointment authority be done by referendum. Therefore the current arrangement where the City Administrator makes recommendations on the department head appointments addresses the major share of these issues.

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The current style of the City Administrator which emphasizes results orientation and team orientation works well for the City organization.

The City department organization chart meets the needs of the City of Geneva well. However, in some cities, the Economic Development responsibilities are a division of the Community Development Department. The Geneva Economic Development Department provides a wide range of services beyond the scope found in most cities. They take on roles frequently provided by non-profit associations in the city. Due to these responsibilities, the separate Department of Economic Development is justified in Geneva.

Recommendation

The recommendation resulting from the study team's analysis of the City's current Organization and Management Structure as follows:

1. The City Code of Ordinances for the Administration section is not in tune with the current administrative organizational arrangement and needs to be updated. For example, the code shows the Mayor appointing division heads in the Public Works and Community Development Departments. That is not the case in practice. Terms of office for appointed department heads are for one year and that should be amended to make them at-will employees appointed for the term of the Mayor rather than one year appointments. In most cities in the United States, department head appointments are indefinite but Illinois restricts the appointment term to the term of the Mayor.

IV. LEVEL OF STAFFING COMPARISON AND WORKLOAD MEASUREMENT

Each community, through its elected representatives, must determine whether the services provided by the City are in concert with the needs and desires of its citizens while conserving taxpayer dollars. An effective organization benefits from having a means of evaluating its existing cost of providing services and distribution of work required to provide those services. This information provides management with the necessary tools to help make decisions relating to allocation of resources within the organization.

The study team was able to review staffing levels in various operations of the City to a sampling of twelve other cities in the area of similar size. This analysis was limited to cities between 16,816 and 37,973. A more detailed chart of the results is shown in the Appendix. A summary exhibit is shown on the following page. The compilation in the exhibit illustrates the average number of employees per 1,000 population in the twelve cities multiplied times the population of Geneva in order to make it comparable to Geneva. Overall, the City of Geneva has 2.7 less employees when compared to other cities for the same services provided in Geneva. If all services are included, Geneva has 30.1 less employees but in Geneva, the Parks and Recreation programs are provided by a special district and Geneva does not have a golf course, museum or senior center so that comparison is less viable. Other cities also contract out some of the services provided in Geneva directly by the City through its employees. When that is considered, the Geneva staffing level is even lower than the 2.7 positions indicated on the chart below. The only services that appears staffed higher in Geneva are Economic Development and Streets/Fleet/Facilities. As was discussed earlier in this report, the scope of the Economic Development Department services provided by the City is greater than in most cities. Streets/Fleet/Facilities staffing higher than other cities is due to more contracting out of services in those cities. In addition, Geneva provides services in the Downtown District at a high level for public works services. This comparison is one tool to help in the evaluation of efficiency and effectiveness. In Geneva's case, it shows a staffing level for services that is less than comparable cities and reflects well upon the City.

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| Comparative Organizational Profile Data | | | |
|---|--------------|-------------------------------------|--------------|
| | Geneva | 12 Cities per 1000 Population | Differences |
| Organizational Unit | | | |
| City Administrator's Office | 2 | 1.9 | 0.1 |
| Administrative Services | | | |
| Administration | 2.0 | 1.6 | 0.4 |
| Finance | 5.0 | 6.4 | -1.4 |
| Human Resources | 1.4 | 1.7 | -0.3 |
| Information Technology | 2.0 | 2 | 0 |
| Community Development | | | |
| Building & Zoning/Code Enforce | 4.0 | 4.6 | -0.6 |
| Planning/Comm Development | 3.0 | 2.3 | 0.7 |
| Economic Development | 3.0 | 1.3 | 1.7 |
| Public Works | | | |
| Electric | 14.0 | 19.1 | -5.1 |
| Water | 6.9 | 8.8 | -1.9 |
| Wastewater | 9.6 | 9.1 | 0.5 |
| Engineering/Director/GIS | 6.0 | 4.2 | 1.8 |
| Streets & Fleet & Facilities | 19.0 | 14.8 | 4.2 |
| Fire | 21.0 | 25.3 | -4.3 |
| Police | | | |
| Police - Sworn | 36.0 | 34.3 | 1.7 |
| Police - Civilian | 11.4 | 11.6 | -0.2 |
| Sub-Total | 146.3 | 149 | -2.7 |
| Other | | | |
| Parks & Recreation | | 8.3 | -8.3 |
| Fire Paid on Call | 11.0 | 24.4 | -13.4 |
| Golf | | 4.0 | -4 |
| Museum | | 1.2 | -1.2 |
| Senior Center | | 0.5 | -0.5 |
| Total Employees | 157.3 | 187.4 | -30.1 |

** Engineer and GIS positions in other cities were categorized in Public Works if they were actually in the other departments for comparability purposes to Geneva. * Positions are shown as Full Time Equivalent (FTE) by city*

As described in the Planning and Goal Setting section, Geneva undertakes a very comprehensive effort on setting and measuring goals and targets for implementation by the City management and employees. These are effectiveness measures that ensure the policies set by the elected body are implemented by the management and staff of the City. In addition to those measures of effectiveness, another option that cities have begun to utilize are performance measurement comparisons to other cities in order to provide a city some measurable quantitative efficiency criteria to compare itself to other cities. That comparison can create a sense of competing to become the most efficient provider of services. The creation of performance measures can take time initially but is worth the effort when considering the benefits in the longer term. Performance measures are one tool to assess performance and not a final answer to the provision of services. Each performance measure merits analysis when

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compared to other cities. A part of our work efforts in this organizational review was to compare some of the workload/performance indicators in Geneva to other similar cities in order to assess the relative efficiencies of the work force in Geneva. These comparisons are meant to show the value of benchmarking by using performance measures that were fairly easy to obtain from the records in Geneva. They are not necessarily meant to be the performance measures to be used in the future in the City. The median values in the table below were derived from the ICMA Performance Data for 2011 for cities in a comparable population range.

Successful approaches have been employed in other jurisdictions to make performance measurement a priority task that has meaning and utility. Every department should participate in developing performance measures for use by department managers and the City Administrator. This approach develops a cooperative relationship among departments and city leadership. The data collected should emphasize overall outcomes as well as outputs. Some cities and counties even publish performance-measurement quarterly newsletters so everyone can track progress. Some organizational specialists argue that such routine updates can foster a sense of healthy “competition and pride” as they work toward achieving performance targets that will be seen by all in the organization. The performance measurement process for Geneva yielded the following results:

| Geneva Performance Measures | 2013 to Date | 2012 | 2011 |
|---|---------------------|-------------|-------------|
| Sick Leave Hours Used per 1,000 Hours Worked | 17.0 | 19.5 | 18.0 |
| ICMA Median Value | 29.1 | 27.6 | 29.5 |
| Number of Employee Grievances/Appeals per 100 Employees | 0 | 0 | 0 |
| ICMA Median Value | 0.4 | 0.4 | 0.4 |
| Number of Workers' Compensation Claims per 100 FTEs | 8 | 12 | 8 |
| ICMA Median Value | 11.59 | 11.59 | 11.59 |
| Turnover Rates: Total | 0.68% | 10.1% | 3.33% |
| Turnover Rate: Voluntary | .68% | 7.4% | 2.6% |
| Turnover Rate: Involuntary | 0 | 2.7% | .6% |
| ICMA Median Value | 4.26% | 4.26% | 4.26% |
| Traffic Accidents - Law Enforcement Vehicles per 100,000 mile | 0 | .74 | 2.22 |
| ICMA Median Value | 1.21 | 1.21 | 1.21 |
| Total Building Permits Issued per 1,000 Population | 66.66 | 65.08 | 67.50 |
| ICMA Median Value | 36.62 | 36.62 | 36.62 |
| IT Expenditures/Total Jurisdiction Expenditures | 0.10% | 0.10% | 0.10% |
| ICMA Median Value | 0.91% | 0.91% | 0.91% |
| IT Expenditures/Total General Fund Expenditures | 0.49% | 0.43% | 0.40% |
| ICMA Median Value | N/A | N/a | N/A |

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Each of the performance indicators should be reviewed in the context of Geneva’s operations. The purpose of performance measures is to provide insight in how Geneva compares to others and to provide a benchmark to measure against. Overall, Geneva’s operations are more efficient than comparable cities of similar size. Less sick leave is used, there are less grievances, there are fewer worker’s compensation claims, turnover is less (other than 2012 due to retirements), more building permits are issued per 1000 population, and IT expenditures are significantly below the average.

Recommendations: Recommendations relating to performance measurement and benchmarking issues are as follows:

1. There is a need for workload measurements in most of the service activities of the City. These workload measurements should be established under the performance measurement systems. The International City/County Management Association (ICMA) provides an annual report on comparative performance information in the following areas:

- | | |
|------------------------------|--------------------------------|
| * Code Enforcement | * Fire and EMS |
| * Fleet Management | * Police Services |
| * Facilities Management | * Highway and Road Maintenance |
| * Human Resources Management | * Information Technology |
| * Parks and Recreation | * Purchasing |
| * Risk Management | * Refuse and Recycling |

A detailed listing of the comparative performance indicators is available in the ICMA Publication provided to the City. The City of Geneva should commit to measuring itself for performance in areas for which there is easily comparable data.

2. The City should continue its program for evaluating City services compared to the cost of obtaining those services through other mechanisms, including the private sector. This evaluation process heightens the need for efficiency and economy in providing City services as well as providing a base of comparison for those services. The cost of the service along with the quality of the service and the customer service aspects of the service are all integral components of the evaluation. This is a function of the City Administrator in the budget/research effort so that a routine evaluation takes place of each City activity.

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V. EMPLOYEE SURVEY

An employee survey was conducted as part of the organizational study to provide the City with information regarding employee satisfaction and overall perception of City operational methods. It is well recognized that satisfied employees provide a higher level of service with greater efficiency. The City leadership wished to gain insight and opinions regarding the perception among current employees of the City as an employer. The survey was distributed to all employees with instructions and a postage paid envelope to be mailed directly to the consultant. Confidentiality of the respondents was pledged to all participants. Of the surveys distributed, 124 were completed and returned to the consultant for a 75% return rate from the full time employees. This is a high number of returned surveys compared to other cities' results and provides a good validity level to the results of the survey.

The survey covered the areas of personal work experiences, organizational & performance culture, leadership, job satisfaction & working conditions, and some general questions along with an opportunity for additional comments.

Personal Work Experience

In order to assess City employees' opinions on their personal work experiences, the survey asked respondents to rate their level of agreement with the following statements below from the following choices:

- Strongly Agree (SA)
- Somewhat Agree (SWA)
- Neither Agree or Disagree (NAD)
- Somewhat Disagree (SWD)
- Strongly Disagree (SD)

The percentages of responses for each question are shown in the following table with analysis of the survey responses following.

| Questions | SA | SWA | NAD | SWD | SD |
|--|-----|-----|-----|-----|-----|
| The people I work with cooperate to get the job done. | 64% | 26% | 3% | 6% | 1% |
| I am given opportunity to improve skills in my position/grow professionally. | 39% | 29% | 15% | 11% | 6% |
| I have enough information to do my job well. | 42% | 34% | 14% | 10% | 0% |
| I feel encouraged to come up with new/better ways doing things. | 33% | 36% | 14% | 8% | 10% |
| My job makes good use of my skills and abilities. | 49% | 34% | 6% | 5% | 6% |
| My work is challenging and gives me a feeling of personal accomplishment. | 52% | 32% | 10% | 3% | 3% |

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| | | | | | |
|--|-----|-----|-----|-----|----|
| I have sufficient resources in my department to get my job done. | 19% | 40% | 18% | 17% | 6% |
| I like the kind of work I do. | 76% | 20% | 4% | 0% | 0% |
| I recommend the City as a good place to work. | 56% | 24% | 12% | 5% | 2% |
| At times, I feel stressed in the work place.. | 26% | 49% | 10% | 10% | 6% |
| I know how my work relates to the City’s goals. | 39% | 30% | 22% | 6% | 3% |
| The work I do is important. | 86% | 12% | 2% | 1% | 0% |

Findings

In examining the results of the survey, the following results were shown.

- 98% of City employees feel the work they do is important.
- 96% like the kind of work they do.
- 90% feel that the people they work with cooperate to get the job done.
- 84% feel that their work is challenging and gives them a feeling of personal accomplishment
- 83% feel that their job makes good use of their skills and abilities.
- 80% would recommend the City as a good place to work.
- 76% feel they have enough information to do their job well.
- 75% feel stressed at times in the work place.
- 69% know how their work relates to the City’s goals.
- 69% feel encouraged to come up with new/better ways doing things.
- 68% feel that they are given real opportunity to improve skills in their position and grow professionally..
- 59% feel that they have sufficient resources in their department to get their job done

Organizational and Performance Culture

In order to assess City employees’ opinions on organizational and performance culture, the survey asked respondents to rate their level of agreement with each of the following statements using the same scale above. The percentages of responses for each question are shown in the following table with analysis of the survey responses following.

| Questions | SA | SWA | NAD | SWD | SD |
|---|-----|-----|-----|-----|-----|
| My supervisor supports my need to balance work and family issues. | 57% | 24% | 9% | 4% | 6% |
| Products/Services in my unit are improved based on feedback from the public and employees. | 22% | 38% | 25% | 12% | 4% |
| Policies/procedures affecting my work are clearly communicated. | 22% | 38% | 19% | 14% | 10% |
| My immediate supervisor gives me useful feedback regarding my job performance. | 42% | 29% | 6% | 14% | 8% |
| High-performing employees in my department are recognized and rewarded on a timely basis. | 10% | 26% | 29% | 23% | 12% |
| In my department, steps are taken to deal with a poor performer who cannot or will not improve. | 10% | 22% | 30% | 23% | 14% |
| Discussions with my supervisor about my performance are worthwhile. | 40% | 24% | 20% | 10% | 6% |
| Creativity and innovation are rewarded | 15% | 26% | 30% | 15% | 14% |

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Findings

All questions had a majority agreeing with the questions as compared to disagreeing. There was a wider range of responses than in the previous section.

- 81% felt that their supervisor supported their need to balance work and family issues.
- 71% feel that their immediate supervisor gives them useful feedback regarding their job performance. 22% felt that they did not get useful feedback.
- 64% feel that discussions with their supervisor about their performance are worthwhile.
- 60% felt that products and services in their unit were improved based on public and employee feedback.
- 60% felt that policies and procedures affecting their work are clearly communicated. 24% felt that they were not.
- 41% feel that creativity and innovation are rewarded. 29% felt that creativity and innovation are not rewarded.
- 36% felt that high-performing employees in their department are recognized and rewarded on a timely basis. 35% felt that they are not rewarded.
- 32% felt that in their department, steps are taken to deal with a poor performer who cannot or will not improve. 37% felt that steps are not taken to deal with a poor performer.

Leadership

In order to assess City employees' opinions on leadership within the City, the survey asked respondents to rate their level of agreement with each of the following statements using the same scale above. The percentages of responses for each question are shown in the following table with analysis of the survey responses following.

| Questions | SA | SWA | NAD | SWD | SD |
|---|-----|-----|-----|-----|-----|
| I have a high level of respect for the City's senior leaders. | 39% | 26% | 18% | 10% | 8% |
| City elected officials clearly communicate goals and priorities of City. | 14% | 27% | 34% | 17% | 9% |
| Dept managers clearly communicate goals/priorities of City/ depts. | 27% | 34% | 19% | 10% | 10% |
| City departments work well together. | 30% | 39% | 18% | 9% | 3% |
| I have confidence in my manager's ability to do their job. | 53% | 19% | 10% | 6% | 11% |
| Complaints/disputes/grievances are resolved fairly in my dept. | 32% | 24% | 18% | 12% | 14% |
| My supervisor is open to ideas and suggestions. | 45% | 20% | 18% | 6% | 10% |
| My supervisor possesses skills for resolving conflict. | 42% | 22% | 12% | 13% | 11% |
| My supervisor conducts interaction in a professional manner. | 52% | 21% | 14% | 5% | 8% |
| My supervisor provides support to ensure that I perform at high levels of productivity. | 45% | 24% | 14% | 9% | 8% |
| My supervisor acts as a mentor for my professional development. | 35% | 18% | 20% | 10% | 16% |

Findings

In respect to leadership, there was some range of responses.

- 73% feel that their supervisor conducts interaction in a professional manner.
- 72% have confidence in their manager's ability to do their job
- 69% feel that their supervisor provides support for high levels of productivity.

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- 69 % feel that City departments work well together.
- 65% feel that their supervisor is open to ideas and suggestions. 18% feel that their supervisor is not open to ideas and suggestions.
- 64% feel that their supervisor possesses skills for resolving conflict. 25% feel that their supervisor does not possess those skills.
- 65% have a high level of respect for the City’s senior leaders.
- 61% feel that the Department managers clearly communicate the goals and priorities of the City.
- 56% feel that complaints, disputes and grievances are resolved fairly in their department. 26% feel that they are not.
- 53% feel that their supervisor acts a mentor for their professional development.
- 41% feel that City elected officials clearly communicates goals and priorities of City. 26% feel they do not.

Job Satisfaction and Working Conditions

In order to assess City employees’ opinions on job satisfaction within the City, the survey asked respondents to rate their level of satisfaction with each of the following statements using the same scale above. The percentages of responses for each question are shown in the following table with analysis of the survey responses following.

| Questions | SA | SWA | NAD | SWD | SD |
|--|-----|-----|-----|-----|-----|
| How satisfied are you with policies/practices of your leaders? | 17% | 33% | 27% | 11% | 13% |
| Deadlines and expectations within my department are realistic. | 30% | 41% | 18% | 10% | 2% |
| I receive the training I need to perform my job well. | 30% | 38% | 14% | 10% | 8% |
| Discrimination is a problem in my department. | 2% | 2% | 14% | 6% | 75% |
| The City gives recognition for work well done by employees. | 10% | 24% | 36% | 18% | 12% |
| My physical working conditions are good. | 46% | 37% | 13% | 3% | 1% |
| My workload is reasonable. | 30% | 41% | 16% | 10% | 3% |

Findings

The job satisfaction area has one response that merits concern by the City in the near future:

- 83% felt that their physical working conditions are good.
- 83% felt that discrimination was not a problem in their department.
- 71% felt that their workload is reasonable
- 71% felt that the deadlines and expectations within their department are realistic.
- 68% felt that they receive the training they need to perform their job well.
- 50% were satisfied with policies and practices of their leaders. 24% were not.
- Only 34% felt that the City gives recognition for work well done by employees and 30% felt that the City does not give recognition

General Questions

Three general questions for overall operations in the City were asked of the employees. The survey asked respondents to rate their level of satisfaction with each of the following statements with the choices shown below:

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Overall, how satisfied are you with your job?

- Very Satisfied (VS)
- Satisfied (S)
- Neutral (N)
- Unsatisfied (U)
- Very Unsatisfied (VU)

I think the overall quality of work life for the City of Geneva is

- Excellent (E)
- Good (G)
- Fair (F)
- Poor (P)
- Don't Know (DK)

The overall operation of the City is:

- Highly efficient (HE)
- Above average in efficiency (AA)
- Average in efficiency (A)
- Less efficient than most cities (LE)
- Don't know (DK)

Respondents were also provided the opportunity to answer the following three questions with their comments:

What do you like best about your job? About working for Geneva?

What don't you like about your job? About working for Geneva?

What suggestions do you have for improvements in your department? In the City organization?

The percentages of responses for each question are shown in the following table with analysis of the survey responses following.

| Questions | VS | S | N | U | VU |
|--|-----|-----|-----|----|-----|
| Overall, how satisfied are you with your job? | 33% | 54% | 9% | 3% | 1% |
| | E | G | F | P | DK |
| I think the overall quality of work life for the City is | 23% | 61% | 8% | 5% | 3% |
| | HE | AA | A | LE | DK |
| The overall operation of the City is: | 11% | 42% | 34% | 3% | 10% |

Findings

The General questions asked of the employees show a high level of employee responses.

- 87% of employees were satisfied with their job on an overall basis.
- 84% feel that the overall quality of work life for the City was excellent or good.

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- 52% feel that the overall operation of the City is highly or above average in efficiency while 34% feel it is average.

In addition to the questions above, the survey allowed comments on the following three questions:

What do you like best about your job? About working for Geneva?

What don't you like about your job? About working for Geneva?

What suggestions do you have for improvements in your department? In the City organization?

Responses to the first question were overwhelming supportive of their job and the City. Some examples would be "I love my job." "Using my creativity to help solve problems..." "Feeling part of the community." "The 'Family' atmosphere in my department." "I enjoy helping people and giving back to my home town." "Great people to work with and a nice community to work for." Responses to the second two questions varied with only one theme being the need for more respect for employees by elected officials and managers with more communications between all levels in the organization.

Benchmark Analysis

Comparable data on some of the survey questions is available using three independent sources, the International City/County Management Association, the International Personnel Management Association and Saratoga Institute. For those questions that have comparable benchmarks, the Geneva employee responses are compared to that data in the following table.

| Key Findings | City Response | Benchmark |
|---|--------------------|--------------|
| Personal Work Experiences | | |
| I recommend the City as a good place to work | 80% agree | 75 % |
| I like the kind of work I do. | 96% agree | 70 % |
| The work I do is important. | 98% agree | 90 % |
| Organizational and Performance Culture | | |
| In my department, steps are taken to deal with a poor performer who cannot or will not improve. | 35% disagree | 65 %disagree |
| My supervisor supports my need to balance work and family issues. | 81% agree | 45 % |
| Leadership | | |
| I have a high level of respect for City's elected officials. | 65% agree | 50 % |
| Job Satisfaction & Working Conditions | | |
| My physical working conditions are good | 83% agree | 70 % |
| I receive the training I need to perform my job well. | 68% agree | 45 % |
| General Questions | | |
| Overall, how satisfied are you with your job? | 87% satisfied | 65 % |
| I think the overall quality of work life for the City is | 84% excellent/good | 58 % |
| The overall operation of the City is | 53% excellent | 32 % |

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As can be seen on the table above, Geneva ranks consistently higher on all of the benchmark questions.

- Personal Work Experiences –
 - More employees would recommend the City as a place to work (80% to 75%).
 - More employees like the work that they do (96% to 70%) and
 - More employees feel the work they do is important (98% to 90%)
- Organizational and Performance Culture
 - Steps taken to deal with poor performers (35% disagree to 65% disagree)
 - Supervisor supporting the balance of work and family (81% to 45%)
- Leadership
 - Having a high level of respect for the City’s elected officials (65% to 50%)
- Job Satisfaction and Working Conditions
 - Good physical working conditions (83% to 70%)
 - Receive training to perform their job well (68% to 45%)
- General Questions
 - Overall satisfaction with their job (87% to 65%)
 - Overall quality of work life in the City (84% to 58%)
 - Overall operation of the City (53% to 32%)

Findings and Conclusions

The following findings result from the survey:

Finding 1:

The City’s workforce is significantly invested in their employment with the City and committed to the improvement process.

Finding 2:

The City’s employees feel, on the whole, positive about their employment with the City of Geneva.

Finding 3:

The City of Geneva ranks considerably well when compared to benchmark data of other cities.

Finding 4:

While 34% of the employees responding felt that the City recognized their work efforts, 30% disagreed. Previous to the current fiscal downturn for cities including Geneva, the City had an annual employee recognition dinner and an employee picnic which were eliminated from the budget due to financial shortages. The City continues their ABCD (Above and Beyond the Call of Duty) program to reward employees for their outstanding work efforts. In the future, as the financial conditions improve, the City could renew efforts to provide recognition for the efforts of the employees and ensure feedback to employees on their performance.

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Finding 5:

While 68% of the employees felt that they received the training needed to perform their job well, additional training opportunities would benefit the City especially in the area of performance feedback for supervisory personnel and continuation of the recent training to deal with conflict resolution.

Finding 6:

There is sense of lack of communication in the organization amongst a small percentage of employees providing commentary and feedback. The City would benefit from a professional communications officer to help to address this issue.

Finding 7:

While 32% of employees felt that steps are taken to deal with poor performers, 37% feel that steps are not taken. Similarly, 26% of employees feel that complaints, disputes and grievances are not resolved fairly in their departments. Supervisory training to emphasize the need to address this matter would be beneficial.

VI. ANALYSIS

The primary service delivery arms of the City of Geneva are its operating departments. For these departments, their performance and delivery of essential services depends on the artful, skilled, and effective management of two critical resources in their respective professional disciplines: human assets and financial resources. In order to provide high quality services to the public, Geneva's department managers must work with elected leadership, the City Administrator, and each other to balance the three essential elements of modern public administration:

- Effectiveness— getting the right things done
- Efficiency— accomplishing them in the right ways
- Economy— limiting the use of scarce resources.

Balancing these three concerns requires a coordinated policy implementation and management approach. The organizational and management challenge for a city like Geneva that seeks to improve performance levels is to create a balance in the city organization between the most effective use of its human and financial resources and the attainment of the Council's stated service level and program goals.

In addition to the activities discussed in the previous sections of this report, the consultant team also interviewed around fifty employees of the City of Geneva at all levels in the organization. The interviews provided the consulting team with insights on the organization that supplemented the findings described in the previous sections. The consulting team included two former city managers/administrators, a former Fire Chief, a former Police Chief, and an information technology specialist. The observations and recommendations in this report are based on their experience and expertise in these fields. In this section, general observations and recommendations of the consultant will be outlined on the Geneva organization.

A. General Observations

Geneva is a well-organized and managed municipal organization. The organizational structure meets the needs of the operations of the City as discussed in Section III of this report. The overall strategic planning process is one of the more sophisticated and organized processes in local governments as discussed in Section II of this report. The current staffing of the operating units is comparable to other cities and if anything is less than needed for the level of services outlined as desired by the Geneva citizens. It is the professional opinion of the consulting team that Geneva is staffed at a level below that needed for the service levels desired by the City.

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The level of cooperation and interaction between the departments in the City is above average. The City Administrator has reached out to department heads to achieve this cooperation. She pushes for communications and teamwork between them all. She sets high expectations for cooperation. There is some silo mentality in the operations but it has been reduced significantly over the past five years. Some say it is the “best management team ever”. The various departments feel that the cooperation is very good. Overall, the employees feel there is a free flow of information. The semi-monthly staff meetings of department heads keep everyone informed and involved in decision making. The semi-monthly development team (made up of representatives from all departments involved in new developments in the City) has been very beneficial in keeping everyone in the information chain on developments in the City. The organization should continue their management development and team building effort to further develop the current management team culture as one of cooperation, innovation, support and action-oriented results. There is some need for more outreach for interdepartmental cooperation. For example, the Building Division does have some timeliness issues with getting responses from the Engineering Division of Public Works.

The employees of Geneva like their jobs and feel that what they do is important by a large majority (96% and 98%). During our interviews with employees, it was frequently mentioned that the individuals like the interaction with citizens, that there is a good team in the City organization, that it is a fun place to work, that they like the daily challenges and opportunities, they like being able to be creative and find innovative ways to do things, that they love the community, that they like seeing tangible success, that they see a pride in the community and that they love their jobs. Employees who enjoy their jobs are more efficient and effective employees for an organization.

To further develop this organizational culture, we suggest that team-building sessions be held on the following topics:

- Relationships between the management team and the Mayor/City Council – it is important for the elected officials and the management team have a good working relationship with respect and appreciation for the efforts and roles of each group. There is a concern among many employees that the level of respect by the elected officials of the staff is low. That creates tensions that need to be reduced for effective and efficient staffing of city services.
- Building the capacity of department heads as team members – the building of a team is an ongoing process and needs time and resources for its continual development.

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- Conflict management and resolution – conflict exists in every organization; a successful organization develops skills to deal with conflict and prevent it from becoming personal confrontation. The continuation on a regular basis of the recent team building sessions on dealing with conflict can provide management and supervisory staff skills that enhance the organizational operations.
- Team building between departmental employees - the lateral relationships in an organization are as important if not more important than the hierarchical relationships. Developing relationships that strengthen the cooperation and cooperation between employees who rely on each other for their responsibilities would benefit the entire organization.

The Personnel Policy Manual for the City is up to date and comprehensive to inform all employees of the policies of the City in regard to employment, health and safety issues, compensation guidelines, leave/time off, benefits, termination of employment issues, discipline and grievance matters, and general policies such as political activity, internet usage, use of city owned equipment, and conflicts of interest. Employee job descriptions are kept up to date and the employee classification plan lays out the classification and salary ranges for employees clearly. The economic strain on the City has not allowed for regular salary increases which have caused some tension amongst employees. The performance appraisal forms are easy to utilize and are done on a regular annual basis with semi-annual reviews.

The Administrative Policy Manual for the City consists of administrative policies that have been communicated to the organization by the City Administrator since the beginning of her role as the City Administrator in 2008. It covers many topics covered in a Policy Manual in cities. The document should be updated to a general Administrative Policy Manual and updated on a routine basis as the need exists.

B. Recommendations for Improvements in the City Organization

General

1. The City would benefit from the hiring of a Chief Communication Officer since they do web site updates, weekly emails to citizens, quarterly newsletter, etc. The communications function could be focused and made even more professional. Now it is divided up amongst various people in different departments. The creation of this position could also address the

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- concern by a few employees that there is not an adequate level of communications within the city, between departments and between management and employees. The Economic Development Department has a 19 hour/week employee who does the communications marketing role for that activity. It might be possible to combine that part time position into a full time city wide position. Creating a Chief Communications Officer would also relieve the Informational Technology personnel from their efforts in this area and provide more time for the IT activities.
2. There is no central purchasing operation in the City. Each department does their own. A central purchasing system has been recommended in the annual audit of the City's financial records but has not been implemented due to lack of funding. There could be savings by having a purchasing role performed for yearly contracts, etc. Only the Electric Division has a purchasing person due to its ability to fund the position. The policy for purchasing of operating supplies should be reviewed and made departmental user friendly. When resources are available, a central purchasing operation for the City should be implemented. This function could be made part of another position if feasible. Another potential is to have a joint purchasing function with surrounding city governments similar to the one with Kane County.
 3. IT improvements are a high priority. A conversion to a new software system is under way now. The old system did not interrelate between department data bases and is very outdated (1998). There needs to be electronic software for use between departments to coordinate projects and efforts like planning/building projects. There is a need for improvements to the GIS system. It is out of date and prevents a lot of time reducing efforts as a result.
 4. Records management still utilizes some paper system methods since the technology system does not make scanning and achieving electronically an easy task. Records management should become a total non-paper system with the new software system in the process of installation. Records need to be accessible to the entire organization on the new system.
 5. There are needs for space in many areas. The old City Hall has been renovated and is a pleasant environment but its limited space has caused the Community Development Department to be spread out over three floors and the Finance Division to be located across the street. The Public Works, Police and Fire Departments are all in separate locations. This creates some interaction challenges. It also inhibits some cross training options for employees.

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6. There is a need for additional time allocation in the Human Resource function in addition to the Manager. Currently, there is a 16 hour every two weeks part time employee who processes the payroll only.
7. **Public Works** - A number of functions in the Public Works Department are either outsourced or handled in conjunction with other municipalities. Annual tree trimming throughout the community is a function that often lends itself to outsourcing and is a service that Geneva may want to consider as finances allow.
8. **Public Works** - The vehicle fleet now has approximately 185 numbered vehicles (up from 119 in 1988). Approximately 43 vehicles are 10 years old or older. Vehicles are replaced as the budget allows. The City should consider establishing a formal vehicle replacement fund that takes into account the life cycle of each vehicle and the cost to replace each vehicle with said costs re-evaluated each year. Some cities have created an equipment replacement fund as an internal services fund that “owns” the equipment in the City and charges annual rental fees to every department based on the life expectancy of the equipment. When the time for the replacement of the equipment comes, funds have been accumulated for the purchase.
9. **Fire** - The training for Paid-on-Call Firefighters could be offered more frequently and on a schedule that fits the needs of the Paid-on-Call Firefighters.
10. **Fire** - The Fire Department should consider the funding of a Battalion Commander and replacing the unfilled firefighter position. In the absence of a Battalion Chief, the Chief Officers rotate on a weekly cycle to provide incident command response both on and off duty. This frequently pulls them away for others obligations and results in a built in delay in response that many times means operations are well under way before a designated command officer is present.
11. **Police** - The Police Department should consider the closure of the records unit/front desk during night time hours as is done in some neighboring communities. That would reduce the need for staffing at those times.

The fiscal constraints of the past four years have required the City to reduce and control expenditures. There has been a cap on salary increases, educational reimbursement expenditures are not paid at this time, and positions have been eliminated or reduced to part-time or interns as vacancies have occurred. The City is below the level of staffing in 2006 at this time. As a result, the city services are not as responsive as in the past and may have reached a tipping point due to the

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fiscal constraints and reductions. Employees are fully occupied time wise in their jobs. There is little excess time allocated to the departments. There are areas which could use additional allocation of resources to accomplish their work load and goals. As the fiscal conditions in the City hopefully improve as the economy recovers from the recession, the City should consider the following enhancement to their services as desired by employees surveyed and interviewed in this process in the following areas and recommended by the consultant:

- Reinstating the employee recognition programs of the past, training efforts, education reimbursements, and other employee oriented efforts.

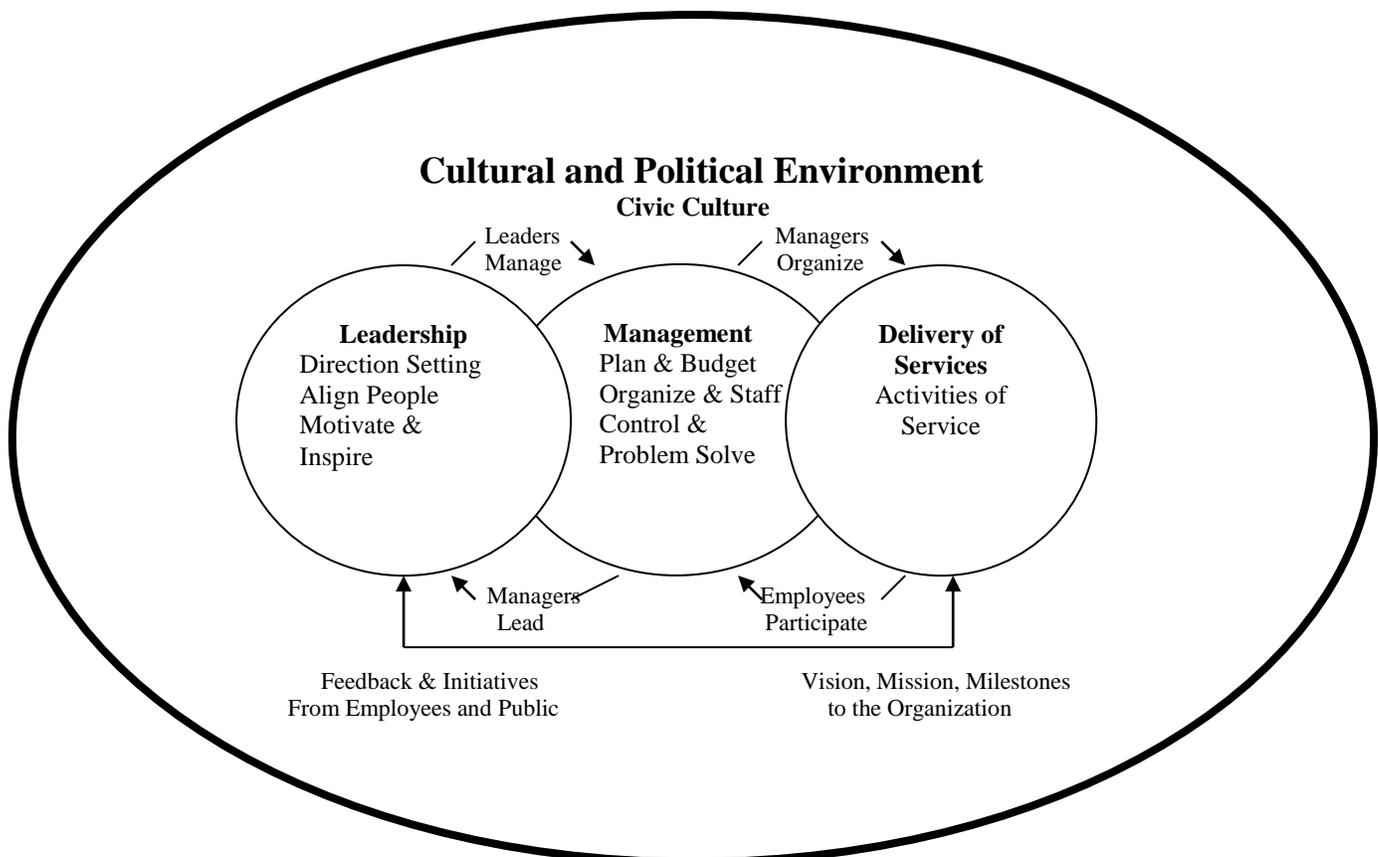
VII. EXECUTIVE SUMMARY

The study team's efforts were focused on gaining an understanding of the present organizational structure and staffing of service delivery/operational approaches of the City, comparing those findings to present day models of similar organizations, and making recommendations for revisions, enhancements, and adjustments where necessary. Geneva offers a high level of city services exceeding those of comparable cities at a cost that is less than comparable cities as is shown in the supplemental report on financial trend analysis comparison. Managing for service delivery in the public sector primarily consists of balancing the three classic concerns of public administration.

- **Effectiveness**—getting the right things done
- **Efficiency**—accomplishing them in the right ways
- **Economy**—limiting the use of scarce resources

Balancing these three concerns requires a coordinated policy analysis and management approach.

The three primary processes or functions that the organization provides relating to leadership and governance, management and service delivery were analyzed in this organization analysis and service delivery review in order to assess the organizational wellness. A brief description of those three functions follows and a graphic depiction is shown below.



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The *governance process* is aimed at providing a direction for the City, which in essence, is a public corporation. It involves policy leaders focusing on the future vision and values of the City and translating this vision into the goals, policy directions and a budget document. Key administrators within the City participate in that governance process.

The *management process* focuses on designing a process for accomplishing the governing board's vision. A key activity in guiding the process design is the development of an organizational philosophy statement which reflects the values and beliefs of how the city should be managed on a daily basis. Geneva's philosophy statement guides every manager and employee.

The *service delivery process* involves people providing services to the citizens or to others internally in the City organization. A departmental philosophy statement guides these activities. A departmental philosophy is influenced by the focused vision and the organization philosophy. It blends together the personal management philosophy of departmental managers and a service philosophy of how services should be provided. The overall soundness of any city's organizational structure and methods is determined by how effectively each of these processes fulfills its function for the city.

A well run city is one in which the three processes of leadership/governance, management and service delivery are linked together. In our organizational analysis and service delivery study, we have reviewed the City in its various roles as outlined above and evaluated the organization to determine and analyze the various elements of wellness. This study evaluated the staffing of the Geneva operations in relationship to the service levels and desires of the community.

Geneva has a high level of leadership/governance and management in their organization. The Mayor and Council provide policy direction and the administrative team provides policy recommendations and good management of the City services. This is reflective in the observations of the consultants as well as the employee survey conducted for the City. In addition, the City provides a high level of services at a lower level of cost than in comparable cities. The recommendations in this report are meant to build upon the current high level of leadership and management and efficient service delivery.

This Summary section will compile the recommendations made in this report into one concise narrative. The justifications for the recommendations are contained in the report on the pages shown in parenthesis at the end of each recommendation.

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Recommendations:

1. It is recommended that the CIP initiated in 2012 become an annual process to assess and plan for the longer term capital needs of the City. (6)
2. The city code for the Administration section is not in tune with the current administrative organizational arrangement and needs to be updated. (11)
3. Each work unit in the organization should identify performance indicators relating to their activity area. The indicators should be monitored on a monthly basis and reported to management. (15)
4. The City should continue its program for evaluating City services compared to the cost of obtaining those services through other mechanisms, including the private sector. The cost of the service along with the quality of the service and the customer service aspects of the service are all integral components of the evaluation. (15)
5. Team building sessions should continue to be held for the following areas (25-26)
 - o Relationships between the management team and the Mayor/City Council
 - o Building the capacity of department heads as team members
 - o Conflict management and resolution
 - o Team building between departmental employees.
6. The Administrative Policy Manual for the City refined in its format and updated regularly. (26)
7. The City would benefit from the hiring of a Chief Communication Officer. The communications function could be focused and made even more professional but would cost funds. Creating a Chief Communications Officer would also relieve the Informational Technology personnel from their efforts in this area and provide more time for the IT activities. (26-27 and Supplemental Report 16)
8. When resources are available, a central purchasing operation for the City should be implemented. (27)
9. There is a need for additional time/personnel allocation in Human Resources. (27)
10. IT improvements are a high priority. A conversion to a new software system is under way now. There needs to be electronic software for use between departments to coordinate projects and efforts like planning/building projects. (27)
11. Records management should become a total non-paper system with the new software system in the process of installation. Records need to be accessible to the entire organization on the new system. (27)

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12. There are needs for space in many areas. The old City Hall has been renovated and is a pleasant environment but its limited space has caused the Community Development Department to be spread out over three floors and the Finance Division to be located across the street. The Public Works, Police and Fire Departments are all in separate locations. This creates some interaction challenges. It also inhibits some cross training options for employees. (27)
13. The City should consider evaluating the cost of outsourcing the annual tree trimming throughout the community. (28)
14. The City should consider establishing a formal vehicle replacement fund that takes into account the life cycle of each vehicle and the cost to replace each vehicle with said costs re-evaluated each year. (28)
15. The training for Paid-on-Call Firefighters could be offered more frequently and on a schedule that fits the needs of the Paid-on-Call Firefighters. (28)
16. The Fire Department should consider the funding of a Battalion Commander and replacing the unfilled firefighter position. (28)
17. The Police Department should consider the closure of the records unit/front desk during night time hours as is done in some neighboring communities. That would reduce the need for staffing at those times. (28)
18. An annual update to the fiscal trend monitoring of ten or more indicators as shown above will help the City evaluate its fiscal trends condition in a more concise manner. (Supplemental Report)

This summary of the recommendations in the report are further described in the sections of the report that they relate to.

| Appendix - Employee Staffing Analysis | | | | | | | | | | | | | | | | |
|---------------------------------------|------------|---------------|--------------|--------------|---------------|------------|------------|--------------|--------------|--------------|---------------|---------------|---------|-----------------|-------------|---------------|
| City | Batavia | Bloomingdale | Glen Elyn | Hanover Park | Hinsdale | Lisle | Oswego | Roselle | South Elgin | St. Charles | West Chicago | Wood Ridge | Average | Average Emp/Pop | Average for | Geneva |
| Population - 2010 Census | 26,045 | 22,018 | 27,450 | 37,973 | 16,816 | 22,390 | 30,355 | 22,763 | 21,985 | 32,974 | 27,086 | 32,971 | 26,736 | 1,000 | 21,495 | 21,495 |
| City Administrator's Office | 2 | 2 | 2.5 | 2 | 2 | 3 | 2.5 | 2.5 | 2 | 3.2 | 1.63 | 3 | 2.4 | 0.09 | 1.9 | 2.0 |
| Administrative Services | | | | | | | | | | | | | | | | |
| Administration | 1.75 | 1.3 | 3 | 1 | 1.4 | 4 | 2.5 | 2 | 1 | 1 | 1.625 | 4 | 2.0 | 0.08 | 1.6 | 2.0 |
| Finance | 6.5 | 7.5 | 8 | 12.5 | 7.03 | 6 | 6 | 6.5 | 5 | 20.6 | 1.63 | 8.25 | 8.0 | 0.30 | 6.4 | 5.0 |
| Human Resources | 2 | 1 | 1.5 | 3.5 | | 1.5 | 2 | | 1 | 5.4 | 0.75 | 2 | 2.1 | 0.08 | 1.7 | 1.4 |
| Information Technology | 2 | 1 | 1 | 3 | 1.7 | 1.5 | | | 1 | 11.6 | 0.5 | 2 | 2.5 | 0.09 | 2.0 | 2.0 |
| Community Development | | | | | | | | | | | | | | | | |
| Building & Zoning/Code Enforcement | 4 | 5 | 6 | 12.5 | 4.5 | 10.5 | 7 | 2.5 | 5 | 6.2 | 1 | 5 | 5.8 | 0.22 | 4.6 | 4.0 |
| Planning/Comm Development | 3.75 | 1.06 | 5 | 2 | 2 | 3.5 | 3 | 2 | 3.15 | 4 | 2 | 3.38 | 2.9 | 0.11 | 2.3 | 3.0 |
| Economic Development | | | | | | | | | | | | | | | | |
| | 0.25 | | 0.75 | | 1 | 1 | 2 | | | 3 | 3.5 | | 1.6 | 0.06 | 1.3 | 3.0 |
| Public Works | | | | | | | | | | | | | | | | |
| Electric | 20.5 | | | | | | | | | 26.9 | | | 23.7 | 0.89 | 19.1 | 14.0 |
| Water | 10.5 | 10.99 | 12 | 8 | 6.75 | | | 4 | 9 | 13 | 22.82 | 11.98 | 10.9 | 0.41 | 8.8 | 6.9 |
| Wastewater | 6.5 | 13.77 | | 9 | | | | 10 | | 17.6 | 14.69 | 7.9 | 11.4 | 0.42 | 9.1 | 9.6 |
| Engineering/Director/GIS | 6.25 | 6 | 7.25 | 4 | 4 | 4.5 | 4.5 | 4 | 1 | 11.5 | 3.185 | 6.75 | 5.2 | 0.20 | 4.2 | 6.0 |
| Streets & Fleet & Facilities | 19.5 | 20.47 | 17.3 | 26.5 | 12.25 | 25 | 20 | 11 | 9.57 | 34.8 | 9.74 | 15.19 | 18.4 | 0.69 | 14.8 | 19.0 |
| Fire | | | | | | | | | | | | | | | | |
| | 23 | | | 36 | 24.3 | | | 23 | | 51.2 | | | 31.5 | 1.18 | 25.3 | 21.0 |
| Police | | | | | | | | | | | | | | | | |
| Police - Sworn | 39 | 45.05 | 43 | 61 | 25 | 39 | 49 | 32 | 32 | 52 | 49 | 46 | 42.7 | 1.60 | 34.3 | 36.0 |
| Police - Civilian | 9.5 | 17.89 | 12.45 | 25 | 8.4 | 15.5 | 13.5 | 16 | 4 | 18.8 | 10 | 22.1 | 14.4 | 0.54 | 11.6 | 11.4 |
| Other | | | | | | | | | | | | | | | | |
| Parks & Recreation | | | 2 | | 20.13 | | | | 8.66 | | | | 10.3 | 0.38 | 8.3 | |
| Fire Paid on Call | 37 | | | 25 | | | | 29 | | | | | 30.3 | 1.13 | 24.4 | 11.0 |
| Golf | | | 5 | | | | | | | | | | 5.0 | 0.19 | 4.0 | |
| Museum | | | | | | | | | | | 1.5 | | 1.5 | 0.06 | 1.2 | |
| Senior Center | | | 0.6 | | | | | | | | | | 0.6 | 0.02 | 0.5 | |
| Total Employees | 194 | 133.03 | 127.1 | 231 | 120.46 | 115 | 112 | 144.5 | 82.38 | 280.8 | 123.57 | 137.55 | 150.1 | 5.61 | 187.5 | 157.3 |