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## City Council Work Session Agenda Memo

Crest Hill, IL

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<b>Meeting Date:</b>	9/23/2024
<b>Name:</b>	Ronald Mentzer, Interim Community & Economic Development Director
<b>Department:</b>	Community Development (the “Department”)
<b>Topic:</b>	Recommended Organizational Structure and Compensation Adjustments in the Community Development Department

### **Purpose of Memo**

This memorandum has been prepared to outline and explain my recommended revisions to the organizational structure of the Community Development Department (the “Department”) and the titles and compensation for certain positions. The goal of these recommendations is to enhance the Department’s ability to perform its most important responsibilities in an efficient and cost-effective manner.

### **Background**

I have functioned as the City’s interim, part-time, Director of Community and Economic Development since the beginning of September 2023. Over the past 12 months, I have acquired a thorough understanding of the Department’s responsibilities, organization, operations, workload, and the abilities and expertise of its staff members. The Department’s primary responsibilities include:

1. Overseeing building permit processing and inspection responsibilities
2. Coordinating the City’s review and processing of proposed new development projects
3. Coordinating Plan Commission and City Council processing of special zoning, sign, annexation, and subdivision applications
4. Leading City economic development efforts
5. Coordinating the City’s long-term land use planning and related policy development efforts
6. Overseeing code enforcement activities involving property maintenance and zoning ordinance compliance issues
7. Co-coordinating the City’s administrative adjudication process with the Police Department
8. Administering the City’s vacant and foreclosed property registration regulations
9. Administering the City’s rental property registration and inspection regulations

I have also been actively involved in the recruitment processes for the City’s full-time Community Development Director, Planner, and Building Inspector positions. I understand the challenges the City has encountered in filling these positions with qualified and experienced individuals. This knowledge combined with my prior 29-year experience as the Community and Economic Development Director for a similar-sized suburban municipality has informed the recommendations presented in this memo.

## **Current Status and Recommended Revisions to the Organizational Structure of the Department**

**Current:** Attached Exhibit A illustrates the current functional organization and status of the seven full-time and one part-time positions currently budgeted for in the Department.

Presently, the full-time Community Development Director, Planner, and both full-time Building Inspector positions are vacant. The City just recently reinitiated the recruitment process for the full-time Community and Economic Development Director position. The City is actively recruiting to refill one of the full-time Building Inspector positions. The City has never recruited for or filled the second full-time Building Inspector position.

Recruitment of the Planner position has been attempted twice over the past year and the results were very disappointing. The applicants who did apply did not have either the qualifications or experience necessary to perform the duties described in the job posting.

In addition, for the past four years the department has consistently utilized the consulting services of Sr. Planner Maura Rigoni of Robinson Engineering to perform specialized, project-related, planning and zoning work for the City. Over the past five months, and at the request of Robinson Engineering, the City has significantly reduced its use of Ms. Rigoni's services by having its existing "in-house" staff and interim employees perform significant elements of the work she had been performing for the City. While this has resulted in a cost savings to the City, it is not sustainable due to the ongoing vacancies that exist in budgeted positions in the Department.

**Recommended:** Attached Exhibit B Illustrates the recommended positions in, and organization of, the Department going forward. These recommendations assume the City will continue its efforts to fill the full-time Community Development Director position and one of the two full-time Building Inspector positions authorized in the FY 24/25 Budget. Exhibit B also illustrates the phased implementation of the following additional recommended organizational changes and compensation adjustments in the Department:

### ***Phase 1 (Next 3 months):***

1. Create a new full-time Permit and Zoning Coordinator position **in place of** the budgeted but vacant and never-staffed, full-time Planner position. A copy of the proposed position description for this position is attached for reference as Exhibit C. As recommended, this would be a mid-level, non-union, non-exempt position that would supervise the department's two Administrative Clerk positions and would have an annual pay range of \$65,000 – \$85,000 which is slightly lower than the Planner position salary range of \$66,950 - \$87,550.

It is further recommended that at the point in time in the future when the individual recruited to fill the Permit and Zoning Coordinator position is no longer able or interested to continue in that role, the City review Community Development Department operations to determine if the position should be refilled or another adjustment to the organization of the Department would be in order.

2. Recruit for and fill the new Permit and Zoning Coordinator position.
3. Revise Chapter 2.94 of the City Code to update the title of the "Community Development Director" position to "Community **and Economic Development** Director". This revision would more accurately reflect the priorities and responsibilities of the position.

4. Update the City's annual employee merit increase system to include the part-time building inspector position(s) and retroactively award a 2024 merit increase to the City's existing part-time Building Inspector if the annual performance evaluation results document performance that exceeds standards.

***Phase 2 (3-6 months):***

1. Replace the second vacant, never staffed, full-time Building Inspector position with a newly created part-time Housing and Code Enforcement Officer position that would be authorized for up to 1,250 hours (approx. 3 days a week) annually at an hourly pay rate consistent with the pay range for the existing part-time Building Inspector (Approximately \$30-35/hr.).
2. Recruit and fill the new part-time Housing and Code Enforcement Officer position.

**Justification and Benefits of Reorganization Recommendations**

**1. Improved Department Organizational Structure**

- a. Under the current structure of the Department, both Administrative Clerks, the Building Commissioner, and the Planner position all directly report to the Community Development Director. Having the Administrative Clerks report to the new Permit and Zoning Coordinator position would better align supervision responsibilities for these "front-line" positions with the mid-level staff position most directly responsible for ensuring "customer" needs and the diverse administrative responsibilities of the Department are effectively and professionally addressed.
- b. The new Permit and Zoning Coordinator position would be responsible for coordinating the processing of "routine" special zoning requests before the Plan Commission and ultimately the City Council. This would include making sure all public notice requirements are satisfied, drafting staff reports, and presenting staff reports to the Plan Commission and City Council.
- c. Having the new Permit and Zoning Coordinator position perform the above responsibilities would allow the future full-time Community Development Director to devote more time and attention to economic development initiatives and the development of important long-term strategic policy for the City.

**2. Enhanced Service Delivery**

- a. Adding additional mid-level administrative staff resources would ensure the City fully implements and utilizes its new web-based administrative adjudication hearing process and foreclosed and vacant property registration platforms. Doing so would enhance customer service and improve the effectiveness of the City's code enforcement efforts.
- b. The City's existing rental property registration and inspection ordinance envisions the City would inspect all rental units in the City once a year. Historically, the Department has focused its limited staff resources on the inspection of those rental units the property owner has notified the City will be occupied by a new tenant. In FY 23/24, the City inspected approximately 7% of the more than 2,200 rental units located in the City of Crest Hill. Adding a new Permit and Zoning Coordinator and a part-time Housing and Code Enforcement Officer position would significantly enhance the Department's ability to ensure all rental units are safe to live in, being properly

maintained, and are not unnecessarily negatively impacting surrounding neighborhoods.

### **3. Budget Benefits**

#### **a. Reduced Expenses:**

- i. *Reduced Department Personnel Budget:* By (i) replacing one of the full-time Building Inspector positions with a new part-time Housing and Code Enforcement Officer position and (ii) filling the recommended new Permit and Zoning Coordinator position in place of the Planner position, the Department's annual personnel-related budget from \$749,133 to \$675,292.
- ii. *Decreased Consultant Expenses:* If approved and staffed, the proposed Permit and Zoning Coordinator position would be responsible for much of the administrative support work the City's consulting Senior Planner historically performed on private development and special zoning approval applications. Since the hourly billing rate of the consulting Sr. Planner is more than three times the hourly rate proposed for the new position, having this administrative support work performed by a Department staff member will result in a material ongoing savings to the City.

#### **b. Increased Revenue:**

- i. With the staff resources recommended in this memo, the Community Development Department would be able to significantly increase the number of rental units it inspects on an annual basis. Increasing the number of rental units inspected annually from 7% to 75% would result in a \$75,000+/- increase in the amount of rental property inspection revenue the City collects annually.

**Recommended Council Action:** Approval of a motion to authorize staff to implement the department reorganization and compensation recommendations outlined in this memo.

**Financial Impact:** As reflected on the Budget Summary spreadsheets for the current and recommended configuration of the Department attached as Exhibits D and E, the City would realize an annual net budget benefit of \$149,440 (\$741,232 - \$591,792) through the full implementation of the Department organizational structure recommendations reflected in this memo.

**Funding Source:** General Fund and increased Rental Registration and Inspection Program Revenue.

**Budgeted Amount:** N/A

**Cost:** N/A

#### **Attachments:**

*Exhibit A:* Current Community Development Dept. Organizational Chart

*Exhibit B:* Recommended Community Development Dept. Organizational Chart

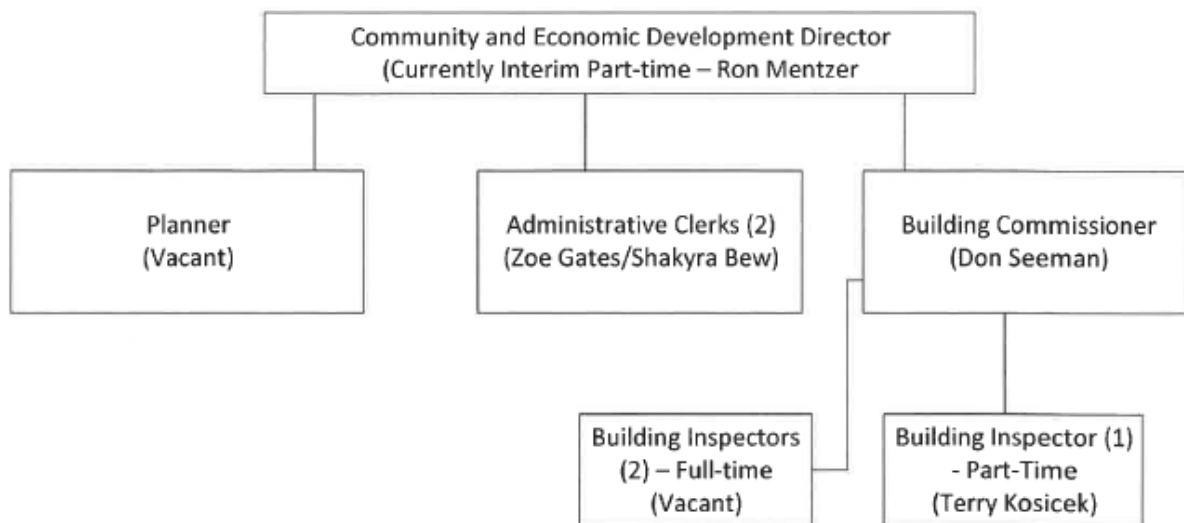
*Exhibit C:* Proposed position description for Permit and Zoning Coordinator position

*Exhibit D:* Budget Summary for Current Dept. Configuration and Service Level

*Exhibit E:* Budget Summary for Recommended Dept. Configuration and Service Level

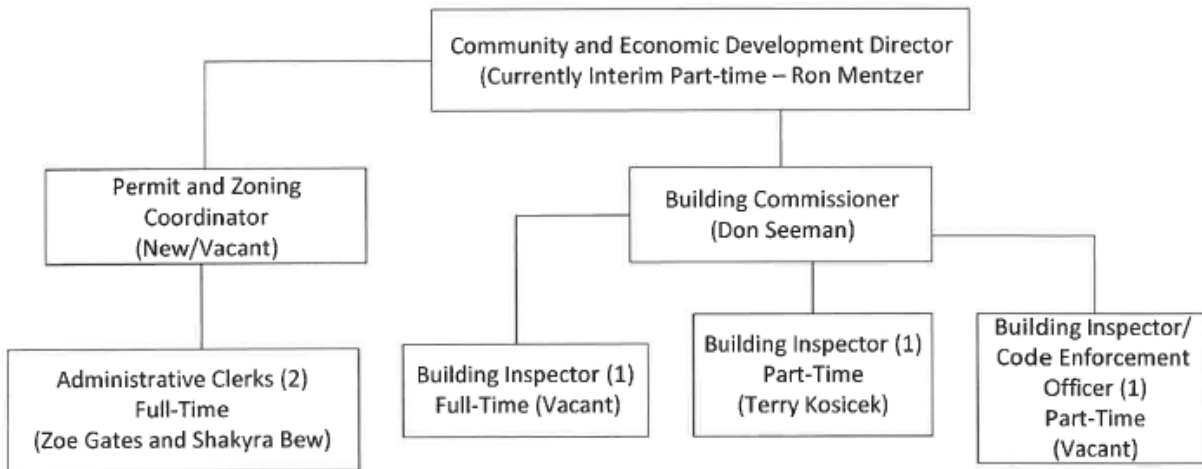
# EXHIBIT A

EXHIBIT A – Current Community Development Dept  
Organizational Chart – 8/16/2024



# EXHIBIT B

EXHIBIT B –Proposed Community Development Dept  
Organizational Chart – 8/16/2024



# EXHIBIT C



**Position:** Permit and Zoning Coordinator  
**Department:** Community Development

**Status:** Non-Exempt  
**Last Updated:** 07/26/2024

## **General Purpose:**

The Permit and Zoning Coordinator plays a key role in assisting residents, business owners, and developers through the City's building permit, inspection, code enforcement, licensing, and special zoning approval processes; coordinates the efficient processing of permit, development, and special zoning approval applications; helps the Department manage change in the community; and supports informed and efficient decision making by City elected, appointed, and staff officials. This position also supports the economic development efforts of the City. It serves as a primary point of contact for questions and customer service needs involving the Community Development Department's core services and responsibilities.

## **Supervision Received:**

The Permit and Zoning Coordinator works under the immediate supervision of the Community and Economic Development Director.

## **Supervision Exercised:**

The Permit and Zoning coordinator supervises two Administrative Clerks.

## **Essential Duties and Responsibilities:**

- Coordinates and attends meetings with residents, businesses, developers, and consultants to explain City zoning regulations and permitting processes.
- Reviews zoning and development applications for completeness and guides applicants through the City's permit application and public hearing processes.
- Composes legal notices, correspondence, memoranda, reports, and other material requiring judgment as to content and attention to accuracy and completeness.
- Presents information at City Council, Workshop, and Plan Commission meetings.
- Coordinates the timely review and processing of building permits, contractor licensing, and special zoning and development applications.
- Performs research, collects data, and assembles reference materials for special projects, policies, procedures, and potential code updates.
- Provides administrative support for the City's Economic Development efforts including processing Façade Improvement Grant Program applications.
- Coordinates administration of the Department's Rental Registration and Inspection and Administrative Adjudication Hearing Program related responsibilities.

- Processes invoices and ensures all required building and development permit application, review, and inspection fees are paid.
- Researches, recommends, and coordinates the implementation of new or updated software and websites that enhance the Department's delivery of core services.
- Oversees organization, maintenance, and efforts to store historical department records digitally and coordinates the posting of updated Department information and Plan Commission application materials on the City's website.
- Coordinates processing of Freedom of Information Act requests involving Community Development Department-related records.
- Supervises and mentors Administrative Clerks including, but not limited to, division of duties, quality of work, scheduling, performance reviews, and disciplinary actions as appropriate.
- Other duties as assigned.

### **Desired Minimum Qualifications**

#### **Education and Experience:**

- Graduation from high school or GED equivalent required.
- Associate's degree preferred.
- At least three years of progressively responsible experience in customer service or administrative support in a government organization, construction or real estate-related business, architectural or engineering consulting firm, or any combination of education and experience sufficient to perform the essential duties and responsibilities of the position.
- Prior experience supervising subordinate employees a plus.

#### **Knowledge, Skills, and Abilities:**

- Excellent customer service skills including the ability and commitment to listen, decipher needs, and provide personalized service and solutions promptly.
- Ability to properly maintain and organize office files and records.
- Knowledge of Microsoft Word, Excel, and Outlook, and the ability to learn other software as needed.
- Ability to communicate effectively and professionally in the English language both verbally and in writing, using complex sentences, proper punctuation, spelling, and grammar.
- Experience with and understanding of municipal government decision processes, zoning regulations, building codes and related permit processes, and code enforcement procedures.
- Ability to apply common sense understanding to carry out detailed instructions, prioritize multiple tasks, and work independently to meet deadlines.
- Ability to enhance relations with coworkers and the public with a professional demeanor, sensitivity, and tactfulness.
- Demonstrate proficiency in everyday operations and minor maintenance of required tools and equipment.
- Ability to acquire and apply thorough knowledge of City and Department policies and procedures.
- Ability to use discretion with sensitive information.

### **Tools and Equipment, Physical Demands, Working Conditions**

#### **Tools and Equipment:**



The following list of tools and equipment is a representative and not necessarily all-inclusive inventory of items needed to successfully perform the essential job duties:

- Telephone, facsimile, photocopier, printer, document scanner, personal computer, calculator, audio/visual equipment, motorized vehicles and equipment.

#### **Physical Demands:**

The physical demands described below are representative of those that must be met by an employee to successfully perform the essential job duties. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential duties.

While performing the duties of this job, the employee is regularly required to sit for extended periods of time, possess average ordinary visual acuity necessary to prepare or inspect documents or operate office equipment, talk, reach with hands and arms, walk, climb and descend stairs, bend, crouch, lift and/or move up to 25 pounds. Frequent and regular movements are required using wrists, hands, and fingers to feel, handle, or operate equipment, tools, or controls. Effective audio-visual discrimination and perception to quickly and accurately make observations, correctly identify red, yellow, and blue, and green, distance and peripheral vision, depth perception and ability to adjust focus is also required. Hearing must be sufficient for average or normal conversations, to understand verbal direction, and to detect abnormal equipment operation and alarms.

#### **Working Conditions:**

Work activities are conducted in a climate-controlled open office environment and noise levels are usually quiet. This position routinely uses standard office equipment including computers, phones, photocopiers, filing cabinets, adding machines, and fax machines. There are no hazardous or significantly unpleasant conditions.

The weekly work schedule is approximately 40 hours in duration, Monday through Friday and may be extended in the event of an emergency, disaster, workload, or the need to complete time-sensitive work. Regular attendance at evening meetings may be required.

#### **Performance Measurements and Selection Guidelines**

- Regularly arrives for work on time prepared to perform duties of the job.
- Adheres to City and Department policies and procedures.
- Sets a standard of excellence in customer service and staff support.
- Consistently produces accurate work and meets deadlines.
- Uses available methods to track ongoing or semi-regular tasks and project deadlines.
- Completes routine or regular tasks without being directed by others.
- Displays composure, friendliness, and respect in the treatment of the public and coworkers.
- Respects the confidential nature of many aspects of the position.
- Adapts to changes in the work environment and manages competing demands.
- Has a thorough knowledge of the Department's policies, procedures, rules, regulations, structure, and operations and uses it appropriately to resolve problems and crises.

An employee in this position is also evaluated upon the general observations of the ability to perform all of the essential responsibilities and duties.

#### **Selection Guidelines:**

Formal application; evaluation of education and experience; oral interview, reference check, background investigation; post-offer medical physical including drug and alcohol screening; job-related tests may also be required.

**Disclaimer:**

The above statements are intended to describe the general nature and level of work being performed by individuals assigned to this job. They are not intended to be an exhaustive list of all responsibilities, duties, and skills required. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

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Department Head signature                      Date

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Employee signature                                      Date

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Department Head printed name

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Employee printed name

# EXHIBIT D

## BUDGET SUMMARY FOR **CURRENT** DEPT. CONFIGURATION AND SERVICE LEVEL

<b>Annual Personnel Related Costs</b>	<b>Salary<sup>(1)</sup></b>	<b>Benefits <sup>(2)</sup></b>	<b>Totals</b>
CD Director	\$120,000	\$36,000	\$156,000
Planner	\$80,000	\$24,000	\$104,000
Bld. Commissioner	\$94,500	\$28,350	\$122,850
F/T Bldg. Inspector	\$71,400	\$21,420	\$92,820
F/T Bld. Inspector	\$70,000	\$21,000	\$91,000
P/T Bld. Inspector <sup>(3)</sup>	\$30,502	\$2,211	\$32,713
Admin. Clerk	\$53,976	\$16,193	\$70,169
Admin. Clerk	\$61,216	\$18,365	\$79,581
<b>TOTAL</b>			<b>\$749,133</b>

<b>Annual Rental Property Inspection Revenue</b>
158 units @ \$50/unit <sup>(4)</sup>
<b>\$7,900</b>

<b>Total Annual Personnel Budget - Offsetting Rental Inspection Revenue=</b>
<b>\$741,233</b>

### Footnotes:

(1) Per former Finance Director L. Banovetz

(2) Total annual benefit costs at 30% of annual salary per Interim Human Resource Mgr.

(3) Part-time employees are not eligible for City benefit package

(4) FY 23/24 Actual

# EXHIBIT E

## BUDGET SUMMARY FOR **RECOMMENDED** DEPT. CONFIGURATION AND SERVICE LEVEL

Annual Personnel Related Costs	Salary <sup>(1)</sup>	Benefits <sup>(4)</sup>	Totals
CD Director	\$120,000	\$36,000	\$156,000
Planner <sup>(2)</sup>	\$0	\$0	\$0
Bld. Commissioner Permit and Zoning Coordinator	\$94,500	\$28,350	\$122,850
F/T Bldg. Inspector	\$68,500	\$20,550	\$89,050
F/T Bld. Inspector <sup>(3)</sup>	\$71,400	\$21,420	\$92,820
P/T Bld. Inspector <sup>(5)</sup>	\$0	\$0	\$0
P/T Housing Inspector <sup>(5)</sup>	\$30,502	\$2,211	\$32,713
Admin. Clerk	\$40,000	\$2,900	\$42,900
Admin. Clerk	\$53,976	\$16,193	\$70,169
Admin. Clerk	\$52,915	\$15,875	\$68,790
		<b>TOTAL</b>	
		<b>L</b>	<b>\$675,292</b>

Annual Rental Property Inspection Revenue
1,670 rental units @ \$50/unit <sup>(6)</sup>
<b>\$83,500</b>

<b>Total Annual Personnel Budget - Offsetting Rental Inspection Revenue=</b>
<b>\$591,792</b>

### Footnotes:

(1) Per former Finance Director L. Banovetz

(2) Assumes creation and filling of Permit and Zoning Coordinator position in lieu of Planner position

(3) Assumes creation and filling of part-time Housing Inspector in lieu of full-time Bld. Insp. position

(4) Total annual benefit costs assumed at 30% of annual salary per Interim Human Resource Mgr.

(5) Part-time employees are not eligible for City benefit package

(6) Projected FY 25/26 post implementation of recommended org. structure adjustments