

Memo

To: Village Council
From: Natalie Dean
CC: Andy, Angie, Andrea, and Mark
Date: January 17, 2013
Re: BIRDIE Recommendation – Consolidation of Reception in Village Hall/Staffing Needed for Special Event Coordination

Upon the announcement of the retirement of Linda Mizell, the Customer Service Representative (CSR) in the Planning & Inspections Department, the Personnel Review Committee requested that I lead a BIRDIE process improvement evaluation to determine if consolidating reception in Village Hall would help to more effectively utilize and allocate staff resources, as well as better align responsibilities.

As a reminder, BIRDIE is a 6-step method utilized to document Village process improvement efforts aimed at helping the Village achieve its mission. The steps involved in the BIRDIE process improvement evaluation are as follows:

- B** Bring the opportunity for improvement forward
- I** Investigate the opportunity
- R** Review potential solutions
- D** Determine the solution
- I** Implement the solution
- E** Evaluate the solution



The team assembled to conduct the evaluation included Natalie Dean, Angie Kantor, Andrea Correll, Mark Wagner, Becky Jensen, Nina Thayer, Linda Mizell, and Angel Smith.

During the investigative stage of the evaluation, the BIRDIE team reviewed the current responsibilities of each of the CSRs in Village Hall (i.e. Linda Mizell in P&I and Nina Thayer at the front desk), key work processes, and associated workloads. The BIRDIE team identified several options for consideration, but in the end **three solutions** rose to the top as the best alternatives for consideration:

1. Consolidate reception and create a full-time Admin CSR not located at the front desk
2. ***Consolidate reception and create a full-time Admin CSR position located at the front desk***
3. Consolidate reception and keep at current staffing levels

Each of these three potential solutions was evaluated thoroughly; we identified the advantages, challenges, ways to overcome the challenges; sought feedback from the departments affected; and considered the customers' perspective.

The final solution recommended is option #2, where reception is consolidated and there are two full-time CSRs located at the front desk in Village Hall who both report to Administration. The two positions would be fully cross-trained and interchangeable to provide backup for one another and a high level of service for our customers. Because the HR Admin Assistant position was originally going to provide the regular backup to the front desk, we recommend reducing this position to part time.

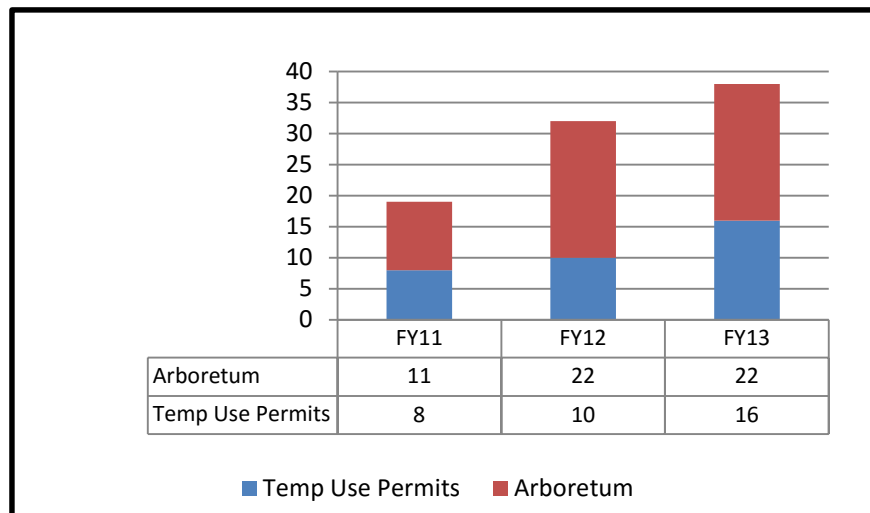
The P&I reception responsibilities we recommend transferring to the front desk include single trade permits, where no review is required, and all cash receipting. The incremental workload that would transfer to the front desk can be reasonably accommodated with another position located there. At present, Nina is at full capacity with P&R registrations/reservations and would not be able to assume the incremental P&I responsibilities without additional help.

Below is a summary of the recommended impact on staffing levels and the annual financial impact of this recommendation, which is a net reduction of .125 FTEs and an annual savings of approximately \$10,800:

Department	# of FTEs	Annual Financial Impact
P& I	(.625)	(\$27,028)
HR	(.500)	(24,005)
Admin	1.00	40,196
Net	(.125)	(\$10,837)

Those duties not transferred to the front desk would be transferred to other P&I staff. In addition, some duties can be absorbed by other P&I staff, assuming the responsibility of coordinating the temporary use permit process is transferred from P&I to the Village’s Events Coordinator (Ashley Hunt).

Shifting responsibility for temporary use permits to the Events Coordinator would streamline the Village’s oversight and coordination of special events and provide the desired level of customer service. This transition has been anticipated, but has not been able to occur due to the limited capacity of the Events Coordinator (who is also serving the role of Fair Barn Coordinator). As shown in the chart below, the Village has seen the demand for Arboretum events double in the last two years and the number of temporary use permits for special events has also doubled during that same time period.



Upon reviewing the workload capacity of the Events Coordinator (in conjunction with the BIRDIE evaluation), management recommends the Village remove the Fair Barn management responsibility from the Events Coordinator position and reinstate the Fair Barn Coordinator position (ADM-7), as previously designed. This will result in a more concentrated focus on coordinating, organizing, and facilitating cultural events in the Village and will also help meet the needs of Fair Barn and Arboretum customers. Coordinating cultural events and Fair Barn/Arboretum events requires several meetings, phone calls, and emails per event due to the nature of the clientele (e.g. “brides to be”) and the event.

The pressures being felt on the Events Coordinator are due not only to the increased number of events, but the timing of them. 45% of the Arboretum rentals are held April – June, which is also the Fair Barn’s busiest wedding and prom season. Including Fair Barn rentals, the Events Coordinator is currently responsible for the coordination of 49 separate events during these 3 months of the year.

Our recommendation is to utilize some of the cost savings from consolidating reception in Village Hall to help fund the segregation of the Events Coordinator from the Fair Barn Coordinator. Our proposal is to move the Events Coordinator position to the Recreation Division of P&R and hire a full time Fair Barn Coordinator who has no responsibilities for Arboretum or special events. Below is a summary of the recommended impact on staffing levels and the annual financial impact, which is an additional 1.0 FTE at the Fair Barn at a net annual cost of approximately \$37,700:

Department	# of FTEs	Annual Financial Impact
P&R	1.0	\$48,560
Savings from VH reception consolidation	(.125)	(10,837)
Net	.875	\$37,723

The estimated impact on the FY 2013 budget for the remainder of this year would be approximately \$15,700.

In summary, consolidated reception in Village Hall, with the P&I entrance permanently closed to the public, should help achieve productivity gains in the P&I department because staff will not have to fill in at the front desk. In addition, it will eliminate the need for HR or Admin staff to provide back-up for the front desk CSR on a regular basis. It will be a more effective utilization of our resources and better align responsibilities with positions. The segregation of the Events Coordinator and Fair Barn Coordinator positions will allow staff to adequately address the needs of our customers who rent the Fair Barn and Arboretum for events and will also allow us to have a more centralized, streamlined process for coordinating cultural events for our residents.

To approve this recommendation, Council will need to approve the Resolution amending the Pay Plan and Position Classification Plan and adopt an Ordinance amending the FY2013 budget. If you have any questions about this recommendation prior to your meeting or would like additional information, please feel free to give me a call.