



City of Moline, IL Staffing and Efficiency Study

GovHR USA

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October 24, 2020



Municipal Functions Included in this Study

- BUILDING DIVISION
- ENGINEERING DIVISION
- HUMAN RESOURCE DIVISION
- INFORMATION TECHNOLOGY DIVISION

Project Understanding

- Identify financial and operational benefits associated with alternative service delivery
- Identify new operating efficiencies
- Recommend "Best" alternative for City of Moline



SUMMARY OF MAJOR FINDINGS AND RECOMMENDATIONS



BUILDING DIVISION

- Consider new building permit software to provide on-line submittals of plans and permit requests
- Review permit charges on a periodic basis to ensure that expenses are captured.
- Complete a “lean” process evaluation and exploit opportunities to enhance efficiencies through technology.
- Pursue opportunities for regional service coordination and collaboration.
- Supplement in-house plan review capabilities with private plan review services.
- Evaluate assignment of the Land Development Manager position in Public Works to determine if the work functions are better suited in Planning or Building Divisions.
- Consider shifting the reporting responsibilities of the Building Division to the Community Development Department.
- Update job descriptions for Building Division positions.



ENGINEERING DIVISION

- Shift Moline to a different service delivery model for Design Engineering, Survey work and some Construction oversight. The timing of the change would have to be considered so that Engineering projects that are planned for 2021 and going forward are not impacted.
- Fill the currently vacant Assistant Director of Public Works/City Engineer position. Key assignments: overseeing the recommendations and to perform contract oversight duties as during transition from in-house to one that relies more heavily on private contractors for design and inspection services.
- Consider reassignment of Property Management Coordinator responsibilities to the Civil Engineer or to the Construction Manager.
- Evaluate feasibility of bridge inspections and bridge maintenance work; consider RFQ to test market
- Update Employee job descriptions



HUMAN RESOURCES DIVISION

- Consolidate City-wide payroll functions within the Finance Department.
- Investigate the acquisition of a more advanced and improved integrated time keeping system.
- Explore the advantages of employee self-serve benefit portal.
- Take advantage of IPMG loss control / risk management services.
- Pursue participation in a public sector cooperative for the acquisition of all employee health/dental insurance services.
- Consider the creation of an Administrative Services Director position to oversee the three major administrative internal service functions of Finance, Human Resources, and Information Technology.



INFORMATION TECHNOLOGY DIVISION

- **Eliminate vacant IT Manager position; Transfer oversight of the IT Division to the Finance Director. Consider Administrative Services Director position to oversee Finance, Human Resources, and Information Technology.**
- **Supplement workload of IT staff, with the use of third-party contractors with specific expertise to assist with special projects and/or specialized applications as needed.**
- **Undertake a comprehensive inventory/assessment of all technology efforts including hardware, software, and applications. In addition, create a multi-year technology investment plan.**
- **Undertake a comprehensive network/system security review.**

Positions Subject to Transition

- **Environmental Health Inspector (vacant)** – Intergovernmental Solution
- **Design Engineers (2)** – Privatize through Project Engineering Approach/Reassign
- **Engineering Technicians (3)** – Privatize through Project Engineering Approach/Reassign
- **Survey Crew (2)** – Privatize through Project Engineering Approach/Reassign
- **Civil Engineer** – Refine/transition away from design to project management, ROW, grants
- **City Engineer** – Hire/redefine activities
- **Land Development Specialist** – Consider transfer of position to Community Dev. Dept.
- **Property Management Coordinator** – Eliminate position. Shift duties to other Engineering staff.
- **Benefits Coordinator** – Reevaluate assignments and duties once relevant HR recommendations are implemented.
- **Risk Management Specialist** - Reevaluate assignments and duties once relevant HR recommendations are implemented.
- **IT Manager (vacant)** – Eliminate position. Supplement efforts of remaining IT staff with specialized contract service providers.

Next Steps?

- **Carefully review and consider the report recommendations.**
- **Staff to develop an implementation plan for each initiative pursued including process & timeline.**
- **Consider reassignment opportunities for any displaced positions.**
- **Pursue collaborative ventures with other municipalities / public entities within the region to enhance productivity, customer service, and cost savings.**