

John J. McLaughlin
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August 29, 1972

Mr. Bateman

Ms. Blanchard ✓

Mr. Craig

Mr. Denton

Mr. Fentress

Mr. Grigsby

Ms. Thompson

Mr. Tucker

Attached is a copy of Jack Denton's
Report on Administrative Expenses.

Very truly yours,


J. J. M.

VILLAGE OF BARRINGTON HILLS
PLANNING STUDY
AUGUST 28, 1972

Comments of J. C. Denton following J. McLaughlin's Outline of June 16, 1972

A. OBJECTIVE (Village Board)

While many more words could be used to express the basic objective of the Village Board, I agree with the basic phrasing and expression provided in the outline. The statement might be even clearer with addition of the word "necessary" as the fourth word of the sentence and simultaneous elimination of the last four words of the sentence. The sentence would then read, "To furnish those necessary community services that the individual citizens cannot economically provide or purchase themselves."

B. In this paragraph the community services are listed. I have no suggested basic additions or reductions to the list.

Item 6 in this list is shown as "Administration of Community Services." While the word administration can reasonably be interpreted to imply "enforcement", I suggest it might be desirable to add the word "enforcement". The sentence might then read, "Administration and enforcement of these community services." The word "these" has also been added to imply that only those community services falling within the starting definition are to be included.

- C. Our estimates of Village administration costs for a short range and long range period as defined in the original outline are attached as Appendix A.

In estimating the attached administrative costs, no provision or coverage has been provided for any supervision or clerical work to be provided solely for the other functional groups listed in Items C.1-5 and being covered in the studies of other trustees. It is recognized, of course, that with the presence of a Village Manager (or equivalent) and the availability of a full-time secretary or staff assistant, certain work for other functional groups would be regularly handled and might reasonably effect some reduction in the costs now estimated by those groups.

Further discussion of the justification and need for the staffing provided within the above estimates are provided in comments under paragraph "E" following.

- D. It appears safe to say that just about every element of the necessary community services to be provided by the Village can be considered for some degree of cooperative handling and/or combined effort with other outside governmental groups. All such consideration to be toward the end of more efficient and more effective operation without losing necessary control of Village expenditures or services provided to the Village residents. The BACOG organization, if properly developed,

might well provide an excellent vehicle for some such collaborative effort such as cooperative purchasing, annual service contract negotiations and access to state and federal government grants. I would guess that strictly as a reflection of our size and limited staff, our efficiency in these areas of effort is somewhat less than larger towns with a full-time staff. It is possible that through a well conceived, joint effort significant improvement could be achieved for all involved.

It is recognized that local pride will frequently result in strongest feelings about maintenance of entirely independent local government. It may often be difficult to justify the extra costs resulting from such pride. Therefore, in my view all elements of local government should be objectively reviewed for possible real net gains through collaboration and cooperation with others.

E. VILLAGE MANAGER

1. DO WE NEED ONE?

Most of the people closely related with the Village government have given a prompt "yes" answer when asked the above question. After some limited study and investigation, I find I share this feeling on the basis of most efficiently providing the needed Village services on a high quality basis.

The operation of the Village government without a Village Manager
of any sort during recent years indicates that with significant
assumptions of administrative duties by members of the Village
Board, a hired manager is not an absolute necessity. Obviously
without such a manager, the quality and cost of the services will
largely reflect the time and effort that can be freely contributed
by individual Board members. This does not provide for best
continuity of effort nor best efficiency.

It is expected that the Village of Barrington Hills would be unable
to afford and equally unable to fully utilize the full-time services
of a top quality administrator. Therefore, to fit the economic
reality of the Village budget and make possible consideration of
a relatively large number of part-time candidates, it is recom-
mended that initially a part-time (approximately half time) manager
be employed. Since there is no prepared job description for the
position nor any definitive outline of proposed responsibilities, it
is expected that a better part of a year would be required of a new
half-time manager to delineate the responsibilities and best use of
time. It is likely that some, or even a good many, of the jobs that
should properly be undertaken by the manager would be responsi-
bilities now handled by other employees of the Village or by members

of the Village Board. Any work on definition of Village Manager responsibilities should, therefore, be broadly discussed with all interested parties in Village government.

In order to make most effective use of a part-time Village Manager and to generally provide most effective service to the Village residents, it is recommended that a full-time secretary or staff assistant be employed. This person could probably handle the basic paperwork of the Police Chief, Village Manager and could additionally be responsible for answering many of the routine phone calls and letter inquiries directed to the Village. This person should provide excellent continuity of effort among all concerned with the Village government.

It would be recommended that the Village Clerk, an elected official, should be assigned the responsibilities normally expected of this elected office, but should not be expected to handle the routine secretarial, phone answering type responsibilities in the Village hall. **WHY NOT?**

- 2 & 3. WHAT OTHER COSTS DOES THIS NEED AUTOMATICALLY INCUR?
- The usual costs of building space, heating, lighting, air conditioning, initial acquisition of office equipment, additional office supplies, all of which are included in the tabulation of Appendix A.

4. WHAT KIND OF A MAN DO WE NEED?

First preferences should be for an early retiree who has had considerable management experience with a background of engineering, manufacturing and/or maintenance work. Retired armed force service personnel might be excellent candidates. We might hope for an initial prospective job term of about five years.

5. HOW DO WE HIRE ONE?

Assign the responsibility for screening and evaluation to one trustee initially and recommend that he work closely with well respected village and city managers in the area. With their help, he would first confirm the job specifications, method of solicitation, compensation and expense provisions, etc., to be submitted to the Village Board for approval and authorization. With this authorization, a committee of three Board members could undertake the search--again soliciting help of city managers and others knowledgeable in the field.

F. WHAT VILLAGE BUILDING FACILITIES DO WE REQUIRE?

It is established that the Village can be operated without any permanent building facilities. It is admitted that the present arrangement is thought to be inefficient, and it is expected that over the long term

efficient management (including some additional personnel) will necessitate acquisition of dedicated building facilities. It is perhaps remotely possible that such space can be found to be existing within the Village limits for rental or lease. It is more likely that such facilities will have to be built for the purpose.

1. SIZE

As the idea of developing a village hall is pursued, extreme care must be taken to control enthusiasm for "extra" space. Preliminary and final planning for a new building would have to have the best attention and cooperative efforts of all trustees.

Without the benefit of consultation with other trustees, it is projected that minimum reasonable initial requirements would be about 1500 square feet based on the following. All square footage below includes pro rata provision for adjacent aisle space.

- | | | |
|-----|--|-------------|
| (a) | Space including private office for Village Manager or equivalent | 200 sq. ft. |
| (b) | Desk and <u>file space</u> for Village Clerk | 160 sq. ft. |

GREAT DEAL NEEDED

(c)	Space for full-time Secretary or Staff Assistant	160 sq. ft.
(d)	Space including private office for Police Chief	200 sq. ft.
(e)	Desk space for daytime police senior officer	160 sq. ft.
(f)	Desk and file space for report writing, etc., of squad units	160 sq. ft.
(g)	Fireproof central vault for records	150 sq. ft.
(h)	Heated inside garage for one "ready" police car	150 sq. ft.
(i)	Rest Rooms	<u>120 sq. ft.</u>
	TOTAL SPACE	1460 sq. ft.

2. Exclusive of the cost of land, it is estimated that a 1500 sq. ft. building of most economical fire-resistant construction can be built for \$70,000 or less, exclusive of land cost but including site improvement, driveways, minimum landscaping, etc. This

estimated cost is based on figures of average cost in 1971 of similar village facilities throughout the U. S. A.

With the above estimated cost and presuming normal depreciation in keeping with IRS provision, it is estimated that the operating cost would be no more than \$8/sq. ft. (today's dollars) or about \$12,000/year or \$1,000/month--and would likely be about \$750/month--or \$6/sq. ft.

Before finally deciding to build office space, the subject of rental space should be further pursued with consideration being given to any secondary buildings such as unused masonry barns, gate houses, garages, etc., that could be easily and reasonably modified to become fully satisfactory for the Village headquarters..

ESTIMATED COST OF
VILLAGE ADMINISTRATION
BARRINGTON HILLS, ILLINOIS

<u>ITEM</u>	<u>ESTIMATED COST/YEAR</u>	
	SHORT TERM (1 to 3 Yrs. Ahead)	LONGER TERM (4 to 10 Years)
Village Manager Compensation	\$12,000	\$13,500
Village Manager Expense Account	1,800	2,400
Village Manager Secretary (or Staff Assistant)	5,000	6,000
<i>Village Clerk Salary?</i>	<i>1,800</i>	
Bldg. Occupancy Cost	9,000	9,000
Supplies, <i>Publishing</i> Postage, etc.	700	800
<i>Telephone expenses</i>	<i>1,000</i>	
Replacement Equipment	200	350
<i>Misc.</i>	<i>600</i>	
TOTAL \$/YR.	\$28,700	\$32,050

700 ← Low
 1,000 ← (1972-6300)
 200 ← (1972-95300)
 600 (1972-508.00)

- NOTES:
1. All above non-inflated - based on present day costs and values
 2. Above does not deliberately include administration costs of functional groups (i. e. Police or Roads). Above staff could however handle some such work.
 3. No credit given above for savings that might be realized in purchases - or contract administration - or new income from grants.

August 28, 1972