



Technical Changes

1. Please compare the vacancy factor against the proposed positions. Does the removal of the vacancy factor offset those? (Gustin)

As noted in the first workshop presentation, the salary vacancy factor was eliminated in the General Fund for 2023. This results in a budget increase of approximately \$1.0 million. Seven of the eight positions requested for 2023 are primarily budgeted in the General Fund at a total value of \$877,000. The elimination of the vacancy factor and the additional positions increase the General Fund budget, and one does not offset the other.

Keeping Naperville Safe

2. What percentage of ambulance transports are Naperville residents versus non-residents? (Gustin)

The majority of ambulance transports are Naperville residents. In 2021, transports were split at 80% residents and 20% non-residents. In 2022, that split remains consistent at 81% residents and 19% non-residents. Per the Municipal Code, residents transported by ambulance are charged the City's ambulance service fee; however, they are not billed for any remaining charges once final payment has been received from a resident's insurance provider(s).

Supporting Effective Government

3. Please provide examples of programming and professional development related to DEI initiatives. What does the \$40K budget represent? (Taylor/Gustin)

Part of the role of the City's first Diversity, Equity, and Inclusion (DEI) Manager is to build the DEI infrastructure from the ground up as well as maintain and refine longer-term practices. Much of the first year was spent in the listening and learning modes, including getting to know Naperville, particularly the city culture, and building relationships. Without infrastructure and relationships, this work cannot succeed. During this initial phase, the DEI Manager met with numerous organizations and held listening sessions with more than 100 community leaders and members to collect thoughts, ideas, and concerns about how people experience Naperville. The approach was inclusive and, therefore, included people and organizations representing the breadth of diversity across our community.

The following provides a summary of the external and internal activities related to DEI and the Human Rights and Fair Housing Commission responsibilities of the DEI Manager. Staff will follow up with a presentation at an upcoming City Council meeting.

EXTERNAL

- Building relationships through meetings with numerous Naperville organizations and individuals
- Meetings, presentations, and committee membership regarding DEI across a significant number of community organizations
 - i.e. Chamber, Rotary Club of Naperville, League of Women Voters, Naperville Women's Club, Naperville Interfaith Leaders Association, Islamic Center of Naperville, North Central College, Collaborative Youth Team, Metropolitan Mayors Caucus, and others
- Created the Youth INclusion Ambassadors and 2022 inclusion banner program
- Participant in District 204 Stakeholder Strategic Planning process over several months
- Worked with the Communications Division and NCTV17 to develop external event branding called *Embrace Naperville* and filmed a video to showcase work done over the first year and explore where the City and its partners are headed. The video can be viewed at naperville.il.us/embracenaperville.
- 2022-23 External Plan developed based upon dialogue and conversations with the community along with action steps
 - Increase DEI awareness across the community through planned activities
 - Develop and use demographic story maps
 - *Embrace Naperville: Empowering Our Mission Through a Year of Learning* Roundtable and Speaker Series
 - Event 1 – Nov. 10, 2022, Keynote – Claire Babineaux-Fontenot, CEO of Feeding America and breakout leader – Nader Najjar, Executive Director of Educational Equity SD 204
 - Event 2 – Spring 2023, Youth Event – under development with a plan to partner with school districts (Youth INclusion Ambassadors of Naperville started last year under the DEI Manager's leadership)
 - Event 3 – May 2023, in partnership with the Library (under development)
 - Event 4 – Summer 2023, partner and event under exploration
 - Continued work with community groups, government partners and committee memberships
 - Post Board and Commission demographics to the City website to encourage interest from all residents
 - Work with Police Chief Jason Arres around the development of a Police Diversity Advisory Committee
 - Expansion of the DEI webpage in conjunction with the Communications Division for community awareness
 - Continuous feedback and evaluation of activities for future improvements

INTERNAL

- Met with over 10% of the organization's employees to listen and discuss the path for DEI in the organization
- Employee Inclusion Survey conducted with a 51% participation rate
- Internal Plan developed based upon survey results with action steps
- Currently completing Town Hall series in partnership with the City Manager sharing survey results in-person with all city staff
- Internal actions now through 2023
 - Address barriers to inclusion in recruitment practices
 - Improve retention and engagement practices to promote inclusion across the organization
 - DEI Manager serving as Project Manager to Emerging Leaders who are engaged in a group project leading to recommendations to affect outcomes in employee engagement
 - Chief Arres and DEI Manager participating in MMC, UIC, and ILCMA pilot project to gain tools and methods specific to municipalities to apply to retention practices and ultimately across other areas of focus
 - Expand employee awareness through increased education
 - i.e. Microaggressions training, fostering inclusion and belonging, and bias training
 - Track progress and identify areas for continuous improvement
 - Continue surveying employees on a variety of topics
- Internal actions from late 2023 through 2024
 - Review citizen survey responses to ensure high levels of service to all residents
 - Review procurement practices to provide increased access to all persons

Human Rights and Fair Housing Commission (HRFHC)

- Complaint forms developed to reflect two prongs of commission responsibilities: human rights and fair housing
- Training completed for new commissioners
- Received, reviewed and investigated formal and informal complaints and presented formal complaints to the commission, notified claimants of commission decisions, etc.
- Prepared agendas, minutes and communications to commission members
- Continuously working with Communications staff to update the outdated HRFHC website

Budget Request

The requested \$40,000 budget will be used for two primary purposes.

- **Speaker fees** for community events are anticipated to be between \$2,500 and \$4,000 per speaker. While some may speak for free (as a courtesy), we can expect that speakers with the level of experience, expertise and draw, such as the first keynote speaker, will require a fee. Dollars may need to be expended for event location space and marketing materials.
- **Employee training** will require the expenditure of dollars. We will utilize outside trainers or have an organization develop training tailored to our workforce. All companies will charge a fee, which varies based on the services provided.

Retaining our Talent

4. Please provide market data on pay scale/rates for comparable communities. (Kelly)

The table below includes data staff used in determining the proposed merit pool increase for 2023. Data is gathered from several sources, including comparable communities, other local municipal and non-municipal governments, the federal government and private sector sources. For those percentages below where the type of increase (cost of living adjustment or merit) is known, this is indicated. The type of increase is not defined in all cases.

Employer	2022 Non-Union Wage Increase	2023 Non-Union Wage Increase
Comparable Communities		
Arlington Heights	2.00% Merit, 2.25% COLA	3.00% COLA
Aurora	2.50% COLA	3.5% COLA, roughly 2% increase for step positions
Elgin	3.00% COLA non-union management	Tentative 3.00% COLA for non-union management
Evanston	2.25% COLA	Proposed 2% COLA, 1.5% Performance-based
Joliet	No Response	
Schaumburg	4.00%	0-7% based on calibrated performance appraisals
Other Illinois Communities		
Algonquin	2.50%	2.50%
Buffalo Grove	3.50%	3.50%
Downers Grove	3.00%	3.00%
Glenview	Up to 10%	Up to 10%
Hanover Park	4.00%	4.00%
Highland Park	1% Merit, 2.5% COLA	1% Merit, 2.5% COLA
Hoffman Estates	4.50%	5.00%
LaGrange	Up to 4.00%	3.50%
Lisle	4.00%	4.00%
Lombard	3.00%	2.00%
Morton Grove	2.50% COLA	2.5% COLA
Rolling Meadows	2.50%	2.00 – 3.00%
Roselle	3.00%	3.00%
St. Charles	2.50%	2.75%
Wheeling	2.75% COLA	3.50% COLA
Wilmette	2.50% COLA	2.75% COLA
Woodridge	3.00% Merit	3.75% Merit
Local Other Government		
DuPage County	2% COLA	4% COLA, 2% merit, one-time inflation adjustment for those making \$55K or less
Will County	2.50 – 3.00%	2.50 – 3.00%
Naperville Park Dist.	1.4% COLA, 2.6% merit pool, plus 3% mid-year adjustment	2% COLA, 3% merit pool

School District 203	4.00%	4.00% (tentative)
School District 204	No Response	
Out of State Municipal		
Fort Collins, CO	4% combined merit/market pool	Overall 7% itemized as below: 0.5% Min wage to bring all staff to a floor of \$15/hr (\$575K/yr); 2.5% Wage adjustment (market); 3.25% Merit pool (performance, equity/compression); 0.75% Pooled enterprise compensation contingency (off-cycle in-range and regrades)
Des Moines, IA	3.50% non-union, 3.25% non-union mgrs/spvrs	3.50% non-union, 3.75% non-union mgrs/spvrs
Cary, NC	4.50% merit	5.00% merit
Plano, TX	3.50% pay increase	not available
Federal		
Federal Government	2.7%	4.6%
Private Sector Sources		
Salary.com/CompAnalyst	3.2%	3.4%
World at Work	4.1%	4.1%
Willis Towers Watson	4.0%	4.1%

Staff would like to take this opportunity to provide additional context around the merit pool discussion of the first workshop; specifically, how the City works to balance annual salary and wage adjustments among its union and non-union employees through its merit recommendations.

Direct comparisons between union and non-union annual adjustments are challenging due to the different components that make up each type of pay plan. The most notable addition to union pay plans is step increases, which provide automatic upward movement through a pay grade in addition to annual cost of living increases. Once a union employee reaches the top step in their collective bargaining agreement, they continue to receive annual cost of living increases in future years plus any other economic incentives, such as longevity bonuses.

By contrast, non-union employees do not have step increases or other economic incentives available to them. The annual merit increase is the only way an employee may move upward through their pay grade absent a promotion.

Union incentives like step plans represent a significant difference in the timing of wage growth when comparing union and non-union employees, particularly in the initial years following hire. The tables below highlight the difference in exponential growth between union/non-union employees. After being hired in 2017, an employee in the four union positions below averages wage growth of 43% over the next five years. By comparison, a non-union employee receiving the approved annual merit increase experiences wage growth of only 14%.

This information is offered to show that a direct comparison between union and non-union pay plans is challenging at best and that the concept of balancing wage adjustments to help with the

recruitment and retention of non-union/union employees factors into merit recommendations. It is not intended to suggest that either plan is flawed.

	2017	2018	2019	2020	2021	2022	% Increase Over 5 Years
	Starting Wage	Step 2	Step 3	Step 4	Step 5	Step 6	
Firefighter/PM	65,637	73,172	77,622	79,950	89,026	94,412	44%
COLA		2%	2%	3%	1%	1%	
Police Officer	70,776	77,877	85,093	94,031	100,214	106,047	50%
COLA		2%	2%	4.25%	1.50%	1.75%	
Water Utility Tech 1	49,816	54,122	58,427	62,920	63,096	66,847	34%
COLA		2.25%	2%	2%	2%	3%	
Equipment Operator	49,398	54,789	58,916	62,977	67,272	69,962	42%
COLA		2.25%	2.25%	2%	2%	4%	

	2017	2018	2019	2020	2021	2022	% Increase Over 5 Years
	Starting Wage	Year 2	Year 3	Year 4	Year 5	Year 6	
Non-Union	50,000	51,125	52,530	54,107	55,189	56,845	14%
Merit		2.25%	2.75%	3.00%	2%	3%	

5. Please provide a list, by department of new position requests alongside a list of existing vacancies within departments. (Gustin)

The following positions are recommended in the 2023 budget:

Department	Recommended Positions
CMO	Assistant to the City Manager
Legal	Deputy City Attorney
Police	Police Sergeant – SRU
Police	Police Sergeant – High Tech Crimes
Police	Records Specialist
TED	Assistant Planner
TED	Project Engineer
DPU-W/WW	Engineering Manager

The current vacancy counts, by department, are listed below:

Department	Vacant Position Count
CMO	1
IT	1

Finance	3
Police	6
Fire	5
TED	1
DPU-E	5
DPU-W/WW	5