

## **Organizational Improvements – Summary**

Fiscal Year 2019-20 marks a year of transition as we strive to responsibly and creatively improve the level of service that the City provides our community. While the economy may ebb and flow, demands for many of our services have continued to grow. Over the past several years, in response to our community's needs, the City has added positions ranging from Emergency Management Coordinator and Management Analyst, to Community Services Officers and Public Works Inspector.

Growing demands have come to require a fresh look at the way in which we have customarily provided services to our residents. This has resulted in a need for reflection as a local government, and a review of the organization to determine more efficient and effective methods of service delivery.

Toward this end, in this Preliminary Budget, we are recommending additional staff resources in the areas of city administration, public works and public safety, to reflect Council's goals and help address growing federal, state and regional demands placed on local governments. Additionally, there are other recommended changes and modifications to personnel within the City through reclassifications of personnel to new positions. And in November of this year, voters will consider a local ballot measure seeking to bring professional support to the role of City Clerk by making this an appointed position with accountability to the City Council and City Manager's Department. These organizational changes are critical as we seek to evolve as a professional organization while providing outstanding services sustainably into the future. These changes are further summarized in the Budget Overview and the Personnel Allocation Summary.

### **Assistant City Manager**

In order to continue providing services that residents have grown to expect of their City government, there is a need to expand the capacity and oversight of operations at the City Manager's Department-level. Establishing the Assistant City Manager classification would provide critical support to the City in reaching its ambitious goals toward its strategic vision, while improving the function of management services by allowing the City Manager to focus on bigger picture initiatives, partnerships and capacity building. The Assistant City Manager will report to the City Manager and will provide support on a broad range of activities including:

- Providing oversight of assigned personnel and operations;
- Evaluating and advising the City Manager on various administrative and operational activities and future needs of the City; and
- Implementing and monitoring success of strategic initiatives.

This position will handle many of the operational and day-to-day issues, while the City Manager will carry the duties of a Chief Executive Officer, providing key strategic planning, leadership, and direction. The ACM will provide direct supervision over major

intradepartmental efforts, lead citywide programs and projects that have City Council and community visibility, and will act as the City Manager in the City Manager's absence.

### **Police Service Officer**

This position would provide administrative support in the property management, crime analysis and criminal intelligence, court processing, and planning functions of the property/evidence unit. A 2013 ICMA assessment of PD property/evidence operations and subsequent report supports this request. Since 2013, there has also been a significant increase in the amount of discovery and Public Records Requests at the Department. Research associated with this work, crime scene evidence collection, and compliance measures associated with items previously listed will be key duties of this position.

### **Assistant Engineers (2)**

Demands on the Public Works Department have increased due to the City's various capital improvement projects, resident requests, private development, and increased demands for supervision and coordination with external agencies and utility companies. With new policies and permitting procedures, there is also a growing need to improve and update the City's systems and protocols.

- (1) Assistant Engineer to be funded by the sale of Proposition A Funds
- (1) Assistant Engineer to be funded with Sewer Funds and Non-General Fund CIP accounts.

### **Public Works Intern (Part-time Temp)**

Additional Public Works intern to perform admin duties as assigned @ 20hr/week, including counter, permitting and customer service.

### **Environmental Programs Manager**

This position will replace one of our existing Environmental Analyst positions. Over the years, the scope of reach and level of expertise demanded of this position has grown. The Environmental Programs Manager classification more closely resembles similar roles in other cities, and is appropriate for the increasing level of complexity across the City's various Environmental projects and initiatives. The position would continue the City Council's goals and vision of providing leadership to Environmental Sustainability and ensuring a more livable, sustainable beach city.

Sample duties:

- Manage specific Capital Improvement Projects to ensure consistency w/ the City's Environmental/Sustainability goals;
- Negotiate and administer contracts with public and private entities;
- Grant procurement and administration; and
- Serve as liaison to external agencies.

### **Senior Recreation Coordinator**

This position will reclassify the current Recreation Coordinator who has been performing various duties of the Senior Recreation Coordinator position since December 16, 2015. The current staff member has been receiving a 10% premium for performing these duties. When the premium expired in the fall of 2016, the former City Manager Tom Bakaly, approved the renewal and advised staff to request a reclassification of the position with the 2017-18 budget since there is a necessity to continue fulfilling these responsibilities. This request has not been approved each year since; therefore, we return at this budget cycle with the duplicate request.

### **Recreation Coordinator (2)**

The first request would reclassify the current Youth Program Coordinator to Recreation Coordinator. The Youth Programs Coordinator job description is too narrowly focused and does not offer the flexibility that would benefit the Department. Reclassifying the position greatly increases the flexibility of assigning job responsibilities to this position, which will allow for effective distribution of the Department's workload.

The second request would reclassify the current Office Assistant to Recreation Coordinator as the current staff person has increasingly taken on additional responsibilities to accommodate the growing workload of the Department as well as the trickle-down effects of the reclassification of various positions as a result of eliminated positions. This position, as currently defined in its job description, is no longer essential in the Department as it was previously and reclassifying it as a Recreation Coordinator would allow the Department to be more strategic and effective while still maintaining the responsibilities of this position.

### **Public Works Admin Assistant (Reclassification from Management Analyst)**

The recent vacancy in the Management Analyst classification in the Public Works department has provided an opportunity to assess current and future needs of the department. Upon further review of the current duties of this position and evolving department needs, the City Manager has requested to revert this position to its previous classification. The Administrative Assistant position will provide staff assistance of a generalized nature, in addition to a focus in areas of specialty such as budget preparation, grants management, and public services. This position will perform general research and data compilation, permit processing, report preparation, and will provide counter assistance and general professional administrative support as assigned. These duties are in line with the Administrative Assistant classification and are performed by staff in this position across City departments. Having a qualified Administrative Assistant on staff would help relieve the Director and his/her small team of engineers from personally performing some of these important tasks, therefore allowing for greater efficiencies within the department.

### **Maintenance II (2)**

Promotional opportunity for City Yard staff for two Maintenance II positions from Maintenance I. The Department currently has four staff in the Maintenance I position.

Public Works has previously been budgeted for the Maintenance II positions but the positions were replaced with Maintenance I positions after one crewmember retired. The second position was filled after a Maintenance II crewmember was promoted to Crew Supervisor.

Several Maintenance I crewmembers have skill levels that far exceed the Maintenance I criteria. In the past, these position would be filled internally through a performance test and oral interview board comprised of neighboring city supervisors. There has been very little turn over in the operations division of the Department and these promotional opportunities are valued incentive for our entry-level maintenance personnel. Both positions are in the Building Maintenance Division.

#### **Senior Office Assistant (Public Works Yard)**

Reclassify current Office Assistant position at the City Yard due to increased duties and responsibilities. The current Office Assistant is an invaluable asset to the Department. She works with current yard staff, training them in the use of office equipment and software, prepares purchase orders including placing orders once the purchase order has been approved. She works with residents and business owners to resolve complaints and problems, prepares payroll for the City Yard staff, and assists the Superintendent with letters and time sensitive emails. The current staff member also maintains the filing system as well as performing other duties that are crucial to the daily operation and workload of the Department. The current Office Assistant position will be vacated after the new position is filled.

#### **Appointed City Clerk Executive**

Salary and Benefits beginning 1/1/20 (to be budgeted regardless of ballot measure outcome).

Due to the evolving nature of federal, State and local requirements and increasing complexities within the field of city clerkship, the vast majority of cities have transitioned from an elected clerk to an appointed professional serving as their city clerk. Establishing an appointed professional position would ensure critical accountability and help facilitate more straightforward and effective management.

At its regular meeting of January 22, 2019, City Council further directed staff to prepare a resolution required for placing a ballot question on the November 2019 General Municipal election, asking voters to change the elected City Clerk position to an appointed position. This budget request positions the City to recruit and hire a professional City Clerk in accordance with State law upon expiration of the current elected City Clerk's term (budgeted regardless of ballot measure outcome).

#### **Removal of Elected City Clerk after November Elections**

The Elected City Clerk position is on the November 2019 General Election to convert the position to an Appointed City Clerk position to better meet the evolving federal, State, and local requirements and increasing complexities within the field of city

clerkship. If approved by voters, the Elected City Clerk will complete her term and the Appointed City Clerk will begin in January 2020.

### **Removal of Secretary from General Appropriations Division**

As part of the budget process, the City Manager's Office evaluated current staffing needs of the front office, including areas of opportunity for ensuring efficiency and effectiveness across our small team. With emerging technologies (website, phone systems, etc.) and the improved efficiencies and reorganization at the Department levels, the Secretary role has been relied on less and less. Unfortunately, in light of the decreased demand for secretarial services, the City can no longer justify a full-time secretarial staff person. Current duties associated with this position will be distributed to existing positions within Human Resources and the City Manager's Office.