



Staff Report

DISCUSSION & DIRECTIONS REGARDING CITY STAFF NEW POSITION REQUESTS, RECLASSIFICATIONS AND DEPARTMENTAL REORGANIZATIONS

Honorable Mayor and Council Members:

Summary

This report details, by City Department, new positions requested or proposed for reclassification. The report also includes a cursory discussion on departmental reorganizations.

Staff is looking for discussion and direction from Council on any or all of these topics.

This report is for informational purposes. Staff is looking for feedback from the City Council with respect to concerns or preferences you may have. **No action is required at this time.**

Background

On May 22, 2007, staff presented an informational report to the City Council on this topic as a companion report to the City Budget. At that time, the City Council requested the report come back in a work study session. Since this is a relatively light agenda and given the difficulty in finding convenient times for a study session, staff is bringing this report back on this regular City Council agenda.

The FY 2006-07 City Budget authorizes a total of 129.9 Positions.

Four (4) new positions were requested by City departments as a part of the preliminary budget preparation process. None of these requested additional new positions are included in this proposed budget due to fiscal constraints. However, all requested positions can be justified and will be recommended at a later time when the fiscal situation improves. The positions requested are:

- a) Information Services Director
- b) Information Services Technician
- c) Revenue Manager
- d) Police Officer

Seven (7) positions were requested by City Departments to be *reclassified* to either a higher classification or flexibly staffed within a classification category (ex: Accountant I & Accountant II) during the fiscal year beginning July 1, 2007.

These positions are:

- a) Zoning Technician/Assistant Planner
- b) Junior Accountant/Accountant/Senior Accountant
- c) Management Analyst I/II
- d) Human Resource Technician/Management Analyst
- e) Park & Recreation Supervisor/Recreation Manager
- f) Police Corporal/Lieutenant
- g) Public Works Maintenance Worker II/Street Sweeper Operator

Each such requested reclassification will be analyzed by the Human Resources Department before being considered by the City Manager. If the request is recommended, it will be transmitted to the City Council for consideration during fiscal year 2007-08. This list could be expanded or modified as a result of labor negotiations currently underway.

Departmental Reorganization Issues

Staff is interested in the City Council's thoughts on the organizational issues discussed below. We are looking for discussion and feedback as we formulate future organization plans. If you have thoughts or concerns, please share them with us tonight or in subsequent meetings.

Discussion

Following is a description of position related requests, either a new position or a reclassification of an existing position, in the FY 2007-08 City Budget:

Requests from City Departments for New Positions *(Not recommended at this time due to fiscal constraints)*

City Manager

Information Services Director

Currently, the Information Services function is a unit of the City Manager's office. The function of this position has broadened to include a wider range of responsibilities that include but are not limited to infrastructure and policy decisions for the building and maintaining of the emerging wireless and high speed community efforts Peninsula wide and the broadening of the City audio and visual capabilities. The City Manager is studying the feasibility of recommending elevating the Information Services unit to department status. This study will be conducted during FY 2007-08. This change is being considered due to the increasingly important mission-critical technology function having a role in policy development. Should such an organizational change be recommended, the cost of adding a new Director position is estimated at \$171,000. Should the existing Information Services Manager be appointed, the net cost increase would be \$31,000. Such a change may not be recommended until the City's fiscal situation is more favorable and certain.

Information Services Technician

This request from the Information Services Manager would create a new additional position of Technology Specialist I. Currently, Information Services consists of three full time staff members: An Information Services Manager, Technology Specialist II and GIS Coordinator/Technology Specialist I as well as an unbudgeted limited term Technology Specialist I. This limited-term position is providing relief to the existing heavy technology workload. This request for the creation of this new position is twofold. First, the addition of a Technology Specialist I meets workload demands. The second is to have the GIS Coordinator position stand alone since demand for this important function is increasing dramatically. The creation of this position would provide adequate resources and greater flexibility to respond to the needs of users, hardware and software demands. It would also create greater advancement opportunities.

Since the mid 1990's, there has been an evolution of technology within the City of Belmont. Within 10 years, the level of sophistication of users and technologies has risen dramatically, creating a greater resource demand and higher level of expectation on Information Services. I.S. is a tool to fulfill each department's missions and objectives. Four key areas that require focused attention are user technical support, system administration, hardware and software maintenance, and configuration management. The City's server farm has grown from 3 to 25 with additional servers anticipated within the next two years.

Information Services provides user technical support services to approximately 178 users, which include city employees, Council Members, Commissioners and occasionally Belmont residents. Statistical information has been compiled as to the ratios for user technical support according to organizational size, based on less than 400 employees at the 25th percentile is 1:11, at the 50th percentile is 1:27, and at the 75th percentile is 1:52.

The proposed Technology Specialist I position is to meet the growing workload demands on staff. Areas of responsibility would include, but not be limited to:

1. User technical support
2. Assist as Local and Wide Area Network Administrator, perform daily backup and security procedures of various servers.
3. Assist with maintaining servers, routers, Ethernet and fiber optic cabling, hubs and WAN.
4. Provide ongoing maintenance of systems and peripherals.
5. Update information of new hardware and software
6. Monitor operational and application software licensing and updating.
7. Maintain current knowledge of hardware, software and network technology and recommend upgrades as appropriate.
8. Maintain files and records of operating systems.
9. Maintain remote computing capabilities for specific off-site users.
10. Special projects as defined by the Information Services Manager.

The GIS Coordinator/Tech Spec I job description currently encompasses two distinct areas of responsibility. The GIS Coordinator is to provide guidance and training for GIS systems, perform design, maintenance, repair and upgrading of GIS systems, work with City staff to develop and maintain parcel development and geographic information, create City GIS and mapping systems, develop and maintain access to Internet GIS mapping capabilities, provide statistical information to requesting agencies, departments or users. This position has grown with regard to responsibilities and is an integral part of Information Services. Some of the areas of responsibility for the Tech Spec I position are listed above in items 1-10.

With regard to the fiscal impact, it is suggested that the cost be divided equally among the total number of employees including part time and contract workers. My understanding is that there is no mechanism to capture costs associated with Commissions and therefore would be absorbed.

The Assistant City Manager position continues to remain vacant. There are no immediate plans to fill this position, although eventually it might be wise to do so.

Finance

Revenue Manager

This staffing request proposes addition of a new full time position of Revenue Manager in the Finance Department. This individual will be exclusively devoted to generating new revenues for the City through ensuring full compliance with existing laws, routine audit of revenue streams and development of new revenue opportunities. This classification will also partially address a staffing shortage in promoting economic development. As proposed, this is a mid-management position and will report to the Controller. On a net basis, this proposal is expected to have a favorable revenue impact. All position costs are expected to be fully recovered.

Presently, the Finance Department consists of seven full-time staff members and provides comprehensive financial services to the investment community, taxpayers, businesses, employees, managers and elected officials. These duties include the typical financial operations activities, but also include treasury management, debt management, risk management and a host of ancillary functions. If approved, the Revenue Manager will be the Department's eighth full-time position. The Revenue Manager will be a key member of the Finance Department Team, as well as an important contributor in a number of mission critical activities centered around revenue diversification, including economic development, enterprise cost recovery, fee for service programs, tax enforcement, etc. Like the Controller, to whom this position reports, this individual is expected to wear a multitude of hats and perform a wide range of work requested of the Finance Department. This position is also expected to receive direction from the Finance Director, City Manager, Community Development Director and others who serve in economic development.

The Revenue Manager is expected to perform a variety of duties which require considerable skill,

ability and knowledge. For instance, this position is expected to plan, organize, and supervise the City's cash receipts cycle, promote economic development and revenue diversification. In executing the functions of this duty, the candidate must be able to exercise a high degree of discretion, organization, follow-up and oversight on tax and other regulatory compliance matters.

Presently, the City has no individual dedicated to the pursuit of revenue diversification and expansion of new revenue opportunities. The consequence of not fully enforcing current legislative, contractual and administrative revenue authority is significant and has been estimated in the hundreds of thousands of dollars annually.

As previously discussed, the Revenue Manager will perform a variety of duties requiring considerable skill, ability and knowledge. The position will be responsible for planning, developing, organizing, and supervising the City's cash receipts cycle . In executing the functions of this duty, the candidate must be able to exercise a high degree of discretion, organization, follow up and oversight on tax and other regulatory compliance matters.

Key functions to be performed are:

1. Manage cash receipts cycle and assist in the implementation of goals and objectives; establish schedules and methods for revenue; implement policies and procedures.
2. Plan, prioritize, direct, coordinate and recommend revenues; prepare related reports.
3. Review and assist in revising Municipal Code ordinances.
4. Review, investigate, audit, issue, suspend, and revoke permits as appropriate for a variety of operations, activities and professions, commercial and non-commercial permit fees, licensees and tax payers for compliance with applicable laws and regulations.
5. Represent and defend the City in Small Claims Court actions.
6. Answer questions and provide information to the public; investigate and manage complaints; initiate corrective action to resolve complaints.
7. Develop procedures and manage collections, automate and coordinate remittance processing.
8. Promote economic development and revenue diversification.
9. Coordinate activities with other divisions, departments and outside agencies.
10. Prepare and present State Mandate Reimbursable claims.
11. Prepare and monitor revenue budget.
12. Establish, implement and maintain a revenue performance monitoring system.
13. Perform a variety of technical tasks relative to the assigned area of responsibility.

The Revenue Manager position shall possess the following qualifications:

1. Knowledge of:
 - Accounting principles and practices;
 - Principles and practices of business licensing, transient occupancy tax, and sales tax administration;
 - Municipal code interpretation, administration, and enforcement techniques;
 - Billing, collection, and delinquent account administration; and
 - Data processing application for permits, receivable, and enterprise billings.

2. Ability to:
 - Interpret and effectively act on municipal code requirements;
 - Deal effectively with the public, other City departments, City Council, and other agencies;
 - Establish and implement goals; and
 - Prepare reports and correspondence.
3. Experience and Training: Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:
 - Experience: Three years experience as the head or assistant head of an organization having fiscal or financial management responsibility for significant levels of cash flow or revenue.
 - Training: Bachelor's Degree or equivalent with major course work in finance, business public administration, economics or closely related field.
4. License or Certificate: Possession of, or ability to obtain, an appropriate, valid California driver's license. Certification as a Certified Revenue Officer is highly desirable.

This position should be classified as mid-management.

It is proposed this position be budgeted at 10% below the Controller level. This would establish a salary range of \$5,858 - \$7,477. However, the Finance Director recommends that the Human Resources Department conduct a market median survey on comparable Revenue Manager Positions within the surrounding cities to determine an appropriate salary step schedule.

It is proposed that the cost be covered through new revenue generation. This position is expected to generate between 1-5% in new revenues depending on source. Staff has set a goal of \$200,000 in FY 2008, \$300,000 in FY 2009 and \$350,000 in FY 2010 as initial recovery targets. Once a clear track record of success has been established, this revenue could be used to offset additional positions, program expansion or new services.

In summary, it is requested that a new position of Revenue Manager be established. This individual will be exclusively devoted to generating new revenues for the City through ensuring full compliance with existing laws, routine audit of revenue streams and development of new revenue opportunities. This classification will also partially address a staffing shortage in promoting economic development. As proposed, this is a mid-management position and will report to the Controller. On a net basis, this proposal is expected to have a favorable revenue impact, with expected revenue generation of between 1-5% in new revenues depending on the source. Staff has set a goal of \$200,000 in FY 2008, \$300,000 in FY 2009 and \$350,000 in FY 2010 as initial recovery targets. This revenue could be used to offset additional positions, program expansion or new services.

Proposed Position Reclassifications Requested by City Departments
(Provided for in the Budget)

Community Development

Zoning Technician/Assistant Planner Position

This request by the Community Development Director centers on creating a flexibly staffed position within the Department to close the gap in the typical “Planners” Series of classifications. Over the past seven years, the Community Development Department has experienced four vacancies at the Zoning Technician level. Typically after two years of service at this position, candidates are ready to move to the next level (i.e. Assistant Planner). There is no current classification that staff has been able to uncover for the Assistant Planner position; because the City does not currently have this next “progression step” in the Planners series, the above vacancies have occurred.

The typical hierarchy moving upward in the Planners series is as follows 1) Zoning Technician or Junior Planner – entry level, 2) Assistant Planner, 3) Associate Planner, 4) Senior Planner, 5) Principal Planner. Our Department currently has active job descriptions recognizing positions number 1 and 3 through 5.

Adding this job description/classification (see Attachment I) would eliminate this inconsistency, allow for appropriate career advancement from the Zoning Technician position to the next logical classification, and encourage retention of planning staff. There are no additional FTE’s sought with this action at this time; the position could be flexibly staffed at either the Zoning Technician or Assistant Planner level.

Should this reclassification be approved, the current Zoning Technician would be considered for advancement to the Assistant Planner classification at the appropriate time.

Listed below is the current monthly salary range for the Zoning Technician position and the proposed Assistant Planner Classification:

Zoning Technician

<u>Step A</u>	<u>Step B</u>	<u>Step C</u>	<u>Step D</u>	<u>Step E</u>
4,488	4,712	4,948	5,195	5,455

Assistant Planner

<u>Step A</u>	<u>Step B</u>	<u>Step C</u>	<u>Step D</u>	<u>Step E</u>	<u>Step F</u>
5,023	5,274	5,538	5,815	6,105	6,411

The proposed Assistant Planner salary range was developed via a seven City survey (Foster City, Los Gatos, Menlo Park, Redwood City, San Mateo, Campbell, and San Bruno) – other cities queried in the past (Burlingame, Palo Alto, San Carlos, and South San Francisco) to determine appropriate salary ranges for other position reclassifications requests do not have a comparable

class.

The annual cost associated with this position reclassification would be approximately \$4,000.

Finance

Junior Accountant/Accountant/Senior Accountant

This staffing request addresses a long term deficiency by bridging the gap between the semi-professional work performed by the Accounting Technicians and the senior management work performed by the Controller. It accomplishes this goal by broad banding the accountant series function. The ability to flexibly staff this position at the Junior Accountant, Accountant or Senior Accountant level affords the City to appoint an individual based on demonstrated performance, job experience, skill sets and other work related qualifications and avoids the very serious issue faced now by having an employee who is working out-of-class. Furthermore, broad banding the accountant series addresses recruitment and retention issues with this class by providing professional growth and advancement opportunities, retaining valued staff and aiding in succession planning. This proposal has a minimal cost impact, includes cost recovery and does not increase Department staffing.

The Finance Department consists of seven full-time staff members and provides comprehensive financial services to the investment community, taxpayers, businesses, employees, managers and elected officials. In carryout these duties, we manage the financial affairs of no fewer than seven separate legal entities.

The Accountant is a critical member of the Finance Department Team. The position performs a variety of duties that require an extensive knowledge of accounting standards, ability to analyze complex financial issues and skill to produce understandable reports. This individual also indirectly supervises the work of technical and clerical staff as assigned and routinely performs at a senior level.

The City demands a robust financial reporting structure and expects the highest degree of professionalism in its accounting. It takes a highly competent accounting staff to serve the needs of an involved City Council, an active City Treasurer, an appointed Finance Commission and a focused Fire Commission. In addition, the accounting demands of having an RDA, Housing program, multiple utilities, public safety (fire and police), debt program, grants, Community Facilities Districts, capital improvement program and more match that performed by much larger accounting shops. Moreover, this City is committed to following a best practices model. That means no shortcuts. Our accounting rigor and financial reporting standards are high. In fact this has been objectively measured by our A bond rating and award achievements.

It's no mistake how we got to where we are today. It occurred by recruiting highly talented staff, developing their skills (all professional staff are CPAs) and providing them with a challenging and interesting work. Over time as the incumbent acquired more knowledge, refined their skills

and abilities, the Department began expanding their responsibilities, necessitating the use of higher skill sets. The Accountant has evolved with the demands of the position, grown, and now are performing at a level commensurate with a Senior Accountant classification, which requires more independent thinking, judgment and decision making than the current title classification. The compensation and classification need to reflect the work being performed.

This position should be broad banded to include Junior Accountant/Accountant/Senior Accountant functions so that can be flexibly staffed. Some consideration was given to simply reclassifying this position to Senior Accountant, which would be appropriate for the current incumbent. However, strategically, the Department would be better served if this position was broad banded. This change affords the opportunity in the future for the Department to elevate an extremely talented Accounting Technician or bring in a promising, entry level individual who exhibits the fundamentals of success should there be a vacancy.

There are other factors in support of this recommendation:

- 1) This reclassification helps the Finance Director and Assistant Finance Director to further expand the financial reporting and accounting capabilities in the Department without requiring the incumbent to regularly perform work out-of-class. For instance, being able to delegate to the Senior Accountant the requirement to plan, coordinate and supervise a major accounting functional area, such as the reporting cycle, is integral to our ability improve in this area.
- 2) Related to #1 above, reclassifying this position helps retain a valuable staff and aids in succession planning. This is particularly important in the Finance Department as this position would likely be asked to serve as a deputy department head in the event of a vacancy. Furthermore, the City runs the real risk of losing talented staff to another public agency for a promotional opportunity not offered here.

Losing staff to other public agencies, especially competing cities, is particularly hurtful to morale, organizational effectiveness and productivity and succession planning efforts. The Belmont way is to groom our future supervisors, managers and leaders from within our organization.

It is proposed that the proposed position be budgeted at the Senior Accountant level. The estimated incremental cost is \$6,400. The Finance Director recommends that the Human Resources Department conduct a market median survey on comparable Senior Accountant (and Junior Accountant) positions within the surrounding cities to determine an appropriate salary step schedule.

It is proposed that the cost be covered through the administrative support service charge applied to the departments and cost recoverable agencies. There is minimal impact to any given department or agency.

In summary, it is requested that the accountant series function be broad banded with the positions of Junior Accountant, Accountant or Senior Accountant level. That the Department have flexibility in staffing this position and make individual appointments based on demonstrated performance, job experience, skill sets and other work related qualifications. That through this broad banding and reclassification of the current Accountant to Senior Accountant avoids the very serious issue faced now by having an employee who is working out-of-class.

Furthermore, broad banding the accountant series addresses recruitment and retention issues with this class by providing professional growth and advancement opportunities, retaining valued staff and aiding in succession planning.

This proposal has a minimal cost impact, includes cost recovery and does not increase Department staffing.

Please let me know if you have any questions or would like further information.

Management Analyst I/II

This staffing request proposes a reclassification of an Administrative Assistant to a Management Analyst I/II in the Finance Department. Due to the nature of the work required to be performed in the department, this individual is spending the majority of their time executing tasks and duties that are out-of-class and far above and beyond the current job title description. This reclassification has the ancillary benefits of addressing recruitment and retention issues, which have been an issue in the past, and provides professional growth and advancement opportunity for the incumbent. This proposal has a minimal cost impact, includes cost recovery and does not increase Department staffing.

The Finance Department consists of seven full-time staff members and provides comprehensive financial services to the investment community, taxpayers, businesses, employees, managers and elected officials. These duties include the typical financial operations activities, but also include treasury management, debt management, risk management and a host of ancillary functions. The Administrative Assistant is a critical member of the Finance Department Team. Like the Finance Director, to whom this position reports, this individual is expected to wear a multitude of hats and perform a wide range of work requested of the Finance Department.

The Administrative Assistant performs a variety of duties which require considerable skill, ability and knowledge. For instance, this position serves as the Deputy Risk Manager. In executing the functions of this duty, the employee must be able to exercise a high degree of discretion, organization, follow up and oversight on claims exposure matters. The consequences of not managing risk exposure can be severe as the sums involved are typically significant. Furthermore, this position independently interacts routinely with judges, attorneys, professionals, senior and mid-management employees, elected officials and others requiring considerable talent, capability and decorum. Another requirement of this position is to conduct research and analysis and to assist in special projects on a variety of complex issues pertaining to Finance. In the past, this

responsibility has run the gamut from serving as Deputy Project Manager on the Library/Belameda Park project to drafting an answer book on annexations for the Harbor Industrial Area.

Consequently, the demands of this job have led this Administrative Assistant position to perform at a higher level comparable to a Management Analyst I/II position. This has occurred over time as the incumbent has acquired an increased level of knowledge, skills and abilities on the job experience and has demonstrated continuous professional training and development to stay on top of the field. This individual has clearly already been performing competently to a level commensurate with a Management Analyst I/II classification, which requires more independent thinking, judgment and decision making than the current title classification. This has resulted in a mismatch of job title and salary to the level and scope of work already being performed.

Proposed Restructuring

This position should be elevated to Management Analyst I/II. The incumbent has solid performance on a regular basis in this classification and acquired the experience and skills sets commensurate with the proposed reclassification.

Some examples of performing higher level, out-of-class duties by this individual include, but are not limited to:

1. Serving as Deputy Risk Manager in handling all claims exposure matters.
2. Researching, analyzing and compiling original reports, manuals and publications in support of financial management.
3. Formulating financial policy.
4. Participating as Deputy Project Manager on the Library/Belameda Park Project.
5. Responding and resolving complaints.
6. Representing the City in Small Claims Court and managing the City's Collections program.
7. Preparing and distributing the Budget and annual financial reports.
8. Perform a variety of special projects, including GASB Research, GFOA Examination Coordination, SamFOG event management, etc.

Advancing the Administrative Assistant position to Management Analyst I/II will help address three key issues faced by the Director:

1. This position would help the Finance Director accurately represent the position duties and responsibilities which are at a level consistent with the work currently being performed. Presently, the incumbent is regularly performing out-of-class at the Management Analyst I/II level, but is relegated to the Administrative Assistant title and salary.
2. Retain valuable staff and aid in succession planning. Unfortunately, the City does not have a professional class between the Administrative Assistant and Management levels.

Reclassifying with a Management Analyst I/II position would help bridge this gap and optimistically keep a valued and proven staff member with the City of Belmont.

3. Continue to develop the skill set for the incumbent so that the Department can effectively respond to requests for expanded service and provide even greater value to the City.

It is proposed that the proposed position be budgeted at the Finance Management Analyst I/II level. The estimated incremental cost is \$3,900. The Finance Director recommends that the Human Resources Department conduct a market median survey on comparable Management Analyst I/II positions within the surrounding cities to determine an appropriate salary step schedule.

It is proposed that the cost be covered through the administrative support service charge applied to the departments and cost recoverable agencies. In addition, this position further recovers costs through the Departments claims reimbursement and collection efforts. There is minimal impact to any given department or agency.

In summary, it is requested that the Administrative Assistant position be reclassified to Management Analyst I/II for the reasons previously stated. It will give the Director the opportunity to recognize the higher level and out-of-class work being performed by the position by providing an opportunity to advance to Management Analyst I/II, and it will assist in staff retention and succession planning efforts.

This proposal has a minimal cost impact, includes cost recovery and does not increase Department staffing.

Human Resource Technician/Management Analyst

This request by the Human Resources Director is to seek authorization to flexibly staff the Human Resources Technician position effective July 1, 2007. This proposal is not to increase staffing, but give the Director the ability to staff the position at either the HR Technician or HR Management Analyst level based on performance, job experience, skill sets and other work related criteria.

The reasons that a flexibly staff position are being proposed include continuously working out-of-class, providing professional training/development and advancement opportunities, and most importantly, aiding in staff retention. The reasons are explained below.

First, the Human Resources Technician position is currently performing out-of-class work comparable to a Management Analyst on a continuous basis. This occurs because the HR Technician wears many hats due to the high demand for internal services and lean staffing levels. A motivated and competent HR Technician can acquire the experience, knowledge, skills and abilities to perform at an Analyst level position in just a few years. This results in a mismatch of job title to actual duties performed.

Second, flexibly staffing the HR Technician position will aid in staff retention. The HR Technician

class is considered an entry level position for someone pursuing a public sector human resources management career. A motivated HR Technician can plateau in the position in three or four years. In Belmont, there is no place for a professional career-minded HR Technician to promote to once he or she is ready to move on to the next step in their career. As a consequence, this valuable staff member would likely seek a promotional opportunity elsewhere, particularly at another city or other local government agency. Losing a valued employee to another public agency is hurtful to morale, organizational effectiveness, efficiency and productivity. We begin to serve as a training ground for other agencies.

Last, but not least, a flexibly staffed position would provide an opportunity for professional growth and development for the Human Resources Technician. Flexibly staffing the position would allow the Technician to grow in their profession and become a more productive employee. It would provide a goal of becoming a Management Analyst instead of being relegated to one position without any opportunity for advancement or being content to continue with status quo job performance. The Belmont way for workforce and succession planning is to train and develop our own staff to assume future key positions in our organization.

Below is the proposed salary range for the Human Resources Management Analyst position based on a market median survey of the MMCEA compensation cities in April 2007:

**Human Resources Management Analyst
Proposed Salary Range**

<u>Step A</u>	<u>Step B</u>	<u>Step C</u>	<u>Step D</u>	<u>Step E</u>	<u>Step F</u>
4,964	5,212	5,473	5,746	6,034	6,335

How do we fund the flexibly staffed position? It is proposed the position be budgeted at the HR Management Analyst level. This would require an increase to budget of approximately \$15,000 in Year 1. It would be funded by increasing the internal administrative charge in each department based on the number of employees in the department. It would have a minimal impact to each department's budget.

Parks & Recreation

Recreation and Parks Supervisors/Division Managers

This request by the parks and recreation director is seeking to upgrade two existing Recreation & Parks Supervisor to Division Manager Positions. The Department is comprised of two divisions, Recreation and Parks. Due to budget cuts in 2003, the Parks and Recreation Department's Superintendent retired and the position was left unfilled as part of the Department's budget reductions. The new Department Director was hired in July of 2006 and directed to evaluate the staffing levels and the department's overall structure. After six months of discussions with, staff, commissioners and community members, it is clear that the Department's structure is not functioning efficiently or to its capacity.

The current staffing levels consist of the following positions (org. chart attached):

Recreation Division

- Recreation Supervisors (3.65)
- Recreation Coordinator (1)
- Day Care Teachers (4.25)
- Administrative Assistant (1)
- Office Assistant (1)

Parks Division

- Parks Supervisor (1)
- Senior Parks Maintenance Worker (1)
- Senior Parks Facilities Worker (1)
- Maintenance Workers (7)

This permanent staffing does not include the 65 part-time employees or 9.2 full time equivalent positions.

The reporting structure currently has eight direct staff members reporting to the Parks and Recreation Director. This is not an ideal situation. The Director recommends that the Department establish a reporting structure by upgrading the existing Parks Supervisor and one of the Recreation Supervisors to Division Managers.

Area of Increased Responsibility:

1. Participate in the development and implementation of goals, objectives, policies and priorities.
2. Direct, coordinate and review the work plan for assigned services, activities; assign work activities and projects; monitor workflow; review and evaluate work products, methods and procedures; meet with staff to identify and resolve problems.
3. Identify opportunities for improving service delivery methods and procedures; identify resources needs; recommend and implement resulting policies and procedures.
4. Assist in the coordination of grant applications and capital improvement projects.
5. Participate in the development and administration of the assigned program budget; forecast funds needed for staffing, equipment, materials and supplies; monitor and approve expenditures; recommend adjustments as necessary.
6. Select, train, motivate and evaluate assigned personnel; provide or coordinate staff trainings; work with employees to correct deficiencies; implement discipline and termination procedures.
7. Attend and participate in professional group meetings; stay abreast of new trends and innovations in the field of parks, recreation and leisure.
8. Perform other duties and responsibilities as required.

Although the two divisions are under the umbrella of the Parks and Recreation Department, the divisions have very different functions. The Recreation Division provides a variety of services

ranging from children services to senior services. In many cases, the Recreation Division follows a typical business model; its services are primarily focused on external customers. Recreation programs and activities need to be aggressively marketed and strategies developed to compete with other public and private recreation services in the area. The role of the Recreation Division Manager is to monitor expenses and revenues to maximize the resources while continuously working with the community to keep up with the trends. Additionally the Recreation Division Manager is essential to providing leadership for the Recreation team and establishing partnership with the local businesses and community groups. A typical structure for a Recreation Division would include the following (moving upward):

- a. Community Volunteers
- b. Part-time Seasonal Staff
- c. Part-time Casual Staff (1000 hour employees)
- d. Office Assistant
- e. Recreation Coordinators (entry level position)
- f. Administrative Assistant
- g. Recreation Supervisors
- h. Recreation Division Manager
- i. Parks and Recreation Superintendent or Deputy Director (found in larger cities)
- j. Parks and Recreation Director

The Parks Division, on the other hand, is an internal service provider, focusing many of its responsibilities on maintenance related duties. The Parks staff have diverse areas of responsibilities including parks, athletic fields, medians, right of ways, trails and open space, fire prevention maintenance, school sites and facility maintenance. In each of these categories, there are sub-components that include infrastructure challenges, work order requests, custodial services and capital improvement projects. The Parks Division Manager has the added responsibility to oversee the Priority Calendar projects. Working with the Parks and Recreation Director the Division Manager will typically serve as the project manager for many of the capital improvement projects and monitor expenses, facilitate community committees and keep the various projects on schedule from start to finish. A typical structure for a Parks Division would include the following (moving upward):

- Community Volunteers
- Custodial Worker I
- Custodial Worker II
- Maintenance Workers I
- Maintenance Workers II
- Administrative Assistant
- Senior Maintenance Lead
- Senior Facilities Lead
- Division Manager
- Superintendent or Deputy Director

- Parks and Recreation Director

There may be two or more Department staff members interested in this opportunity. If the proposed positions are approved, I would direct staff to post the positions as an inner departmental promotional opportunity. Working with the Human Resources Director, develop an interview process, conduct interviews and make staff appointments.

The total annual cost if approved is estimated at \$18,000. Both positions would be paid the same pay rate. The Parks Division Manager position would have a monthly increase of \$360.00 and the Recreation Division Manager would have a monthly increase of \$1,145.00.

Based on our first six months of tracking Department revenues, staff is forecasting that Recreation Program revenues will finish fiscal year 2006-07 \$36,000 over the budgeted amount.

If the Division Manager positions are approved, then the Recreation Supervisor position will be eliminated, and the Parks Supervisor position will be “Y” rated. The Parks Supervisor is scheduled to retire later this fall.

Police

Corporal/Lieutenant

For the FY 2007-08 budget, the Police Chief requested the conversion of the vacated Corporal (Chris Ledwith) position into a second Lieutenant position. This could be done without adding additional staffing. This requested change will add additional safeguards to the amount of supervision at the command level and add organizational flexibility. It would also add an additional level of management experience and solidify the department succession plan. Because the lieutenant position is not paid overtime, there is a modest cost increase of \$21,000 for this proposed reclassification.

The Police Chief has been working on the issue of increasing police staffing since he wrote the first memo to Dan Rich in April 2005. He then submitted an updated memo to you in October 2005. The Chief appeared before the Finance Commission in November 2005. On May 9, 2006, he presented a staff report to the City Council entitled Belmont Police Staffing and Deployment Study.

During the same time period the department was working on the Red Light Camera Project. The principle idea behind this was to cite those vehicles that we were unable to cite because of staffing shortages. *The by-product of this was a revenue stream that would finance officers for the Police Department.* We have just received the report from Reflex. This was mentioned to the City Council during the presentations that were made before them at the April 10, 2007 council meeting.

When the Chief presented the staff report to the City Council they directed him back to the Finance Commission so they could hear the presentation and look at the Red Light Camera revenue stream. The City Council did however allow the Chief to hire one officer and the Lead Dispatcher. Both of these positions have been filled.

The Police Chief is requesting that the department be allowed to convert the vacated Corporal (Chris Ledwith) position into a second Lieutenant position. This could be done without adding additional staffing.

Further, the Chief is firm in his belief that the wise course for the City is the re-staffing of the Police Department to pre-2003 levels of 35 officers. The Police Department is currently authorized 32 positions. There are five key reasons why:

1. Page 5 of the May 6, 2006 Staff Report clearly indicates that calls for service have increased steadily from 2003 (21,559) to 2005 (23,605). This is in conjunction with the increased number of Felony and Misdemeanor Crime Reports to the Department.
2. Page 2 reports that since 2003 the Department lost eight positions while staffing decreased by 15.6% and calls for service increased by 8.7%.
3. The Police Department takes a “proactive problem solving” form of policing. We respond to all calls for service. This type of policing is time and personnel intensive. During my presentation to the City Council I asked if they wanted to maintain this form of policing. I stated that if they wanted to change the current method in which we operate it would be a policy decision on their part. The Council indicated that they were satisfied with the current operation of the Police Department. The additional officer request assures that we have the proper staffing to maintain a high service level. Later this year and in 2008, we will be facing three retirements. It takes 18 months to hire, train, and put an officer out on solo patrol.
4. The other staffing challenge that we face yearly is our 24/7 mandate. Employees must pick their vacation and time off one year in advance so that we can have the appropriate staff coverage. If you look at the vacation hours that we are responsible for it totals 6,584 hours. This translates in to 3.5 full time employees’ positions. This means that before we even start the year we need to fill these positions with overtime.
5. The second Lieutenant would oversee our patrol staff, thus creating balance in our organizational structure. Patrol Sergeants currently report to a Captain while Sergeants in Support Services answer to a Lieutenant. This addition will also allow a member of the command staff to coordinate the EOC, and manage Community Oriented Governance efforts under our Problem Oriented Policing model. There is currently no command staff oversight of those recurring community issues until a complaint is made or problem solving efforts come under scrutiny.

Risk Management is also an area of concern that could be improved with the second Lieutenant. Removing the Chief from our emergency administrative call-out list has been identified as a critical step and it will be addressed with this addition to our command staff. Any risk manager would agree that it is not ideal to have the department head at a scene making intricate tactical decisions that will likely be scrutinized in the aftermath of a serious police action. Such a scenario removes the Chief’s ability to conduct the post-

incident evaluation of the actions. The Department has been very judicious in dealing with issues of force, but a second Lieutenant will also create additional oversight as we expand Taser deployment to all Officers. We hear very few complaints and our employees know what is expected of them, but force option oversight can not be taken for granted.

On another important note, the additional Lieutenant position would allow for upward organizational movement which would increase staff retention. The second Lieutenant allows for future staff development and preparing individuals to gain command level experience. The key to a successful organization is leadership and part of the Chief's role is to develop those leadership skills as part of the department's succession planning.

Providing a second Lieutenant would also allow a minimum of two command staff on duty at all times. Currently, training needs along with acquired leave often leaves only one member of the command staff on duty at any one time. On those days it is common for the one leader to get tied up with administrative requests which forces them to ignore the vital work of the patrol and investigative staff.

The Police Department is very much aware that there are financial limitations that we face. The reality is that department heads and middle managers need to understand the new role they must play in government. Our role as it relates to our community is much more cooperative. Today, the Police Department is transforming into a facilitator of collaborative problem solving approaches. The traditional law enforcement model of imposing ideas onto a community is no longer acceptable. We serve as the cities liaison to the community on many matters that are not directly related to law enforcement. We recognize the value of fulfilling these needs of the community and building trust. These are changes that we at the Belmont Police Department have embraced, but it is also a philosophy that requires adequate staffing and oversight.

Public Works

Maintenance Worker II/Street Sweeper Operator

It is proposed that a Maintenance Worker II position be upgraded to a newly created Street Sweeper Operator position. The salary schedule will be between a Maintenance Worker II position (5% higher) and an Equipment Operator position (5% lower).

The Street Sweeper position is currently filled by an Equipment Operator. However, the street sweeper operator rarely fills in for an Equipment Operator. The hours of a street sweeper operator are different from the rest of the Public Service Maintenance staff. The existing Equipment Operator position will be assigned to the Street Maintenance Division. This will enable Public Works Services to have two full time Equipment Operators, one in the Street Maintenance Division and one in the Sewer/Storm Drain Maintenance Division. These two divisions currently share one Equipment Operator position. With one Equipment Operator, we do not have the

capability of doing a street repair project at the same time of a sewer repair project. This significantly reduces Public Works' ability to respond to emergency sewer repairs and routine street maintenance projects.

The proposed Street Sweeper Operator position will better reflect the job skills required for operating the sweeper and will free up an Equipment Operator position to be assigned full time to the Sewer Maintenance Division. This will allow the other Equipment Operator position to be assigned full time to the Street Maintenance Division. The ability for staff to undertake routine maintenance and emergency repairs for our streets, sewers and storm drains will be significantly increased.

City Departmental Re- Organizational Issues
(For discussion, no action recommended at this time)

Staff is interested in the City Council's ideas, feedback, thoughts or concerns at a high level regarding the organization structure of the City. At this time, we are critically reviewing several areas, including:

- a) Improving customer service to citizens is an important priority of the City. At a recent department head working session, managers talked about community oriented government in which City departments, using new protocols, work better together in complaint tracking, problem solving and problem resolution. As new protocols are developed to improve customer/citizen service, organization structure may be affected.
- b) Some Council members have expressed an interest in operational audits to better articulate "best practices" and improve efficiency and effectiveness. While these could be conducted by existing management, they generally are done by outside subject matter experts. A challenge with this external experts approach is we currently do not have a budget for operational audits.
- c) Organizational level and placement of the Information Services unit. Should this unit continue to be a subordinate unit in the City Manager's office or should we consider making the function a standalone City department.
- d) The Assistant City Manager positions continue to remain vacant. At some point in the future, it may be advantageous to fill the position.
- e) Organizational structure of the Parks & Recreation Department is recommended for change by the new Director. Attached is the existing and proposed future Park & Recreation Organization Charts. Director Politzer has been discussing this proposed new structure with department staff as well as the Parks & Recreation Commission. The new structure will be phased in over a period of time based on available funding. The most pressing immediate need is to create the two Recreation Manager positions from existing Supervisor positions.
- f) Organizational placement of facility maintenance is under review. This function currently is housed in Parks & Recreation, but a portion is being managed by the

City Manager's office.

- g) Responsibility for managing various facilities is assigned to multiple departments. For instance, both Public Works and Finance have performed project management duties. Parks & Recreation performs maintenance activities. Finance and Parks & Recreation both handle leasing. Community Development is responsible for housing. Coordination between these departments occurs, but long-term planning and asset management could improve. These functions could be consolidated under a single Facilities Management Division.
- h) Organizational structure of the Economic Development function. Currently, this function is housed in Community Development but is being led by Finance with a supporting team of the Community Development Director and several consultants. Currently, we have a vacant Housing Specialist position in the budget. Last year, it proved to be a challenge to recruit for this position. Staff has discussed the interesting possibility of potentially restructuring this position to an Economic Development Specialist/Housing position to support our efforts in these two areas.
- i) A Code Enforcement workshop is planned for late summer. Currently, code enforcement is primarily the responsibility of the Community Development Department, but almost every City department gets involved to some degree. Citizen complaints can enter the system from any department or via the City website. One goal of this workshop will be to unify the tracking and response to code enforcement complaints. The organization structure of several City departments could be affected by the outcomes of this discussion.
- j) See the Police section above for organizational issues related to Police. The installation of the "Red Light Camera" will provide a new revenue stream to finance police related activities. The Chief is requesting a second lieutenant position and an additional police officer when funding becomes available.
- k) The City might benefit from a facilitated study session on succession management. The objective of which would be to identify the City's strengths, weaknesses and opportunities in this area.
- l) While this report has been dedicated to incremental changes to the organization, another approach would be to consider the entity as a whole and engage a professional consultant to facilitate a more comprehensive study of the entity consistent with Council's direction.

General Plan/Vision Statement

The City's Vision Statement describes a City with a distinctive community character. This distinction suggests that City services need to be responsive and tailored to the specific needs of a unique City. Well trained and properly classified public employees provide needed services in a way desired by community members

Fiscal Impact

The estimated cost of the *four new positions* requested is \$409,000 as follow:

City Manager	1) Creating a new City Department Head position	\$171,000
	2) Adding an Information Services Technician I position	\$106,000
Finance	3) Revenue Manager <i>(See Finance write-up above for revenue potential)</i>	\$115,000
Police	4) Adding a Police Officer Position <i>(See Police write-up above for revenue potential)</i>	\$117,000

The estimated annual cost of **reclassifying** all the **seven** requested positions is \$ 70,950 as follows:

		<u>Estimated Annual Cost</u>
Community Development	1) Zoning Technician/Assistant Planner Position	\$4,000
Finance	2) Broad banded Accounting positions	\$6,400
	3) Management Analyst I/II	\$3,900
Human Resources	4) Human Resource Technician/Management Analyst	\$15,000
Parks & Recreation	5) Upgrading the two supervisor positions	\$18,000

Note: Based on the departments first six months of tracking Department revenues, staff is forecasting that recreation program revenues will finish fiscal year 2006-07 \$36,000 over the budgeted amount.

If the Division Manager positions are approved, then the Recreation Supervisor position will be eliminated, and the Parks Supervisor position will be “Y” rated. The Recreation Supervisor is scheduled to retire later this fall.

Public Works	6) Reclassify a Maintenance Worker II to Street Sweeper Operator	\$ 2,650
Police	7) Upgrade a Corporal to a Lieutenant	\$ 21,000

Public Contact

Posting of City Council agenda

Recommendation

This is an informational report. No action is requested at this time. Staff is interested in Council discuss, feedback and concerns.

The *new positions* requested by City departments are not recommended at this time and have not been included in the final FY 2007-08 budget. However, at a later time when the fiscal situation is more certain, these requests will be reconsidered. It would be staff's intention to bring them forward to the City Council in a phased approach over time, based on clear evidence of revenue growth.

The positions proposed for *reclassification* were recommended as part of the 2007-08 budget process and are provided for in the final City budget. Individual department Directors are anxious to move forward with their respective reclassification proposals. Staff reports to Council requesting authority to implement each recommendation will follow in the near future. The first report to Council will likely be the Parks & Recreation request to reclassify the two supervisor positions to Park/Recreation Managers.

Departmental Reorganization Issues

Staff is interested in the City Council's thoughts on the organizational issues discussed above as well as other ideas you may have. We are looking for discussion and feedback as we formulate future organization plans.

Attachments

- A. 2005 Parks & Recreation Organization Chart
- B. Current Parks & Recreation Organization Chart
- C. Proposed Parks & Recreation Organization Chart

Respectfully submitted,

Jack R. Crist
City Manager

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