



## **Staff Report**

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### REQUEST FOR APPROVAL OF CERTAIN POSITION ADDITIONS AND RECLASSIFICATIONS OF POSITIONS REQUESTED BY CITY DEPARTMENTS - FY 2009 BUDGET

Honorable Mayor and Council Members:

#### **Summary**

This report is a companion report to the City budget. If approved, the attached resolution would authorize modifications to the fiscal year 2008-2009 City budgeted positions. The report details, by City Department, new positions requested or positions proposed for reclassification. Fiscal impacts are identified by department.

No City Council action is requested tonight. Council approval of the attached resolution will be requested June 10<sup>th</sup> concurrent with adoption of the City budget.

#### **Background**

The FY 2008 City Budget authorized a total of 129.9 positions. As directed by Council at the strategic budget planning session, no changes were made to the FY 2009 proposed headcount.

**7.5 new positions were requested** by City departments as a part of the preliminary budget preparation process.

**4.5 of these requested additional new positions are recommended** for approval by the City Council. All requested positions are easily justified.

**17 positions are being requested** by City Departments to be **reclassified** to either a higher classification or flexibly staffed within a classification category (ex: Accounting Technician to Accountant I/II/III) during the fiscal year beginning July 1, 2008.

**7 of these requested Reclassifications are recommended** for approval by the City Council. Others require further detail study. Each such requested reclassification will be further analyzed by the Human Resources department before being finalized by the City Manager. Should additional request merit consideration, those too will be transmitted to the City Council for consideration during fiscal year 2008-09.

#### **Discussion**

Following is a description of position related requests, either a new position or a reclassification

of an existing position, in the FY 2008-09 City Budget:

**New Position Requests from City Departments**

***Police***

**Half-Time Red Light Photo Enforcement Coordinator** (*Recommended and Previously Approved by the City Council*)

The purpose of this new position is to administer and manage the red light camera program. The coordinator will be charged with the daily review of several potential violations identified by the red light camera vendor. The coordinator's duties will include evaluating each photo to determine if in fact a ticket should be issued, and if so to positively identify the driver through DMV photos. This review by a coordinator is crucial for the success of the program, and meets the San Mateo County protocol that is currently being constructed. Court testimony is often a necessary component of the program, and this coordinator would also handle those very technical duties.

The estimated monthly cost is \$3440 (\$41,280 annually) which covers 20 hours per week. This is a part-time unbenefitted position that will be filled initially by a Reserve Police Officer who has over 20 years of law enforcement experience. The red light camera program is estimated to bring in funds sufficient to meet and exceed the costs of this position.

***Parks & Recreation***

**Park Maintenance Worker** (*Not included in the budget and not recommended at this time*)

The Interim Co-Directors submitted a request to fund the Park Maintenance Worker position which has been unfunded since July 2003:

During the budget reduction process in FY 2004 a Park Maintenance Worker position was unfunded because it was supported from the general fund. The position request would need to be funded using general fund money with the budget allocations as follows: 90% park and open space, 5% Facilities management and 5% Library Maintenance and Operations.

Since July 2003 additional maintenance areas and responsibilities have had their impact on the quality of service provided by the Parks Department. The Parks Department has inherited additional maintenance since the completion of the City Hall/ Police Department project, the construction of the new Belmont Library, the new landscaping at the old Police Department site, the additional athletic field maintenance schedule, the Kiosk Landscape Project, the Alameda Gateway Landscape project and Patricia Wharton Park Landscape improvements. It is anticipated that future construction projects such as Davey Glen Park, Semeria Park and Ralston Avenue Median Project will severely impact the quality of service provided by 9 full time staff members. Belmont's Parks Department maintains more acreage per individual than any other city in all of San Mateo County.

The fiscal impact the position which would have is a monthly salary of \$4,832 a month and the annual cost including benefits is approximately \$80,580. We do not have any revenue that would off set the cost for this full time position.

**Public Works**

**Mechanic** (Not included in the budget and not recommended at this time)

The Fleet Maintenance Section of the Public Works Services Division of the Public Works Department currently maintains over 100 vehicles and equipment. Fleet Maintenance will be taking over the maintenance of all of the City's emergency generators at City Hall and the sewer and storm drain pump stations. The Best Practices of Fleet Maintenance indicates that there should be one full time mechanic for every 50 vehicles and pieces of equipment. An additional Mechanic is being recommended for addition to provide the proper ratio. One new mechanic is proposed to be added to the Fleet Maintenance Section of the Public Works Services Division of Public Works. We currently have one full time mechanic and less than .5 FTE of the Senior Mechanic working on our Fleet. It is proposed that Fleet Maintenance take over the responsibility of maintaining the City's emergency generators at the City Hall and all of the sewer and storm drain pump stations. This work is currently contracted out. In addition, the outfitting of Police vehicles will be done in-house. This is currently out sourced to a private company. Fleet Maintenance may also take on additional contract maintenance work with other agencies in the area.

The mechanic position is funded through Fleet Maintenance and the cost per year for the mechanic is approximately \$103,000.00 (top step).

**Maintenance Worker I - (2 positions)** (Not included in the budget and recommended in companion report)

The two additional maintenance workers will be part of the in-house slurry seal program that was presented to Council and conceptually approved. This proposal is explained more thoroughly in a companion report to Council.

The cost of the two maintenance workers will come from current Measure A and Gas Tax funds. The cost per year per position is approximately \$97,000 (top step) for a total cost of \$194,000 per year. There are no General Funds being used to fund these two positions.

**City Manager's Office**

**Information Services Technician** (New Position Recommended and Included in the Preliminary Budget)

This request from the Information Services Manager would create a new permanent position of Technology Specialist I. Currently, Information Services consists of three full time staff members and one full time limited term position: An Information Services Manager, Technology Specialist II and GIS Coordinator/Technology Specialist I as well as a limited term Technology Specialist I. This limited-term Technology Specialist I position has been on staff for over a year and is doing an excellent job of 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 allow the City to retain an excellent employee currently in a limited term position. It would also provide adequate resources and greater flexibility to respond to the needs

of users, hardware and software demands. Further, it would 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 25<sup>th</sup> percentile is 1:11, at the 50<sup>th</sup> percentile is 1:27, and at the 75<sup>th</sup> 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.

This limited term position was initially utilized to provide temporary assistance until a vacancy was filled. The individual in the position has done an outstanding job in fulfilling badly needed workload demands on the unit. The position was not included in the budget in FY 2007-08 so it

would represent a net additional new position in the fiscal year 2008-09 budget. The full cost of this position is included in the preliminary 2008-09 budget. The full cost of this position is \$ \$111,208.21, including benefits, and is currently budgeted in the Information Services Budget. The Council requested action would be to authorize the position and authorize converting it from a limited term position to a permanent full time position.

### ***City Clerk***

#### ***Document Imaging Assistant (Informational-No financial request is being made at this time)***

The City Clerk's Office has been back-scanning City documents (namely, minutes, resolutions, ordinances) into our document imaging program "Questys". Once fully indexed into the system, these documents, in a fully-searchable format, are electronically available to staff, the City Council, and members of the public through the City's website. Anyone looking to research past Council actions can use this on-line tool, and staff is able to find, print, or electronically forward these documents, as needed. Besides the above-mentioned categories of documents, there are many more records that could be entered into the system to assist with this research, and we are beginning to expand the list.

The City Clerk created a position entitled "Document Imaging Assistant", although no source of funds has ever been established or allocated. Back-scanning has been accomplished at no cost to the City with the assistance of Notre Dame de Namur University (NDNU) students who are paid through federal work study grants, as well as Carlmont High School students fulfilling their community service requirements. Although the work is not difficult, it is time consuming, and there are many years worth of permanent records to enter into the system. (Any new documents in these categories are being entered into the system as we go along.) At best, NDNU students have been able to work 8-10 hours per week, with the high school students only available for a couple of hours per week.

### ***Proposed Position Reclassifications Requested by City Departments/ Proposed Departmental Reorganizations***

#### ***Parks & Recreation***

#### ***Upgrade Recreation Specialist II Classification (Recommended and Included in the Preliminary Budget)***

In 1995, the City of Belmont made a commitment to the teen population and approved the development of a Teen Services Program to address increased vandalism and loitering concerns at the Carlmont Village Shopping Center. The Belmont Police Department identified the hours between 2pm-6pm as being the prime time hours for delinquent forms of juvenile activity. The Recreation Specialist II (Teens) position was created to provide a positive link between the City and local area teens. The original position status was a permanent part-time, 30 hours per week benefit position.

Due to the Recreation Division budget corrections made in 2003, the Recreation Specialist II (Teens) was downgraded to a temporary part-time, 20 hours per week non-benefit position. Since that time, there has been an extremely high turnover rate with 4 different individuals filling the position. The high turnover rate has a direct correlation to the budget corrections made

relative to this position, and negatively impacts the continuity of program operation and the relationships developed with the teen community.

This is a key position within the Recreation Division and for the community, as the position acts as an advisor to the VOICES (Volunteers, Outreach, Involvement in Community Events, and Services) program. The VOICES members are integral components in all of our Community Special Events offered throughout the year.

The City Manager recommends that the Recreation Specialist II (Teens) position be upgraded to the original position status as a permanent part-time, 30 hours per week with benefits position. The Recreation Specialist II (Teens) employee was hired in 2006. She has taken on increasing job responsibilities in the areas of Youth Services and Community Special Events, and provides a wide variety of technological skills which enhance our service delivery and marketing capabilities. The employee will graduate from NDNU in May 2008, with a degree in Communications.

The total annual cost related to an upgrade to the original position status will be \$14,645.00, (includes \$8,000.00 in salary and \$6,645.00 in benefits). The Recreation Program revenues increased \$63,185 in FY07, and based on Department revenues at mid-year, staff is forecasting an increase of \$51,000 for FY08. Staff is projecting that Recreation Program revenues will continue to increase, as a result of effective target marketing strategies, increased utilization of sponsorships, and offering expanded programming opportunities. However, this can only be accomplished with appropriate staffing levels for implementation.

### ***Public Works***

#### ***Public Works Fleet Senior Mechanic Reclassification to Fleet Supervisor (Not Included in Budget and further study recommended)***

The Senior Mechanic position is proposed to be changed to a Fleet Supervisor position. The Fleet Supervisor position is responsible for the specifications and purchasing of all vehicles and pieces of equipment used in the field by City staff. The Fleet Supervisor must spend a great deal of time investigating and preparing specifications for all vehicles and equipment. The individual must be up to date on all the Air Quality Board and State vehicle mandates. The individual is also required to monitor and report on a monthly basis all the City's underground fuel storage tanks. The reorganization will enable the City to maintain all Best Practices in Fleet Management and make sure that the City's fleet is as green as possible to assist in our efforts to reduce the City's carbon footprint.

The additional cost for the re-classification of this position will be \$5,200 per year and will come out of the Fleet Maintenance budget. The position will have two direct reports and will be responsible for their evaluations, training, and scheduling of the routine maintenance of the fleet

#### ***Public Works Field Supervisor- (Sewer and Storm Drains, Streets, and Traffic and Lighting (Not Included in Budget and further study recommended) :***

This is part of the reorganization of the Public Works Services Service Division of the Public

Works Department. Currently, the Public Works Services Manager has 16 direct reports. There is no organizational structure in place for in-house succession of the PWS Manager. This will create three field supervisors who will be responsible for each of the three sections within Public Works Services. It will be a more logical hierarchy within the Division and will provide supervisory experience that will be needed to ascend within the organization. The Field Supervisors will be responsible for timesheets, evaluation, scheduling of physicals and other mandatory training of the staff they will supervise.

The changes to the budget will be the incremental difference between a Senior Maintenance Worker and the new Field Supervisor position. The new positions will increase the budget by \$7,200 per position annually. The positions are completely funded by various non-general funds. There is no impact on the General Fund. The existing Senior Maintenance Worker positions will be frozen.

*Senior Engineering Technician (Not Included in Budget and further study recommended)*

This re-reclassification will perform advanced technical drafting, para-professional office and field engineering work; serve as a member of the engineering team; and may serve as a construction inspector for Public Works construction and improvement projects.

Public Works currently has only one construction inspector who is anticipated to retire within the next two years. The Senior Engineering Technician will provide for a succession plan for the retirement of the Construction Inspector and will provide back-up to the current capital improvement projects' inspection needs. It will allow the Engineering Division of the Public Works Department greater flexibility in making work assignments. The Senior Engineering Technician will be expected to work more independently rather than simply responding to single task assignments.

The cost is the difference between an Engineering Technician position and the proposed Senior Engineering Technician position, estimated at \$5000 per year. There are no General Funds being used for this position.

*Administrative Assistant II or Senior Administrative Assistant (Not Included in Budget - To be studied By the Human Resources Department)*

This is the re-classification of the senior clerical position within the Department of Public Works. The position assists with the budget preparation; payroll; all Public Works accounting; assisting with project management; office equipment purchases; staff report preparation; recycling events; preparation of employee evaluations; FEMA and OES cost recovery.

The position replaces an Administrative Assistant position. No General Funds are used to offset the cost of this position. The Public Works Department in previous years as part of budget cuts eliminated one Office Assistant position and one accountant position. The duties of these two positions have become the responsibility of the proposed Administrative Assistant II position.

Staff recommends that the Human Resources Department develop job descriptions and criteria for the Administrative Assistant series and conduct a salary survey of surrounding cities to

determine appropriate salary ranges for Administrative Assistant I, II and III.

### ***Community Development***

Reclassification of the current *Housing Specialist & Economic Development Manager (Included in Budget)* positions into an *Economic Development/Housing (Manager or Specialist)* position (*Not Recommended at this time*). The primary reasons are:

- a) Current combination of staff and consultants has been effective. The primary deficiency at this time is administration of the housing program.
- b) Proven difficulty in recruiting for either position
- c) Significant general fund subsidy of the Community Development function

Currently, the *Housing Specialist* position has been vacant for over three years. We have backfilled the position with contract services provided by LSA (Andrea Ouse has been the primary contact). We have had three recruitments that have been unsuccessful (small applicant pool, unqualified candidates, etc.). To perform the position in a reasonable, productive fashion, approximately 20 weekly hours of dedication (to purely housing related activities) is necessary.

The *Economic Developer Manager* position was created in 2004 and has had two recruitments both unsuccessful (again – main reasons included minimal interest, lack of experience, or potential qualified candidates seeking other opportunities in other jurisdictions). The Community Development Director and the Director of Finance fulfill some obligations of a typical full-time ED Manager position while outside consultant experience picks up the slack (i.e. Keyser Marsten). A fully functioning (in-house) employee could achieve the necessary job functions of an ED specialist/manager within a 20 hr/week time frame.

The Community Development Director is requesting we combine the two positions into one. The position would most likely be able to be funded through some combination of LMI and RDA funds.

Typical job functions of the blended position would include:

#### Housing Specialist:

- Develop, implement, coordinate and administer programs to assist homebuyers finance the acquisition and development of affordable housing.
- Review, analyze, evaluate and recommend adoption of federal, state and local programs to meet City housing needs; structure and modify programs to meet specific City circumstances.
- Act as project manager for City-sponsored affordable housing projects, carrying such projects from site acquisition through financing, contract administration, dispute mediation and completion.
- Process housing loans and grants from application through construction completion and loan servicing; determine property improvement needs; originate loans; prepare specifications and coordinate project bidding and management stages; conduct progress inspections and authorize disbursements; mediate disputes between the property owner and the contractor.

- Publicize and prepare marketing information for the City’s various housing projects; meet with individuals and groups to disseminate such information; attend public meetings as a City representative, as assigned.

Economic Development Manager:

- Develops and monitors business retention and revitalization programs.
- Actively recruits, hosts, and attracts new business and industry to the community, including Redevelopment Areas.
- Assists property owners and developers in formulating and implementing development projects.
- Plans and carries out specific public infrastructure projects as assigned.
- Maintains Los Costaños Plan, including preparation of annual and other reports.
- Develops promotional materials, newsletters, brochures, and other media.
- Administers business assistance programs such as loan or rebate programs, including publicizing programs, coordinating day-to-day activities, and reporting as needed on the program effectiveness.

The position would most likely be within the COM/DEV Department but could also take direction from the City Manager & Finance Department Director.

***Finance***

*Comprehensive Reorganization of the Finance Department Professional Staff (New Position Recommended and Included in the Preliminary Budget)*

This staffing request proposes a comprehensive reorganization of the Finance Department to improve services, raise revenues, balance workloads and improve retention and recruitment with the Department. This proposal supersedes the pending request to add to headcount and accomplishes the objectives mentioned without adding additional staff beyond today’s department headcount, including or incurring significant additional costs.

Background

The Finance Department consists of eight full-time staff members (seven permanent, one temporary) 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 department reorganization will help to improve workflow and will distribute the workload more evenly within the Department.

The City demands a robust financial reporting structure and expects the highest degree of professionalism in both its planning and accounting activities. It takes 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; coupled with planning demands of an Annual Budget and Audit are significant and match the complexity of work performed by much larger finance departments. Moreover, this City is committed to following a best practices model. That means no shortcuts. Both our planning and accounting rigor and financial reporting standards are high.

It’s no mistake how we got to where we are today. It occurred by recruiting highly talented staff, developing their skills and providing them with challenging and interesting work. In fact, all professional accounting staff are CPAs. Over time, the importance of a deputy department head has increased as this individual has taken a lead role in the Annual Budget preparation and Audit process. As a result, the responsibilities of this position have grown considerably and become quite demanding and taxing, leading to job burnout. The Director believes this to be a key element to retaining staff for this position.

This reorganization seeks to balance the workload in the department so that duties and supervisory roles are split between two Deputy Finance Directors, rather than one Controller. By strengthening the department, it will allow the Finance Director to continue to focus on mission critical City projects such as Economic Development, revenue production, City Council policy implementation, etc.

Proposed Restructuring

This proposed reorganization divides the Department into two operating divisions – Planning and Accounting. Both divisions would be led by Deputy Finance Directors.

Chart A below illustrates the current and proposed positions:

Chart A	
Current	Proposed
Finance Director	No change.
Controller	Deputy Finance Director – Accounting/ Planning
Management Analyst I/II	No change.
Senior Accountant	Deputy Finance Director – Accounting/ Planning
Accounting Technician III	Accountant I/II/III
Accounting Technician I/II	Accounting Technician I/II/III
Accounting Technician I/II	Accounting Technician I/II/III
Jr. Accounting Technician <sup>1</sup>	No change.

The Deputy Finance Director – Planning would assume the duties of the previously proposed

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<sup>1</sup> Temporary Jr. Accounting Technician hired Jun 4, 2007. This is new position being requested.

Revenue Manager position supported by Council and recommended for further study in the FY 08 Budget. The Deputy would be responsible for revenue diversification, enterprise cost recovery, fee for service programs, tax enforcement, and planning, organizing and supervising the City's cash receipts cycle. Like the current Controller position, this individual is expected to wear a multitude of hats and perform a wide range of work requested of the Finance Department. Those duties would include Annual Budget preparation, treasury operations, debt management and financial planning. The Deputy Finance Director of Planning would supervise the upgraded Accounting Technician I/II/III and current Jr. Account Technician.

The Accounting Technician I/II/III is currently filled at the Accounting Technician I/II level. The upgrade is required to support the cash management responsibilities this division will undertake. The position would be required to perform bank reconciliations which require significant skill and training and commensurate with the proposed position.

This proposal assumes the current temporary Jr. Accounting Technician position is filled permanently. By way of background, this position was implemented in the midst of last year's budget preparation cycle upon receipt of a stress complaint that was later supported in a finding's report issued by an outside specialist. As a result of the complaint, the City engaged an expert to review the duties of the Accounting Technician II assigned to the cashier function. After the investigation, the expert found the existing Accounting Technician II had an excessive workload caused by a previous department consolidation instituted during the budget correction effort in FY 2005. The workload requirements were further increased due to the City Hall building remodel and the relocation of the cashiering/receptionist function to the 1<sup>st</sup> Floor in support of the one stop experience. The report recommended the City split the functions into two positions by creating a new position of Jr. Accounting Technician to handle the cashiering and receptionist activities. Concerned with not exasperating the stress complaint into a stress claim, the City implemented the recommendations' to the findings and filled the cashiering/receptionist duties with a temporary Jr. Accounting Technician. That condition continues to exist to this day. Going forward, the Jr. Accounting Technician position is expected to evolve to include additional general reception responsibilities for the organization and represent the City as the primary point of contact upon entering City Hall. Those duties would include customer support, complaint processing, mail room handling, Permit Center support, and telephone call assistance to name a few.

As indicated previously, the Deputy Finance Director – Planning will focus on generating new revenues for the City through ensuring full compliance with existing laws, routine audit of revenue streams and development of new revenue opportunities, including economic development, enterprise cost recovery, fee for service programs, tax enforcement, etc.

Other than the Finance Director, 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.

The Deputy Finance Director – Accounting position would perform the duties of the current

Controller position and would also assume some of the duties of the current Senior Accountant. Those responsibilities include financial reporting, accounting, payroll, accounts payable, purchasing and fiscal assets. This position would be a supervisor of the proposed Accounting Technician I/II/III position and the proposed Accountant I/II/III position, which would be responsible for the balance of accounting duties previously performed by the Senior Accountant.

As previously reported, there are currently two Accounting Technician I/II positions in the Department and one Accounting Technician I/II/III position. The proposed restructuring would split certain duties of the current Accounting Technician III and Senior Accountant to create an Accountant I/II/III position. The two Accounting Technician I/II positions would be upgraded to Accounting Technician I/II/III. As discussed earlier, one of the Account Technician I/II/III positions would acquire some duties such as bank reconciliation, from the former Senior Accountant's workload for purposes of internal control. Amongst other things, the other Accounting Technician, would assist with payroll. The payroll function requires considerable skill and knowledge of applicable regulations, statutes and laws governing compensation. Those job duties have been well established and a consistent with the Accounting Technician I/II/III designation.

Lastly, the existing Accounting Technician III is recommended to be upgraded to an Accountant I/II/III. The primary reason for this upgrade is the prior job duties of the Controller and Senior Accountant positions will now be assumed by the Deputy Finance Director – Accounting and their primary support person, the Accountant I/II/III. It is anticipated that this position will initially be filled at the entry level as the current candidate requires comprehensive job training.

The reorganization will help address three key issues faced by the Director:

1. Both Deputies would periodically rotate, so cross training is in place and stability achieved in the event of a vacancy.
2. This restructure would help the Finance Director balance the workload in the department. The current Assistant Finance Director/Controller duties are overwhelming during particular seasons of the year and the reorganization will aid recruitment for this position by balancing out some of the duties, thereby making the workload of the position much more manageable.
2. Retain valuable staff and aid in succession planning. Upgrading certain positions would entrust more responsibility to valued and proven staff members with the City of Belmont.
3. Continue to develop the skill set for current staff members through periodic rotations so that the Department can effectively respond to requests for expanded service and provide even greater value to the City.

#### Costs & Offsets

The proposed reorganization would be budgeted at the position levels listed above. The proposed Jr. Accounting Technician position is \$6,063 per month, including benefits for an annual total of \$72,758. This position has been included in the Proposed FY 2009 Budget as a temporary. The

estimated incremental salary cost for the reclassifications needed to implement the reorganization plan ranges from a high of \$7,155 to a more probable \$1,020 per month. Including benefit rollups, these amounts increase to \$9,301 and \$1,326 per month, respectively. A schedule showing current, proposed and top step salaries is attached. It is also proposed that any additional costs be covered through the administrative support service charge applied to the departments and cost recoverable agencies. Furthermore, this reorganization recovers costs through the Departments claims reimbursement and collection efforts. As a consequence, there is minimal impact to any given department or agency.

Moreover, the Deputy Finance Director – Planning position is expected to generate between 1-5% (\$150,000 per annum) from increased revenue enforcement efforts, as seen below:

Revenue Source	% Increase	Total Revenue
Business License Audit	5%	\$35,000
Sales Tax	1%	\$20,000
Transient Occupancy Tax	2.5%	\$30,000
User Fees	2%	\$45,000
Unsecured Property Tax Roll	2.5%	\$20,000
<b>TOTAL</b>		<b>\$150,000</b>

Once a clear track record of success has been established, this revenue could be used to offset additional positions, program expansion or new services.

On a net basis, this proposal is expected to have a favorable budgetary impact. All position costs are expected to be fully recovered either through additional revenue sources or through the administrative support service charge.

Conclusion

In summary, it is requested that the Finance Department be restructured as laid out in the following organization chart for the reasons previously stated. It will give the Director the opportunity to balance out the workload of the department, provide professional growth and advancement opportunities, retain valued staff and aiding in succession planning, and free up more time for the Director to focus on key projects.

This proposal has been reviewed by Department staff and is supported by the City Treasurer. In addition, it is a minimal to zero cost impact solution and includes cost recovery.

***Human Resources***

Administrative Assistant I/II/III (*Under review and study, will be recommended at a later date*)

This staffing request proposes creating an Administrative Assistant series (Administrative I/II/III) City-wide to replace the current City-wide position of Administrative Assistant. This request is two-fold and creates a retention and growth opportunity for current employees as well as allowing for flexibility when appointing new employees.

The City currently has four (4) employees in the Administrative Assistant classification working

in the Community Development, Public Works, Parks & Recreation and Police Departments. Presently, incumbents in this position have limited potential for growth in their position and their compensation once they reach the top of their salary range. The proposed Administrative Assistant series would provide an opportunity for Administrative Assistants to move up in the series when they meet specified criteria (such as education, training and/or experience) which qualify them for the Administrative II and III levels. This proposed Administrative Assistant I/II/III series would also serve to boost employee morale and aid retention efforts by recognizing employees for their demonstrated skills and abilities and providing them with growth potential within their job classification.

Establishing the Administrative Assistant I/II/III series would also confer flexibility to the City when filling a vacancy at the Administrative Assistant level. Currently, the City only has the Administrative Assistant classification. The Administrative Assistant I/II/III series would allow the City to appoint new employees at the level the department requires and/or make an appointment based on the experience, education and skills of the new employee.

This is a preliminary staffing request and is meant to introduce the concept of an Administrative Assistant I/II/III series to the Council. Staff recommends that the Human Resources Department develop job descriptions and criteria for the Administrative Assistant series and conduct a salary survey of surrounding cities to determine appropriate salary ranges for Administrative Assistant I, II and III.

### *City Manager*

Reclassify the Information Services Manager to Information Services Director and upgrade the Information Services division to Information Services Department- *(Studied in the prior year, recommended at this time and not included in budget)*

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 the evaluation, acquisition, installation and use of appropriate technologies to meet the City's information and telecommunication needs, 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 has considered the idea of elevating the Information Services unit to department status. A comparison study was done of other cities' technology executives' classifications. It revealed a mixed bag in which some comparison cities classified the position at the manager level (five) and some at the Director level (2). Those at the Director level in the study included a second major function such as Personnel. However, two at the Manager level did not include telecommunications or cable TV functions as an element of their job description. Belmont's IS Manager is also involved in building security system issues. All of the surveyed IT functions are housed in either an Administrative Services Department or the City Manager's Office.

This change is being considered due to the increasingly important mission-critical technology function having a stronger role in policy development.

It is the City Manager's position that:

- a) Technology is now a mission critical function within the organization and it deserves an equal position at the policy table; and
- b) For several years, we have treated the incumbent as though she were a Department. It is time we elevated the unit to department status and compensated the incumbent accordingly. This organizational change was presented last year, but was not recommended because the study was in process. This year, the proposed upgrade in the position from Manager to Director is recommended. It would be my intent to appoint the incumbent manager to the position of Information Services Director should the City Council approves this request.
- c) The cost increase would be \$ 7,416 per year.

**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 schedule on the next page analyzes the cost implications and potential offsets for the permanent staffing plan.

Staffing Plan Fiscal Recap					
Department	Position Description	Annual Cost	Offsets	FY 2009 Budget Net Additional Cost	
				General Fund	Other Fund
<b>New Positions</b>					
Police	Red Light Photo Enforcement Coordinator (.5)	\$ 41,280.00	\$ 41,280.00	1	\$ -
Parks and Recreation	Parks Maintenance Worker	80,580.00			80,580.00
Public Works	Mechanic	103,000.00			103,000.00
Public Works	Maintenance Worker-Slurry Seal Program (2)	194,000.00	194,000.00	2	-
Finance	Junior Accounting Technician	72,758.00	72,758.00	3	-
City Clerk	Document Imaging Assistant	N/A			-
City Manager	Information Services Technician	111,208.00	111,208.00	3	-
Subtotal		602,826.00	419,246.00		80,580.00
<b>Reclassifications</b>					
Parks and Recreation	Recreation Specialist II (Teens)	14,700.00	14,700.00	4	-
Public Works	Senior Mechanic to Fleet Supervisor	5,200.00			5,200.00
	Lead Workers to Field Supervisors (3)	21,600.00			21,600.00
	Engineering Technician to Sr. Engineering Technician	5,000.00			5,000.00
Human Resources	Administrative Assistant Classification Study (3)	N/A			-
Community Development	Housing Specialist/ED Manager (2)	N/A			-
Finance	Department Reorganization (5)	15,912.00	150,000.00	5	(134,088.00)
City Manager	IS Manager to IS Director	7,416.00			7,416.00
Subtotal		69,828.00	164,700.00	#	(126,672.00)
<b>Total</b>		<b>\$672,654.00</b>	<b>\$583,946.00</b>		<b>\$ (46,092.00)</b>
					<b>0</b>

Notes: ◀ - Recommended for inclusion FY 2009 Budget; 1 - Funding coming from Red Light Enforcement citation revenue, 2 - Assumes redirection of capital project funds to in-house program, 3 - Amounts included in budget as temporary wages for FY 2008 & FY 2009, 4 - Additional revenue from programs, 5 - Implementation of comprehensive revenue audits, fee enhancements and new revenue sources.

**Public Contact**

Posting of City Council agenda.

**Recommendation**

City Council will be asked to conceptually approve these recommended new positions and position reclassifications on June 10<sup>th</sup> concurrent with adoption of the City Budget . No action is requested at this meeting.

Approval of the attached resolution would revise the permanent staffing plan to be incorporated into the FY 2009 Budget as follows:

Department	Position Description
<b>New Positions</b>	
Police	Red Light Photo Enforcement Coordinator (.5)
Public Works	Maintenance Worker-Slurry Seal Program (2)
Finance	Junior Accounting Technician
City Manager	Information Services Technician
<b>Reclassifications</b>	
Parks and Recreation	Recreation Specialist II (Teens)
Finance	Department Reorganization (5)
City Manager	IS Manager to IS Director

The Human Resources Department will review each request if the budget request is approved by Council. Staff can return to Council at a later date with separate reports and additional information on any position request the Council wishes additional information on.

**Attachments**

- A. Resolution
- B. Current Parks & Recreation Organization Chart
- C. Proposed Parks & Recreation Organization Chart
- D. Current Finance Organization Chart
- E. Proposed Finance Organization Chart

Respectfully submitted,

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Jack R. Crist  
City Manager

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Staff Contact:

Jack R. Crist

650-595-7410

[jcrist@belmont.gov](mailto:jcrist@belmont.gov)

**RESOLUTION NO. \_\_\_\_\_**

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT  
DIRECTING A REVISION TO THE PROPOSED FY 2009 PERMANENT STAFFING  
PLAN FOR THE CITY OF BELMONT**

**WHEREAS**, the City Council desires to have a fiscal and staffing plan for the City of Belmont in order to plan for anticipated revenues and control expenditures; and,

**WHEREAS**, the permanent staffing plan for the City of Belmont is expressed in the budget documents entitled "City of Belmont FY 2009 Budget"; and,

**WHEREAS**, the City Council has received a report from the City Manager titled Proposed Request Approval of Certain Position Additions and Reclassifications of Positions Requested by City Departments – FY 2009 Budget.

**NOW, THEREFORE, BE IT RESOLVED** that the City Council of the City of Belmont directs the following revision to the permanent staffing plan to be incorporated into the FY 2009 Budget as follows:

Department	Position Description
<b>New Positions</b>	
Police	Red Light Photo Enforcement Coordinator (.5)
Public Works	Maintenance Worker-Slurry Seal Program (2)
Finance	Junior Accounting Technician
City Manager	Information Services Technician
<b>Reclassifications</b>	
Parks and Recreation	Recreation Specialist II (Teens)
Finance	Department Reorganization (5)
City Manager	IS Manager to IS Director

\* \* \* \* \*

I hereby certify that the foregoing Resolution was duly and regularly passed and adopted by the City Council of the City of Belmont at a regular meeting thereof held on May 27, 2008 by the following vote:

AYES, COUNCILMEMBERS: \_\_\_\_\_

NOES, COUNCILMEMBERS: \_\_\_\_\_

ABSTAIN, COUNCILMEMBERS: \_\_\_\_\_

ABSENT, COUNCILMEMBERS: \_\_\_\_\_

\_\_\_\_\_  
CLERK of the City of Belmont

APPROVED:

\_\_\_\_\_  
MAYOR of the City of Belmont