



City Council Agenda Report

Meeting Date: February 19, 2013

TO: City Council

FROM: City Manager Brian Nakamura, 896-7200

RE: **CONSIDERATION OF PROPOSED CITY REORGANIZATION AND AMENDED SALARY TABLE**

REPORT IN BRIEF:

At its meeting of 1/29/13 (the second of two Goal Setting Work Shops), the Council was provided with a proposed organizational structure, that if implemented, would begin the process of rightsizing the organization. The proposal consisted of consolidating ten (10) departments into five (5), Administrative Services, Community Development, Public Works, Police and Fire. With the core goals and objectives of the City Council established for 2013 and beyond as Public Safety and Housing, Finance, Economic Development, Transportation/Environment and Technology. Staff recommends that a sixth department be added, the Department of Community Enhancement, which will enable staff to provide more comprehensive, effective and efficient services to our citizens and business owners.

Recommendation: That the City Council direct the City Attorney to:

1. Prepare amendments to the Chico Municipal Code to provide for the Department of Administrative Services, Community Development, Community Enhancement and Public Works, effectively eliminating and/or restructuring the Departments of Finance, Human Resources, and Risk Management, Planning Services, Building and Development Services and Information Technologies, as described in this memorandum; and
2. Prepare other amendments to the Chico Municipal Code, including amendments to the City's Conflict of Interest Code, as necessary to implement the reorganization as described in this memorandum; and
3. Prepare any necessary amendments to Resolution No. 03-122 (the Management Employees' Pay and Benefit Resolution to reflect changes in job titles and pay ranges.

FISCAL IMPACT:

The estimated annual cost savings of this reorganization/rightsizing at the Department Director level is anticipated to be \$180,000, with compensation adjustments as proposed. Although nominal at first blush the overriding impact towards reducing General Fund expenditures, the long-term savings is everlasting.

Initial analysis of intra and inter-departmental reorganizations/rightsizings, which will occur as a result of the departmental rightsizing is anticipated to result in additional cost savings exceeding \$500,000 to \$750,000 annually, a combined savings of approximately \$1 million in salaries and benefits.

BACKGROUND:

As identified when the proposed reorganization/rightsizing was first introduced, it is based on a myriad of factors and may require additional "tinkering" as the City progresses and experiences economic growth resulting in additional personnel demands. Further, there is firm belief by organizational theorists and practitioners that organizations must be fluid, as technological advancements occur rapidly and should be integrated into organizations as quickly as reasonably achievable. In doing so, governmental organizations can optimize its use of resources and reasonably adjust to personnel demands and reductions, thus resulting in long-term savings for the City (savings such as PERS, workers compensation, insurance, etc.).

PROPOSED REORGANIZATION

2/13/2013

Page 2

The reorganization / rightsizing consolidates the ten (10) departments under the purview of the City Manager into six (6), with clarification that the City Clerk's Department now reports directly to the City Council. In addition to this recent voter initiated action regarding the City Clerk's Office, City staff finds that the City Clerk's Department can and should serve as the City's Public Relations/Information Office. This does not conflict with the proposed Community Enhancement Department's scope of work and core functions, rather compliments and improves the transparency efforts initiated and expected by the City Council.

As each department is defined by its goals and objectives and bases its activities on the desire to administer policy directives established and adopted by the City Council, achieving such requires that all departments work cooperatively and cohesively as a team. The team is only as strong as its weakest link and optimization of core leaders and line staff insures that the City as an organization will function in an efficient and effective manner.

The reorganization/rightsizing attempts to fairly and reasonably address current and future City Council policy directives, community requests and expectations, while actively participating in and demonstrating leadership in local, regional, statewide and National local government trends and movements.

Administrative Services Department

This action essentially consolidates the existing Finance, Human Resources and Risk Management, Purchasing and Information Systems Departments. The justification for this consolidation is multi-fold. First it places emphasis on being the core Internal Service Department for the City. The most significant cost associated with government is expenditures for personnel. Management and oversight of human resource and risk management functions will enable the Administrative Services Department to more appropriately track and monitor intra and interdepartmental personnel activities and costs.

This department will oversee Information Systems. As mentioned above in the reorganization/rightsizing paragraph, technological advancements occur rapidly and should be integrated into organizations as quickly as reasonably achievable. This will depend heavily on identifying and securing financial resources for purchasing and implementation.

The establishment of centralized citywide purchasing is a new component of the proposed reorganization/rightsizing and much needed at this time. Currently each department is responsible for its own purchases and issuing and securing bidders through the Request for Proposal (RFP) and Request for Qualifications (RFQ) processes for contractual departmental services, programs and projects. City staff believes centralized purchasing will insure consistency in contract development, administration, oversight and completion.

The City currently holds a position titled Purchasing Officer, which designates the City Manager as such officer. It is my recommendation that a Purchasing Officer be added to the City at a manager position (not department director level) to oversee and implement this effort.

Given the broader scope of work and administrative oversight associated with this new position the recommendation is to establish the pay scale for the Administrative Services Director not to exceed \$6,153.84 per pay period, based on 26 pay periods annually, or \$160,000 annually.

Community Enhancement Department

This Department, although not originally included in the Council workshop presentation of January 29, 2013, is necessary for numerous reasons. First, it serves as a department responsible for community relations and engagement, communication with citizens and the media, housing programs and the arts. This department will serve as the primary liaison with community organizations and other public and private agencies. As a result of the dissolution of the City's Redevelopment Agency, the City primarily receives and distributes Federal Community Development Block Grant Funds (CDBG) and HOME funds.

PROPOSED REORGANIZATION

2/13/2013

Page 3

Notwithstanding the Housing Neighborhood Services Department served a key role in working with our Community Based Organizations (CBOs), there is a broader need to develop and implement strategies consistent with issues and priorities of the City Council, Chamber, Downtown Business Association and other civic, non-profit, business, neighborhood and educational organizations.

The Community Enhancement Department will facilitate and coordinate with the Greater Chico Homeless Task Force and Butte Countywide Homeless Continuum of Care. It will be responsible for all housing programs and the associated loan portfolio transferred from the former Redevelopment Agency and coordinate with all other City departments to insure that the City's focus remains on track towards an enhanced quality of life for all.

Finally, the Community Enhancement Department will share oversight and direct the activities of the City Arts Program, including public art, arts funding, arts promotion and marketing of Chico as an arts and cultural destination.

Given the broader scope of work and administrative oversight associated with this new position the recommendation is to establish the pay scale for the Community Enhancement Director not to exceed \$4,807.69 per pay period, based on 26 pay periods annually, or \$125,000 annually.

Community Development Department

This action consolidates Planning Services, the Building and Development Services Department, Economic Development and Code Compliance Divisions within the City. This major consolidation will improve intra and interdepartmental coordination of services, programs and projects primarily related to maintaining, enhancing and expanding growth of the community and insuring a high quality of life for our residents and businesses. Additionally, the Community Development Department shall continue to be responsible for implementation of the City's General Plan Update and assist the City Manager's Office with economic development efforts, which typically begin with inquiries and opportunities related to existing, proposed and future land use designations.

The January 11, 2013 transition of the Code Compliance Division from the Police Department to Building and Development Services Department serves the community well. Much of the efforts associated with Code Compliance are based on the City's Municipal Code, therefore placing Building and Development Services Department Code Compliance division under Community Development will further enhance intra and interdepartmental communication and coordination with our citizens and businesses.

Given the broader scope of work and administrative oversight associated with this new position the recommendation is to establish the pay scale for the Community Development Director not to exceed \$6,153.84 per pay period, based on 26 pay periods annually, or \$160,000 annually.

Public Works

This consolidation includes the General Services and Capital Projects Services Departments and Engineering and Parks Divisions. It will also assist the City Manager's Office with oversight of Airport operations, applicable capital projects and maintenance and FAA interactions, which includes Cal Trans.

The Public Works Department for all intents and purposes, inclusive of direct oversight of capital projects and engineering, will continue to function as an expanded General Services Department. Public familiarity with the designation Public Works Department will improve and enhance consumer (citizen) recognition when seeking specific city services, such as leaf pick up, roadway and storm drain maintenance and wastewater services, but create efficiencies for our core infrastructure department, bringing forth clarity and intra and interdepartmental communication with other departments, specifically Administrative Services in purchasing and procurement of contractual services and Community Development in regards to planning, design engineering, capital projects, infrastructure and parks maintenance and expansion.

Given the broader scope of work and administrative oversight associated with this new position the recommendation is to establish the pay scale for the Public Works Director not to exceed \$6,153.84 per pay period, based on 26 pay periods annually, or \$160,000 annually.

PROPOSED REORGANIZATION

2/13/2013

Page 4

PUBLIC CONTACT: This item was heard at the City Council Goal Setting meeting held on January 29, 2013.

Prepared by:



Brian Nakamura, City Manager

DISTRIBUTION:

City Clerk (3)

ATTACHMENTS:

- Attachment A - Administrative Services Director Job Description
- Attachment B - Community Enhancement Director Job Description
- Attachment C - Community Development Director Job Description
- Attachment D - Public Works Director Job Description
- Attachment E - Existing Organizational Chart
- Attachment F - Proposed Rightsizing Organizational Chart

Administrative Services Director

Bargaining Unit: Contractual Management, Exempt

Definition:

Under general direction of the City Manager, the Administrative Services Director plans, organizes, manages and directs centralized accounting and financial administration programs; provides administrative direction to other centralized services such as purchasing, risk management, budget and program analyses; shall serve as Finance Director and Treasurer of the City of Chico, Chico Public Financing Authority, Successor Agency to the Chico Redevelopment Agency and the Chico Urban Area Joint Powers Financing Authority; and to do related work as required. The Administrative Services Director directs all phases of the City's Human Resources Department including: recruitment and selection; classification, compensation, and benefits; labor relations; training; provides professional and technical staff assistance; and related work as required. The Administrative Services Director is responsible for oversight and management of the City's Information Technology Department and will have extensive knowledge of computer system operations and software applications.

Examples of Typical Duties:

Administrative Services Director

- Develop and implement goals, objectives, policies and priorities.
- Direct the general accounting activities of the municipality including the maintenance of general ledgers and related subsidiary records.
- Prepare financial reports reflecting the financial status of the various departments of the municipality including community development, public works, community enhancement, public safety, and others as appropriate.
- Develop and maintain internal accounting controls.
- Plan, develop, implement and administer the cash management and investment program.
- Administer the City's insurance program, business license program and centralized purchasing.
- Assist the City Manager in preparation of the annual operating and capital improvement budget.
- Forecast City revenues, expenditures and year-end balances.
- Coordinate and conduct municipal bond sales.
- Respond to requests for information, reports or action from the City Manager, City Council, Department Directors, news media and citizens regarding fiscal matters.
- Prepare special financial reports, studies and analyses.
- Direct preparation of the annual financial report, State Controller reports and other reports required by law.
- Coordinate Finance Department activities with the City Manager's office, other City departments and outside agencies.
- Supervise, train and evaluate subordinate professional and administrative support staff.
- Administer and direct a comprehensive Human Resources program.
- Formulate and recommend policies, regulations, and practices for carrying out the program; administer all provisions of the personnel merit system not specifically reserved to the City Manager or Department Directors.
- Consult with and advise the City Manager and Department Directors to coordinate the various phases of the policies, practices, ordinances, and resolutions implemented.
- Represent the City in matters of concern to unions and associations representing City employees; act as Chief Negotiator or participate in negotiations during "meet and confer" sessions with various organizations; assist in the administration of the employer-employee relations resolution.
- Direct, coordinate, and supervise the administration of recruitment and selection; classification, compensation, and benefits; labor relations; training, employee performance appraisal, and new employee orientation.
- Prepare and recommend to the City Manager revisions and amendments to ordinances and resolutions relating to human resource matters.

- Direct the conduct of special studies, and preparation of reports, and make recommendations to the City Manager.
- Advise employees and department management in matters concerning grievances and assist department management accordingly.
- Review and analyze reports, legislation, court cases, and related human resource matters.
- Coordinate human resource activities with other City departments and outside agencies. Select, train, supervise, and evaluate professional, para-professional, technical, and clerical staff through subordinate staff.
- Provide direct oversight of Information Technologies and Risk Management divisions.

Desirable Qualifications

Knowledge of:

- Principles, practices and methods of modern accounting and auditing.
- Principles and practices of financial administration including budgeting and reporting.
- Modern office practices, procedures, methods and equipment.
- Modern principles and practices in purchasing, treasury management, and risk management.
- Application of data processing in the maintenance of accounting records and financial administration.
- Budget preparation, program analyses and revenue forecasting.
- Principles and practices of organization, administration, budget and personnel management.
- Principles of human resource administration.
- Policies, procedures, ordinances, and resolutions governing City personnel activities, conditions of employment, and employee benefits.
- Advanced research and statistical methods.
- Principles of office organization and management.
- Impact of labor market conditions and socio-economic issues on recruitment and employment.
- Modern office practices, procedures, and equipment, including microcomputers and applicable software applications.
- Principles and practices of supervision and performance appraisal.
- Maintaining knowledge of emerging technology and industry supported (e.g. financial systems, supervisory control, law enforcement) as well as understanding applicability of new technology to operations.
- Develop strategic plans and implement operational plans to provide information technology infrastructure to support the City's/Department's business goals.
- Supervise one of the following technical areas which includes City staff and contract staff: PC Technicians/Help Desk, Network/Telecommunications, Data Center/Systems Administration/Database Administration, Applications.
- Develop strategic plans and implement operational plans to provide information technology infrastructure to support the City's/Department's business goals.
- Applicable federal, state, and local laws, regulations, and ordinances.

Ability to:

- Develop, revise and install accounting systems and procedures.
- Prepare varied financial statements, reports and analyses.
- Plan, organize, supervise and review large complex operations as they relate to accounting, finance, treasury and budgeting activities.
- Communicate clearly and concisely, orally and in writing.
- Analyze a variety of administrative and financial problems and develop effective solutions.
- Establish and maintain a variety of personnel and related records requiring confidentiality and security.

- Establish and maintain effective working relationships with persons within and outside of the organization.
- Coordinate and conduct complex, multi-phased projects and programs.
- Resolve sensitive personnel and other confidential matters appropriately.

Experience and Education: Any combination of experience and education that would provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Experience: Minimum of 7-10 years municipal administrative experience with significant exposure to finance, accounting and general municipal operations and administration, and managing one of the functional areas described above.

Education: A Bachelor's Degree from an accredited college or university in finance, accounting, computer science, public or business administration, economics, or a related field. A Master's Degree preferred.

Community Enhancement Director

Bargaining Unit: Management, Exempt

Definition:

Under general direction of the City Manager, the Community Enhancement Director is responsible for the development and implementation of programs and services related to community relations and engagement, communication with citizens and the media, housing programs, and the arts. The Community Enhancement Director is the City's primary liaison with community organizations and other agencies.

Examples of Typical Duties:

Community Relations and Public Information

- Informs the public of the activities and objectives of the City of Chico using appropriate media and other tools.
- Maintains effective relationships with civic, non-profit, business, neighborhood and educational organizations, serving as the City's primary liaison to foster clear communication and coordination.
- Develops strategies and advises City departments on appropriate information dissemination procedures regarding significant issues, programs, projects and services.
- Develops, implements and manages communication plans consistent with issues and priorities of the City Manager and City Council; attends and participates in issue briefings and City Council meetings.
- Serves as the City's Public Information Officer during citywide emergencies to develop and direct emergency information to the media, City employees and the general public.
- Coordinates and implements the City's Community Organization funding process.

Housing

- Directs the activities of the City's housing and community development programs funded through federal and state grants, including the Community Development Block Grant (CDBG) and Home Investment Partnership Grant (HOME), as well as locally-developed sources of funding.
- Supervises Housing staff.
- Manages the preparation of grant applications and engages in community partnerships to develop new sources of funding for housing programs.
- Develops and implements policies and procedures relating to housing.
- Acts as the City representative to the Greater Chico Homeless Taskforce and the Butte Countywide Homeless Continuum of Care.
- Provides a conduit for coordination between City departments, private developers, non-profit agencies and others involved in housing activities.
- Monitors the financial administration of housing program funds, including management of the housing loan portfolio transferred from the former Redevelopment Agency.

Arts

- Directs the activities of the City's Art's Programs, including public art, arts funding, arts promotion and marketing of Chico as an arts and culture destination.
- Supervises Arts staff and supports the Arts Project Coordinator in serving the Arts Commission.

Desirable Qualifications

Knowledge of:

- City government structures and processes.
- Regulations and laws related to assigned areas of responsibility.
- Community organizations and local resources.
- Methods of planning and implementing an effective public outreach and information program.
- Research techniques, including sources and availability of information.

Ability to:

- Coordinate and direct public communications and community relations programs.
- Interpret and explain City programs, policies and procedures.
- Edit, organize and present information.
- Communicate clearly and concisely, both orally and in writing.
- Proactively interact with City management, public officials, community leaders, the press and the general public.
- Write grant applications.
- Develop and implement both housing and arts programs strategic plans.
- Use computers, computer applications and software.
- Resolve sensitive personnel and other confidential matters appropriately.

Experience and Education: Any combination of experience and education that would provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Experience: Minimum of 3-5 years municipal administrative experience with significant exposure to community engagement and partnership development, and managing one of the functional areas described above.

Education: A Bachelor's Degree from an accredited college or university in public administration, political science, communications, or a related field.

Community Development Director

Bargaining Unit: Contractual Management, Exempt

Definition:

Under general direction of the City Manager, the Community Development Director is to plan, direct, manage and oversee the activities and operations of the Planning, Building, Economic Development, and Code Enforcement functions and Real Property; to coordinate assigned activities with other City Departments and outside agencies; and to do related work as required.

Examples of Typical Duties:

Community Development Director

- Direct community and economic development activities through appropriate organizational and management practices including current and advanced planning, zoning administration, annexations, environmental review, code enforcement and building inspection, real property; recommend and administer policies and procedures.
- Plan, recommend and direct implementation of policies and strategies for the community's growth and economic prosperity.
- Assess administrative support systems and coordinate with the Chief Information Officer to translate needs to automated systems where appropriate and necessary.
- Continuously monitor and evaluate the efficiency and effectiveness of service delivery methods and procedures; assess and monitor work load, administrative and support systems, and internal reporting relationships; identify opportunities for improvement; direct the implementation of changes.
- Manage and participate in the development and administration of the Department's budget; forecast the needs additional funds for staffing, equipment, materials and supplies; direct the monitoring of and approval for expenditures; direct the preparation of and implement budgetary adjustments as necessary.
- Serve as an advisor to the City Council, City Manager and appointed boards, commissions, administrative committees and citizen's committees on community development matters and explain new and revised programs to the City Council, professional and citizen groups.
- Act in the capacity of Planning Director in meetings of the Planning Commission, the Architectural and Historic Preservation Board, and the Map Advisory Committee.
- Plan, direct and coordinate the Community Development Department's work plan; meet with management staff to identify and resolve problems; assign projects and programmatic areas of responsibility; review and evaluate work methods and procedures.
- Coordinate Community Development Department activities with those of other departments and outside agencies, organizations and residents.
- Conduct a variety of organizational studies, investigations and operational studies; recommend modifications to Community Development programs, policies and procedures as appropriate.
- Select, supervise, train and evaluate managerial, professional, para-professional, technical and administrative support staff.

Desirable Qualifications

Knowledge of:

- Operational characteristics, services and activities of a comprehensive planning program including current and advanced planning, zoning, annexations, historic preservation, code enforcement and building and safety inspection programs.
- Organizational and management practices as applied to the analysis and evaluation of programs, policies and practices.
- Advanced principles and practices of municipal budget preparation and administration.

- Customer service techniques and principles.
- Principles of supervision, training and performance evaluation.
- Goals and procedures of urban renewal and redevelopment programs.
- Federal, State, and local laws regarding community development programs

Ability to:

- Plan, organize, direct and coordinate the work of professional, para-professional, technical and administrative support staff.
- Project consequences of proposed actions and implement recommendations in support of goals.
- Identify and respond to community and City Council issues, concerns and needs.
- Communicate clearly and concisely, orally and in writing.
- Work effectively and develop positive relationships with a diverse population and cultures.
- Generate new and creative ideas through visionary and strategic thinking.
- Develop and maintain strong and effective working relationships with organizational leadership team.
- Resolve sensitive personnel and other confidential matters appropriately.

Experience and Education: Any combination of experience and education that would provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Experience: Minimum of 7-10 years municipal administrative experience with significant exposure to planning and development administration, and managing one of the functional areas described above.

Education: A Bachelor's Degree from an accredited college or university in urban planning, public administration, political science or a related field. AICP certification and/or a Master's Degree preferred.

Public Works Director

Bargaining Unit: Contractual Management, Exempt

Definition:

Under general direction of the City Manager, the Public Works Director is responsible for the development and implementation of programs and services related to the Park Division, Operations and Maintenance Division, as well as capital projects. The Public Works Director is responsible for administering and managing the city's parks, playgrounds and recreational facilities and enforce therein such rules and regulations as the city council may promulgate for their use and shall provide staff support for the Bidwell Park and Playground Commission in fulfilling the functions and duties assigned to it by the city charter and municipal code. The Public Works Director provides operation and maintenance services for all city property and facilities, including but not limited to city vehicles, city streets and buildings, the city airport, city sanitary sewer system and water pollution control plant and city storm drainage system and facilities. The Public Works Director administers the city's capital improvements program, coordinating construction and improvement of city parks, playgrounds, recreational and other facilities under the jurisdiction of that department.

Examples of Typical Duties:

Public Works Director

- Direct and participate in the development and implementation of the City's goals, objectives, policies and procedures.
- Plan, direct, and review all public works engineering activities including all phases of design, surveying and inspection.
- Plan, direct, and review transportation and traffic engineering activities.
- Confer with and advise supervisory assistants on problems related to the design and construction of public works systems, the interpretation and enforcement of construction specifications, and the design and operation of traffic systems.
- Review plans, engineering reports, budget estimates and proposed ordinances submitted by division heads.
- Review and sign plans for public works improvements.
- Act as technical advisor to the City Manager and City Council on public works, engineering and traffic matters.
- Supervise and participate in the preparation of the capital improvement program and budget.
- Respond to and resolve difficult citizen inquiries and complaints.
- Select and direct professional engineering consultants.
- Supervise and participate in the preparation and management of the department budget.
- Coordinate public works activities with other City departments and with outside agencies.
- Select, supervise, train and evaluate professional, technical and administrative support subordinates.

Desirable Qualifications

Knowledge of:

- State of California engineering and administration principles and practices as applied to the design and construction of public works facilities and technical inspection services.
- Methods, materials and techniques employed in public works construction.
- Principles and practices of strategic management and planning.
- Recent developments, current literature and sources of information in municipal public works administration in the State of California.
- Principles of organization, management, budget, and personnel management.
- Various financing mechanisms for enterprise operations and rate setting principles.

Ability to:

- Coordinate and direct public works projects and programs.
- Interpret and explain City programs, policies and procedures.
- Edit, organize and present information.
- Communicate clearly and concisely, both orally and in writing.
- Proactively interact with City management, public officials, community leaders, the press and the general public.
- Write grant applications and appropriately administer grant programs.
- Develop and implement public works strategic plans.
- Use computers, computer applications and software.
- Resolve sensitive personnel and other confidential matters appropriately.

Experience and Education: Any combination of experience and education that would provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Experience: Minimum of 7-10 years municipal administrative experience with significant exposure to public works operations and maintenance and capital projects administration, and managing one of the functional areas described above.

Education: A Bachelor's Degree from an accredited college or university in public administration, political science, civil engineering, or a related field. A Master's Degree preferred.



Citizens of Chico

City Council

BOARDS & COMMISSIONS

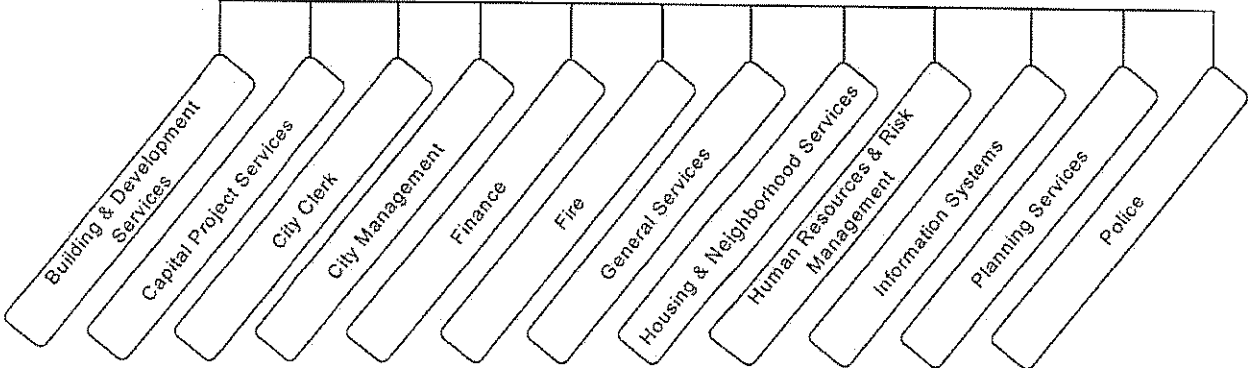
- Airport Commission
- Architectural Review Board
- Arts Commission
- Bidwell Park & Playground Commission
- Human Resources Commission
- Planning Commission

COUNCIL COMMITTEES

- Economic Development Committee
- Finance Committee
- Internal Affairs Committee
- Town & Gown Committee

City Manager

City Attorney



Proposed Organizational Chart

