SUBJECT: Consideration of A City of Porterville Reorganization

SOURCE: CITY MANAGER

In April, 2002, the City Council approved a reorganization within the Community Development and Services Department through August of 2002. The reorganization established responsibilities and permitted the Department to function within the context of three interim departments: Community Development, Field Services, Building and Engineering.

Since May, there has been further consideration of an organization which best addresses the needs of the City over the next two or more years. The major goals in this regard are:

• Like activities are consolidated for clarity
• Organizational and functional integration are emphasized for communications & performance
• Responsibilities are dispersed to establish do-able, manageable jobs
• Responsibilities are clearly established for accountability
• An adequate span of supervision is established for quality of results

The proposed organization is attached in a graphic representation. Consistent with the goals defined above, the proposed reorganization has the following features:

Group Structure: Three groups are proposed. They are Administrative Services, Public Safety, and Community Services and Improvements. The groups are intended to be an intermediate area for coordination within like disciplines. The main purpose of the groups is to focus on interdepartmental issues. In this regard, they consolidate like activities and provide a level of organization to enhance communications.

City Manager/Deputy Team: A constituent of the interim reorganization is carried forward, in that the City Manager/Deputy City Manager team is defined. The concept is that both individuals will have supervisory authority over the Groups and Departments. This is intended to provide an adequate span of supervision so that the departmental responsibilities may be dispersed to allow do-able, manageable jobs. Though the CM/DCM are established as a team, the ultimate responsibility for results is held by the City Manager. This will not be diluted by the proposed reorganization.

Clarity of Organization: The responsibilities for various areas of municipal effort are intended to be clearly defined. In the Public Safety Group, little is modified except for the grouping itself. Within Community Services and Improvement, a very large department is modified to exist within a single Group. The new departments of Public Works and Community Development are created

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to establish logical areas of service and responsibility. These categories are traditional in many city organizations. Within the Administrative Services Group, functions previously contained in the Finance Department and City Manager’s Office are combined under a department head. This is intended to group like activities under a responsible manager. The Administrative Services concept is increasingly common in City governments.

**Changes in Positions:** The proposed reorganization would eliminate the following positions: Community Development and Services Director, Administrative Services Manager, Assistant Finance Director, Development Manager, Finance Director (separate designation, see below) and City Planner.

The proposed reorganization would create the following positions: Deputy City Manager, Community Development Director, Public Works Director, Project Manager (Upgrade in Community Development), Development Assistant (Community Development), Administrative Services Director, and Chief Financial Officer.

**Economic Development Organization:** The organization for economic development is crucial to the City’s effort to support the development and retention of tax base and jobs for the community. The proposal for reorganization is to establish a function with a Development Associate, Development Assistant, and an allocation of Project Manager in support services effort.

This structure is parallel to that in planning and redevelopment/CDBG within the Community Development Department. Every effort will be made to utilize resources across program areas to assure that any extraordinary peak requirement is met within each of the program areas and that there is cross-training and general understanding of all Community Development functions.

We believe that this symmetry will provide overall balance and strength. Though total personnel hours allocated to economic development will be increased, the proposal is to eliminate the Development Manager position.

**Cost Impact:** The proposed reorganization has a projected net General Fund savings of $37,730, but an overall cost (in all Funds) of $3,511. The Fund with the most significant cost impact is the Water Fund with $12,072. This is a highly solvent Fund at this time.

It is anticipated that the cost impact outlined above will provide for personnel costs and vehicular costs. The expectation is that a vehicle will be added to the City’s fleet to serve Community Development. The vehicle will be assigned to the Community Development Director, but meets a long-standing need within the function.

**RECOMMENDATION:**

Approve the reorganization as presented, authorizing its establishment and implementation on September 1, 2002.
RESOLUTION NO. ____-2002

A RESOLUTION OF THE CITY COUNCIL OF THE
CITY OF PORTERVILLE PROVIDING FOR THE
REORGANIZATION OF CITY FORCES

Whereas, the City Council has acted to provide for the reorganization of the Community Development and Services Department through August, 2001; and

Whereas, the reorganization of city departments is periodically beneficial to enhance the economy and efficiency of city operations; and

Whereas, the City Manager has considered the current organization of the staff and in consultation with the departmental directors has defined an organizational structure that will enhance organizational integration and effectiveness; and

Whereas, this structure has been recommended to the City Council for consideration and adoption to be implemented on September 1, 2002;

Now, therefore, be it resolved as follows:

1. Effective September 1, 2002 the following positions shall be established for the City: Deputy City Manager, Community Development Director, Public Works Director, Administrative Services Director and Chief Financial Officer. These positions shall report to the City Manager and shall be responsible for the supervision and management of the various functions of the City of Porterville, specifically:

   a. Deputy City Manager shall be responsible as tasked for the overall management of the departments of Porterville and shall have authority to supervise the various departments of the City under the direction of the City Manager and shall assist the City Manager with the duties defined by the Porterville City Charter and shall act as City Manager in the absence of the City Manager. The pay range for the Deputy City Manager Shall be: Range 239;

   b. Community Development Director shall be responsible for the efficient management of redevelopment, planning, housing, and the Community Development Block Grant program and such other programs and duties as assigned by the City Council or the City Manager. The pay range for the Community Development Director shall be: Range 225;

   c. Public Works Director shall be responsible for the efficient management of engineering, building, water, sewer, storm drain, streets, solid waste and related City facilities and programs and duties as assigned by the City Council or the City Manager. The pay range for the Public Works Director shall be: Range 229;

   d. Administrative Services Director shall be responsible for the efficient management of finance, budgeting, risk management, human resources, employer/employee relations, information technology and the supervision of city clerk duties and such other programs and duties as assigned by the City Council or the City Manager. The pay range for the Administrative Services Director shall be: Range 234;

   e. Chief Financial Officer shall be responsible for the efficient management of accounting, reporting, purchasing, and billing of utilities and other amounts and related programs, and duties as assigned by the City Council or the City Manager. The pay range for the Chief Financial Officer shall be: Range 213;
f. Community Development Project Manager shall be responsible for specific project planning and implementation within the Community Development Department and related programs and duties as assigned by the City Council or the City Manager. The Project Manager shall report to the Community Development Director, and by this action the position shall be an upgrade from the Analyst II position with a pay range of: Range 186;

g. A Development Assistant position shall be authorized within the Community Development Department at Range 167 and the current Analyst II position shall be retitled Development Associate and remain at Range 181.

2. The following positions shall no longer appear in the organizational chart of the City of Porterville: Community Development and Services Director, Administrative Services Manager, Finance Director (to be designated as defined below), Assistant Finance Director, and City Planner.

3. Consistent with Porterville City Charter section 24, the City Manager may designate the Deputy City Manager, Administrative Services Director, or the Chief Financial Officer as the Director of Finance, and that individual shall be responsible for the management of the duties defined in the Charter during the term of the designation acting in the course of their employment without additional compensation.

4. A Group Organizational Structure is hereby established for the City of Porterville. Within the Administrative Services Group shall be the administrative functions of the City as defined by the City Council or City Manager; Within the Public Safety Group shall be the Fire Department including the Airport program area, Police Department, and Parks and Leisure Services Department; Within the Community Services and Improvement Group shall be the Public Works Department and Community Development Department.

For each Group, the City Manager may appoint a Chair. Group Chairs shall be appointed for terms of one year and for no more than two terms. They shall be responsible for assuring that there is coordination and integration between the departments in each Group and between the Groups. This effort shall emphasize collaboration and communications. The Group Chair members shall meet periodically with the City Manager and report on the success of continuous improvement with coordination and integration between and among the departments of the City. Periodically, the City Manager shall report to the Council on the reports provided by the various Group Chair Members.

5. Effective September 1, 2001, the City of Porterville Organizational Chart shall be amended to reflect the modifications defined in this resolution, and the Mayor authorized to execute those documents as are necessary to implement the provisions hereof.

PASSED, APPROVED, AND ADOPTED this 2nd day of July, 2002.

___________________________________
Gordon Woods, Mayor

ATTEST:

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John Longley, City Clerk