



**TO:** Mayor and Councilmembers

**FROM:** Michelle Greene, City Manager

**SUBJECT:** City Manager Department Priority-Setting Workshop and FY 2019/20 Annual Work Program

**RECOMMENDATION:**

Discuss work priorities and adopt an Annual Work Program for FY 2019/20 for the City Manager Department.

**BACKGROUND:**

The City Manager Department Annual Work Program provides a regular, structured mechanism to allow the Council to review and discuss the Department's work commitments and staffing resources, consider individual Council member's project ideas and provide direction on the Department's work priorities for the next fiscal year. It also lays the groundwork for the Department budget, which will be presented to Council during the upcoming FY 2019/20 and FY 2020/21 budget workshops.

Where available budget and staffing are finite, and the list of possible City-wide work efforts are growing, a priority-setting process is useful to allow the City Council to establish policy priorities. A regular priority-setting process allows the Department to plan for and assign work within available resources in a structured way. This system works better and is more efficient than attempting to shift resources ad hoc to new projects as Council members identify and introduce new ideas and work priorities during the year.

**DISCUSSION:**

**Purpose**

The purpose of this workshop item is to update the Council on existing work commitments and recent accomplishments, and to provide the Council an opportunity to discuss work priorities for the City Manager Department for the upcoming fiscal year. As noted above, the Annual Work Program creates a regular mechanism for the Council to establish the Department's work priorities, but it is also an opportunity for Council to propose and consider ideas for new work projects and shape the work plan for the coming year.

## **Staffing and Budget Constraints**

Setting of work priorities must of course occur within the constraints of budget and available staffing. Goleta is a small city with a limited staff and finite resources, which are further constrained by the Revenue Neutrality Agreement. Given the large number of competing, possible work priorities, the City must take care not to take on too much at any given time or spread itself too thin, and instead must be prepared to pace itself. Over time, much can be accomplished, if available staffing resources are concentrated and projects are tackled sequentially. As recent experience has demonstrated, it is also important for the City to keep some capacity in reserve to deal with unanticipated events and needs beyond the City's control that inevitably arise in any given year.

The Council has the fundamental choice to commit resources in a way that reflects its priorities. It can in theory budget more staffing, if it desires more work to be completed sooner, or it can pace work over time within the limits of existing, available staff capacity. However, while the Council always has the ability to devote more resources and hire more staff, it must carefully consider the long-term impacts to the General Fund of simply adding staff. In addition, it must take into account the realistic constraints of managerial capacity to oversee more staff or consultants and work.

## **Scope**

The Annual Work Program covers the work of the four main divisions of the City Manager Department: 1) The General Administration Division; 2) The City Clerk's Division; 3) the Community Relations Division; and, 4) The Support Services Division. The Annual Work Program compares current work commitments and potential new projects with available staffing resources. Tentative completion dates for projects and deliverables are best estimates and should therefore not be understood as a commitment.

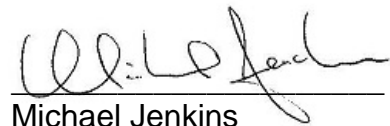
The City Manager's Department is currently undergoing a departmental assessment along with the Neighborhood Services and Public Safety Department, similar to those conducted for the Planning and Environmental Review and Public Works departments. This assessment may result in resource realignment or other recommendations which could impact the FY 2019/20 work programs and the next two-year budget cycle. If the departmental assessment results in such recommendations, staff will return to Council with revised work programs and budget adjustments for both departments.

**FISCAL IMPACTS:**

The Annual Work Program is consistent with the adopted budget with respect to existing positions, departmental structure and work commitments, including consultant or outside vendor resources. It also lays the ground work for the next budget cycle assuming a continuation of existing staff resources. As a result, there are no new budget requests of fiscal impacts at this time, unless the Council chooses to devote new resources to the Department.

As noted above, the departmental assessment of the City Manager Department that is currently underway may result in recommended changes to the structure and staffing of the department. Such recommendations could also impact the work program and budget for the department. If such recommendations are supported by the City Council, then staff will bring amendments to the department work program and the FY 2019/20 and FY 2020/21 budget to Council for consideration.

**Legal Review By:**



Michael Jenkins  
City Attorney

**Approved By:**



Michelle Greene  
City Manager

**ATTACHMENT:**

1. Draft FY 2019/20 Annual Work Program



## Attachment 1

### City Manager Department Annual Work Program FY 2019/20



**FY 2019/20 ANNUAL WORK PROGRAM  
CITY MANAGER'S DEPARTMENT**



May 21, 2019

## Table of Contents

CITY MANAGER DEPARTMENT OVERVIEW .....	3
EXECUTIVE SUMMARY – City Clerk.....	9
Introduction and Purpose.....	9
Role of the Division.....	<b>Error! Bookmark not defined.</b>
City Clerk Division Staffing .....	<b>Error! Bookmark not defined.</b>
Workload Considerations.....	10
Projects & Programs/Ongoing Work Efforts.....	10
EXECUTIVE SUMMARY – Community Relations.....	15
Introduction and Purpose.....	15
Role of the Division.....	15
Community Relations Division Staffing .....	16
Workload Considerations.....	16
Projects & Programs/Ongoing Work Efforts.....	16
Upcoming and Potential New Projects.....	<b>Error! Bookmark not defined.</b>
EXECUTIVE SUMMARY – Support Services .....	19
Introduction and Purpose.....	19
Role of the Division.....	19
Support Services Division Organizational Structure and Staffing.....	<b>Error! Bookmark not defined.</b>
Workload Considerations.....	20
Projects & Programs/Ongoing Work Efforts.....	20
Upcoming and Potential New Projects.....	22



**FY 2019/20 ANNUAL WORK PROGRAM**  
**GENERAL ADMINISTRATION DIVISION AND ORGANIZATIONAL OVERSIGHT**

**EXECUTIVE SUMMARY**

**Introduction and Purpose**

The FY 2019/20 Annual Work Program below summarizes projects and work efforts proposed for the general administration and organizational oversight functions of the City Manager's Department for the upcoming fiscal year, considering both ongoing, existing commitments and potential new projects. It is intended to provide the City Council with an overview of the current work and an opportunity to consider and give direction concerning future work. The Annual Work Program creates a regular mechanism for Council to share ideas for new work efforts and discuss the work priorities.

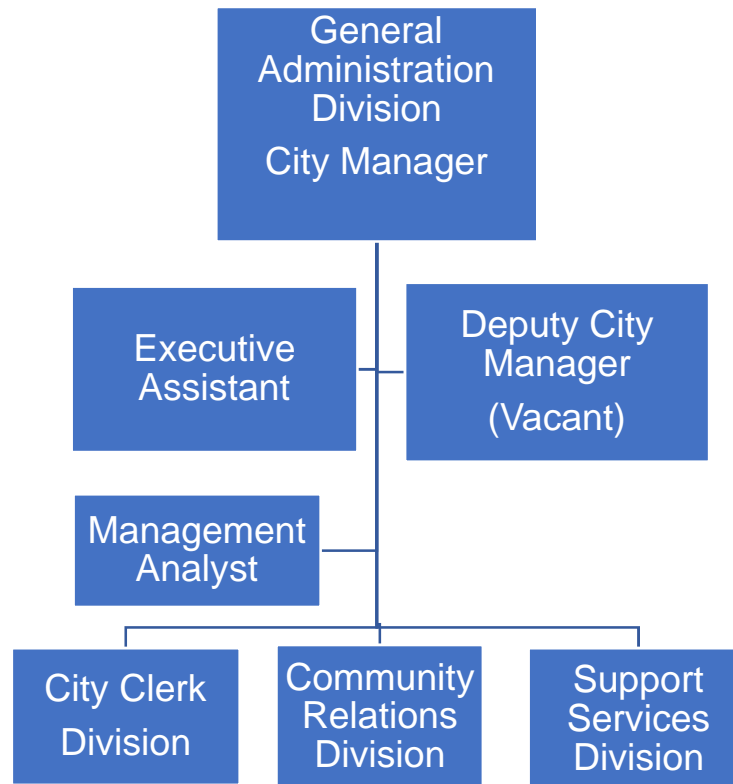
**Role of the Division**

The City Manager is responsible for providing direct support to the City Council in developing and executing policy by directing and coordinating the operations of the City, and providing leadership and direction to all City departments. The City Manager is responsible for managing day-to-day operations of the City and is supported by the Deputy City Manager, one Management Analyst and one Executive Assistant.

**City Manager's Office Staffing**

Besides general administration and oversight of the organization which is the focus of this portion of the department work program, the City Manager's Department is comprised of three additional divisions – the City Clerk's Division, the Community Relations Division and the Support Services Division. The staffing of these divisions is further detailed in subsequent sections under their individual work programs.

Staffing in the general administration division is comprised of the City Manager (1 FTE), the Deputy City Manager (1 FTE), a Management Analyst (1 FTE) and an Executive Assistant (1 FTE), for a total of 4 FTEs. This equates to approximately 8,320 hours of staff time per fiscal year. The organizational chart for the City Manager's Department is as follows:



### **Workload Considerations**

As the projects and initiatives of other departments increase, so does the General Administration Division workload. The workload also varies as unplanned events occur. The division was near capacity at the start of FY 18/19, and when Deputy City Manager position became vacant in December 2019, the Division was well beyond capacity and many work efforts assigned to that position were shifted temporarily to the City Manager and the Management Analyst in the Division. The Deputy City Manager position is expected to be filled prior to the beginning of FY 2019/20, but it is anticipated that while the new Deputy is getting acclimated to the position, there will be limitations on the amount of new or unplanned work the division will be able to take on without impacts to pre-existing work efforts.

### **Projects and Programs/Ongoing Work Efforts**

Table 1 below lists the ongoing responsibilities and programs the General Administration Division carries out on an ongoing basis, regardless of special studies, analyses and projects the Division is tasked with throughout the year. The table also does not reflect any work efforts associated with responding to and managing unplanned or emergency events.

**Table 1: Ongoing Projects and Programs, FY 2019/20**

<b>CURRENT ONGOING WORK EFFORTS, PROJECTS AND PROGRAMS</b>	<b>STAFF FTE</b>
<b>ADMINISTRATIVE</b>	<b>2.25</b>
Providing administrative support to the City Council	
Providing management and oversight of all City departments and functions	
Department staff supervision	
Budget management	
Tracking, managing and reporting City Council requests	
Contract management	
Coordinating/Scheduling meetings	
Ensuring transparency of City finances, operations, policies and programs	
City Council meeting agenda forecasting, management and production	
Managing organizational needs and ensuring a positive, productive, transparent and responsive organizational culture	
<b>PROGRAMS</b>	<b>.90</b>
Performance Measurement Program oversight and updates	
Strategic Plan oversight and updates	
Oversight of the City's Legislative Advocacy Program, Legislative Platform and lobbyist	
Oversight of outside agency issues impacting Goleta	
<b>SPECIAL PROJECTS</b>	<b>.90</b>
Conducting special analyses, studies, assessments and surveys as directed by the City Council	
Drafting of policies, programs, resolutions and ordinances as needed to carry out City Council direction	
Development and implementation of various policies per City Council direction	
Oversight of the LEAD Goleta Program	
<b>TOTAL FTE SUBSCRIBED</b>	<b>4.05</b>
<b>TOTAL DIVISION STAFF</b>	<b>4.0</b>
<b>CURRENT AVAILABLE CAPACITY*</b>	<b>-0.05</b>

### **Key Accomplishments and Milestones**

Over the past year, the General Administration Division of the City Manager's Department can point to a number of complete and near-complete initiatives:

**Table 2: Key Accomplishments and Project Milestones, FY 2018/19**

<b>PROJECT</b>	<b>STATUS</b>
Creation of a policy for support to other agencies funding	Completed
Institutionalize technical advisory committees for all important City projects <ul style="list-style-type: none"> <li>• Ekwill/Fowler Project advisory committee</li> <li>• Monarch Butterfly Habitat Plan advisory committee</li> <li>• Goleta Train Depot technical advisory committee</li> </ul>	Completed
Oversight of the transition of the Goleta Library to City management	Completed
• Recruitment/Appointment of a Board of Trustees	Completed
• Oversight of transfer/recruitment of library employees	Completed
• Execution of an Agreement for the Provision of Library Services with the County of Santa Barbara	Completed
• Study of the feasibility of providing contract library services to the cities of Solvang and Buellton	Completed
Development of a cannabis taxation ballot measure for 2018 election	Completed
Development of a Council compensation ballot measure for 2018 election	Completed
City Council agenda report development process improvements	Completed
Completion of an analysis of transitioning to evening-only Council meetings	Completed
Oversight of citywide a Work Plan development and presentation to Council	Completed
Oversight of the Goleta Depot Project, property acquisition and funding plan	Completed
Oversight of requests for state funding for the Goleta Depot and the Ellwood Mesa restoration	Completed
Initiate the City's first citizen's academy – LEAD Goleta	Completed
Development of a procurement and contract management policy	In Process
City Manager's and Neighborhood Services departmental assessments	In Process
Implementation of new transparency tools, such as financial and project dashboards on the City's website.	In Process
Streamlining the grant application approval process	In Process

### **Upcoming and Potential New Work Efforts, Projects and Programs**

Throughout FY 2019/20, the General Administration Division will continue to support the ongoing work efforts as described above in Table 1. However, a number of new work efforts, projects and programs have been identified, either by the City Council or the City Manager, and have been assembled in Table 3 below. These items are proposed as additions to the Division's work program for FY 2019/20, and are arranged in chronological order according to their estimated completion date and/or deadline. Items that have a "TBD" designation in the estimated completion date are either dependent on the completion of other work efforts, or require scheduling and timing input from the

currently vacant Deputy City Manager position. Staff is seeking Council approval to add these items to the Division work program, and will prioritize its resources to complete current projects to free up capacity to take on new additional projects and work efforts as the fiscal year progresses.

**Table 3: Upcoming and Potential New Work Efforts, Projects and Programs**

<b>UPCOMING AND POTENTIAL NEW PROJECTS AND PROGRAMS STARTING IN FY 2019/20</b>	<b>ESTIMATED COMPLETION</b>	<b>STAFF FTE</b>
<b>TOTAL PROGRAM STAFF</b>		<b>4.0</b>
<b>CURRENT STAFF SUBSCRIBED</b>		<b>4.05</b>
Conclude acquisition of 130 Cremona	August 2019	0.05
City Manager's and Neighborhood Services departmental assessments (carried over from 2018/19 fiscal year)	Sept. 2019	0.15
Oversight of Library Strategic Plan Process, including service enhancements for Isla Vista	Dec. 2019	0.25
Conduct a space needs analysis for City Hall functions at 130 Cremona, and determine available area to lease to tenants	Dec. 2019	0.15
Complete the Community Center Management Assessment	Jan. 2020	0.25
Oversight of the process to explore possible tax measure options in conjunction with the Finance Department	March 2020	0.15
Provide oversight and guidance of the Buellton and Solvang Library transitions	June 2020	0.05
Implement recommendations from the City Manager and NSPS department assessments as approved by the City Council	June 2020	0.10
Oversight of Tenant Protections Ordinance Development, in coordination with the Neighborhood Services and City Attorney departments	June 2020	0.05
Oversight of Old Town Visioning Process, coordinated with the Planning, Public Works and Neighborhood Services departments	TBD	0.05
Oversight of Finance Department Assessment in FY 2019/20	TBD	0.05
Create a Five-Year Financial Plan in coordination with the Finance Department	TBD	0.15
Streamlining the grant application approval process (carried over from 2018/19 fiscal year)	TBD	0.10
Explore opportunities to create affordable childcare policies, in coordination with the Planning Department, Neighborhood Services Department, and the City Attorney's Office	TBD	0.10

Explore implementation of project labor agreements, in coordination with the Public Works Department and City Attorney's Office	TBD	0.10
Development of a procurement and contract management policy (carried over from 2018/19 fiscal year)	TBD	0.05
Implementation of new transparency tools, such as financial and project dashboards on the City's website in conjunction with the Finance Department (carried over from 2018/19 fiscal year)	TBD	0.05
<b>TOTAL</b>		<b>1.85</b>
<b>PROJECTED AVAILABLE STAFF CAPACITY FY 2019/20*</b>		<b>-1.90</b>

*\*It should be noted that as projects get completed, staff capacity will be increased if no new items are added.*

## **FY 2019/20 ANNUAL WORK PROGRAM**

### **CITY CLERK DIVISION**

#### **EXECUTIVE SUMMARY**

##### **Introduction and Purpose**

The FY 2019/20 Annual Work Program below summarizes projects and work efforts proposed for the City Clerk Division of the City Manager's Department for the upcoming fiscal year, considering both ongoing, existing commitments and potential new projects. It is intended to provide the City Council with an overview of the current work and an opportunity to consider and give direction concerning future work. The Annual Work Program creates a regular mechanism for Council to share ideas for new work efforts and discuss the work priorities.

##### **Role of the Division**

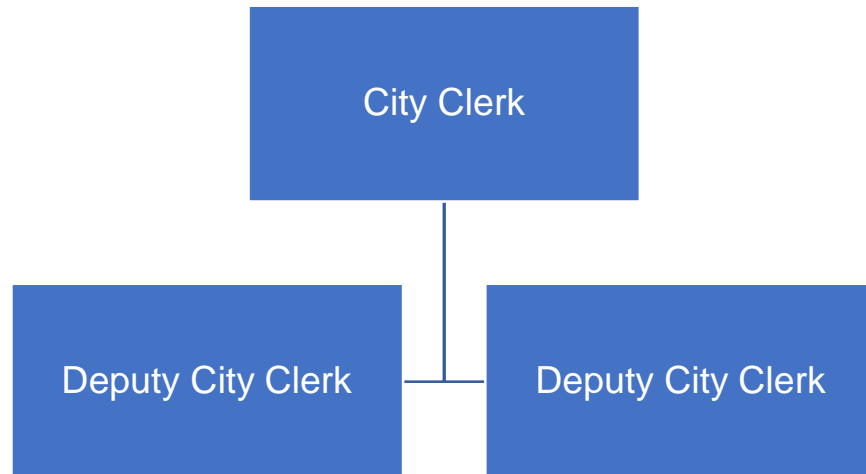
The City Clerk is the local public official who administers democratic processes such as elections, access to City records, and all legislative actions ensuring transparency to the public. The City Clerk acts as a compliance officer for federal, state, and local statutes including the Political Reform Act, the Brown Act, and the Public Records Act. The City Clerk Division provides administrative support to all departments for the City Council agenda process, records management, and commission support. The City Clerk's Division also manages the citywide records retention program.

The City Clerk serves as the election official for the City and oversees the all duties related to candidate nomination, ballot measure arguments, as well as the initiative, referendum and recall processes. The Division also manages the City's Conflict of Interest Code which includes serving as the filing officer for over 100 Form 700 filers.

The City Clerk also serves as a liaison between the public and the City Council. The City Clerk provides easy access to information and serves as a guide to open participation in the decision- and policymaking process. The City Clerk is often the first person a member of the public contacts when seeking assistance from the City Hall.

##### **City Clerk Division Staffing**

The City Clerk's Division includes three full-time positions, the City Clerk (1 FTE) and two Deputy City Clerks (2 FTEs). This equates to approximately 6,240 hours of staff time per fiscal year. Available staff capacity is a fundamental constraint to the work that the Clerk's Division can undertake.



### **Workload Constraints**

The City Clerk Division staff prepare and distribute City Council agendas and attend City Council meetings, record all Council legislative actions and proceedings in meetings, and execute and record ordinances, resolutions, minutes. The Division staff also attend Parks and Recreation Commission, Public Engagement Commission, Public Tree Advisory Commission and the Library Advisory Commission meetings, and record and communicates all actions taken by those bodies as well. As the projects and initiatives of other departments increase, so does City Clerks Division workload. More meetings of the City Council and its boards, commissions and committees in response to the growing workload across the organization directly correlates with an increase in volume of work for the Clerks Division. The division was near capacity in FY 17/18 with the addition of the Public Engagement Commission (PEC). However, with the addition of the Library Advisory Commission and new Council committees, as well as an up-tick in the volume of public records requests and contract administration duties, the Division is currently at capacity. Efforts are underway to evaluate whether efficiencies through use of technology and meeting management tools or an increase in staffing resources (or a combination of both approaches) will present the best solution to the workload constraints of the Division. Solutions will be presented in the FY 2019/20 and 2020/21 budget workshop process.

### **Projects & Programs/Ongoing Work Efforts**

The table below lists ongoing projects and programs within the current scope of the Division.



**Table 1: Projects and Programs, FY 2019-2020**

<b>CURRENT ONGOING WORK EFFORTS, PROJECTS AND PROGRAMS</b>	<b>STAFF FTE</b>
<b>MEETINGS/BOARDS/COMMISSIONS/COMMITTEES</b>	<b>1.46</b>
Monitor/review Council reports in the Agenda Review Workflow System	
Produce City Council agenda packets	
Produce Agenda Forecast for City Manager/Mayor and Mayor Pro Tempore Agenda Review	
Clerk and Prepare Minutes for City Council, Successor Agency to the Goleta Redevelopment Agency meetings, Parks and Recreation Commission, Public Engagement Commission, Public Tree Advisory Commission and the Library Advisory Commission	
<b>ADMINISTRATION</b>	<b>1.20</b>
Process City Council and Planning Commission Resolutions	
Process Ordinances	
Oversee the Goleta Municipal Code Updates/Supplements	
Oversee the Publication of Public Hearing Notices and Recruitment Notices	
Administer Recognition Requests	
Standing Committee Administration – provide support for Committee liaison: web posting, community calendar posting, Brown Act compliance, and proper meeting procedures.	
**Conflict of Interest Code - The state requires the City to maintain and update a Conflict of Interest Code which designates the employees, elected officials, commissioners and consultants that are required to file Form 700 Statements of Economic Interests.	
*Form 700- Statement of Economic Interests - There are over 100 elected officials, employees, commissioners, and consultants who file a Form 700 with the City Clerk.	
Staff Support - respond to internal and external information and research queries and Public Records Act requests.	
Records Support - The Clerk's Division also responds to requests for information from the public and staff, as well as maintaining the records for the City.	
Agenda Support – The City Clerk's Division, trains new hires and current employees on how to utilize our agenda management software including Legistar, Media Manager, GovDelivery, Vision Live and Adobe Acrobat.	
Budget - The Clerk staff manages a division budget throughout the fiscal year	
**AB1234 Ethics Training Compliance - Ethics training is required under state law for certain elected or appointed officials. The City Clerk is responsible for the notification, filing, tracking, and follow up enforcement related to the biennial ethics training requirement.	
Oversee the Citywide Records Retention Schedule	

Clerk and Prepare Commission Minutes for Public Tree Advisory Commission, Parks and Recreation Commission and the Public Engagement Commission and the Library Advisory Commission meetings.	
Contracts - All City contracts are a City Clerk Division record in the Records Retention Schedule. Contracts are received by the Clerk's office for processing, imaging and storage.	
<b>ELECTIONS</b>	<b>0.44</b>
*Election Administration - The City Clerk has numerous official duties that are required by the State Elections Code.	
<b>TOTAL FTE SUBSCRIBED</b>	<b>3.10</b>
<b>TOTAL DIVISION STAFF</b>	<b>3.0</b>
<b>CURRENT AVAILABLE CAPACITY*</b>	<b>-0.10</b>

*\*It should be noted that efforts are underway to streamline and automate processes within the division in order to expand staff capacity. Staff may request additional support in the future after efficiencies have been fully explored.*

### **Key Accomplishments and Milestones**

Over the past year, the City Clerk Division of the City Manager's Department can point to a number of complete and near-complete initiatives:

**Table 2: Key Accomplishments and Project Milestones, FY 2018/19**

<b>PROJECT</b>	<b>STATUS</b>
Processed over 340 Council reports and distributed at least 5 days prior to meeting	Completed
Processed within 5 days of City Council action: 61 Resolutions and 16 Ordinances	Completed
Processed 184 Recognition Requests	Completed
Processed three Updates to the Goleta Municipal Code	Completed
Oversaw the publication and filing of 115 notices	Completed
Entered, tracked, and closed 63 Public Records Requests within 10 days of the request	Completed
Coordinated with Legal Department the AB 1234 Ethics Training (required under state law) for 60 elected or appointed officials on time	Completed
Prepared 95% of meeting minutes for the City Council, Public Tree Advisory Commission, Parks and Recreation Commission and the Public Engagement Commission and the Library Advisory Commission within 5 work days	Completed
Executed, imaged and filed 217 Contracts within 5 days of Council approval	Completed
Administered the November 2018 Municipal Election, two ballot measures, Mayor and two City Council Seats	Completed
Provided support to nineteen (19) boards, commissions and committees made up of 51 different individuals. (A list of the board, commissions and committees is in Table 3 below)	Completed

Recruited for 3 Planning Commissioners, 1 Design Review Board Member, 4 Public Tree Advisory Commissioners, 1 Parks and Recreation Commissioner, 5 Goleta Library Advisory Commissioners and 1 Santa Barbara County Library Advisory Committee member	Completed
Purchased and Placed a Community Bulletin Board at Johnny D. Wallis Park, providing greater outreach and transparency with FY 18/19 budget savings	Completed

**Table 3: City Boards and Commissions**

<b>BOARDS AND COMMISSIONS</b>	<b>DEPARTMENT/LIAISON</b>
Design Review Board	Planning and Environmental Review
Planning Commission	Planning and Environmental Review
Parks and Recreation Commission	Neighborhood Services and Public
Public Tree Advisory Commission	Public Works/City Manager
Public Engagement Commission	Deputy City Manager/Community
Library Advisory Commission	City Manager/Library
Mosquito and Vector Management District of Santa Barbara County Library Advisory	
Economic Development and Revitalization	Neighborhood Services and Public
Energy/Green Issues Standing Committee	Sustainability Coordinator
Finance and Audit Standing Committee	City Manager/Deputy City
Naming Standing Committee	City Manager
Ordinance Review Standing Committee	Deputy City Manager/City Clerk
Public Safety & Emergency Preparedness Standing Committee	Neighborhood Services and Public Safety
City Hall Facilities Standing Committee	City Manager
Goleta Beach Park Standing Committee	City Manager/Neighborhood Services and Public Safety Director/Planning and Environmental Services Director
Town and Gown Standing Committee	City Manager
Solid Waste Issues Standing Committee	Environmental Services Coordinator
Grant Funding Review Standing Committee	Deputy City Manager/Neighborhood Services and Public Safety

### **Upcoming and Potential New Work Efforts, Projects and Programs**

Throughout FY 2019/20, the City Clerk Division will continue to support the ongoing work efforts as described above in Table 1. As time and staff capacity allow, the Division, staff will prioritize its resources to complete current projects to free up capacity to take on new additional projects and work efforts as the fiscal year progresses. Table 4 below contains potential additional work efforts that the Division may be able to complete if the workload permits.

**Table 4: Upcoming and Potential New Work Efforts, Projects and Programs**

<b>UPCOMING AND POTENTIAL NEW WORK EFFORTS, PROJECTS AND PROGRAMS STARTING IN FY 2019/20</b>	<b>ESTIMATED COMPLETION</b>	<b>FTE</b>
<b>TOTAL PROGRAM STAFF</b>		<b>3.0</b>
<b>CURRENT STAFF SUBSCRIBED</b>		<b>3.10</b>
Agenda Report Indexing Project: The goal of the project is to have the complete meeting record (Staff Reports, Minutes, Resolutions and Ordinances) publicly available through Records Online. Final ordinances and resolutions are not currently attached to the agenda files and this will provide the public with a more complete record of the action taken. Note* This is ongoing and expected to be complete in the next Fiscal year.	TBD – as time and resources allow	.044
Commissioner Manuals: Work with the City Attorneys to create Commissioners' Manual that is expected to be completed in the second half of FY 2018/19. Note* This is ongoing and expected to be complete in the next Fiscal year.	TBD – as time and resources allow	.022
Update the Citywide Records Retention Schedule that was initially adopted via Resolution No. 13-52 and to also incorporate a file structure for City-wide files	TBD – as time and resources allow	.044
<b>PROJECTED AVAILABLE STAFF CAPACITY FY 2019/20*</b>		<b>-0.21</b>

*\*It should be noted that as projects get completed, staff capacity will be increased if no new items are added.*

## **FY 2019/20 ANNUAL WORK PROGRAM**

### **COMMUNITY RELATIONS DIVISION**

#### **EXECUTIVE SUMMARY**

##### **Introduction and Purpose**

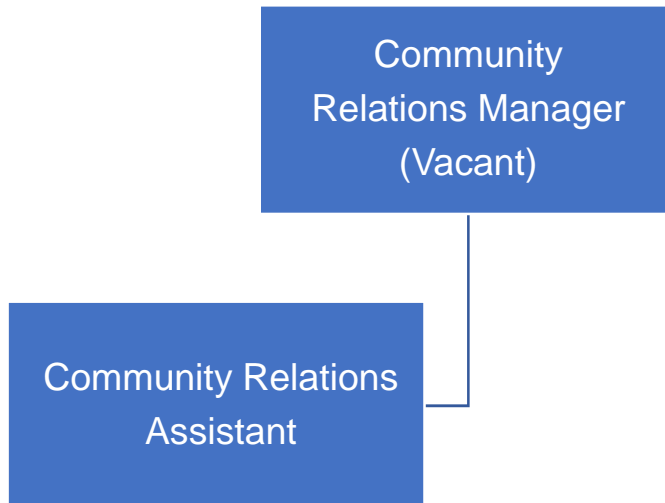
The FY 2019/20 Annual Work Program summarizes projects and programs proposed for the Community Relations Division for the upcoming fiscal year, considering both ongoing, existing commitments and potential new projects. It is intended to provide the City Council with an overview of the current work assigned to the Division, and an opportunity to consider and give direction concerning the Division's future work. The Annual Work Program creates a regular mechanism for Council to share ideas for new work efforts and discuss the work priorities.

##### **Role of the Division**

The purpose of the Community Relations Division within the City Manager's Department is to provide accurate and timely information and education for the City of Goleta's many programs, projects and events to all internal and external constituencies and the media. The Division executes the City's messaging in various forms of communications and seeks to use new technologies as available. The Division is also responsible for supporting citizen participation, providing emergency public information and creating content for all the City's informational tools, including the website and social media. The Community Relations Manager serves as the City's spokesperson and provides support to the Mayor and City Council with speeches, research and community outreach activities. Other responsibilities include implementing the employee engagement activities, research and preparation of Public Engagement Commission materials and special projects for the City Manager and Deputy City Manager.

##### **Community Relations Division Staffing**

The Division includes one full-time Community Relations Manager (1 FTE) and one part-time Community Relations Assistant (.75 FTE), which equates to 1.75 FTE total, or approximately 3,640 hours of staff time per fiscal year. Taking on new projects is possible only to the extent that staff has capacity or new staffing resources are dedicated.



### **Workload Considerations**

As the projects and initiatives of other departments increase, so does the Community Relations Division workload. The workload also varies as unplanned events occur. The division was near capacity in FY 18/19 with the addition of the Public Engagement Commission (PEC). When the Community Relations Manager became vacant in April 2019, the Division was beyond capacity and many work efforts were taken on by the Community Relations Assistant, or shifted temporarily to the City Manager and the Management Analyst in the General Administration Division of the Department.

### **Projects & Programs/Ongoing Work Efforts**

The table below lists projects and programs within the current scope of the Division. This table does not include unplanned work, e.g., efforts in support of emergency operations and unanticipated events.

**Table 1: Projects and Programs, FY 2019/2020**

<b>CURRENT PROJECTS AND PROGRAMS</b>	<b>STAFF FTE</b>
<b>ADMINISTRATIVE</b>	<b>0.20</b>
Interdepartmental coordination and support	
<b>PUBLIC OUTREACH &amp; CITIZEN ENGAGEMENT</b>	<b>0.75</b>
Public outreach for City projects, programs, and events	
Public Engagement Commission (PEC)	
Management of all public outreach tools including the City's websites, citizen service request tool, social media	
Respond to media inquiries	
Respond to public inquiries	
<b>ANNUAL SPECIAL EVENTS</b>	<b>0.30</b>
State of the City	

Community State of the City	
Goleta Dam Dinner	
<b>OTHER DUTIES</b>	<b>0.50</b>
Emergency communications for City, and in coordination with the County as needed	
Employee engagement events and efforts	
Special projects for the City Manager and Deputy City Manager	
<b>TOTAL SUBSCRIBED</b>	<b>1.75</b>
<b>DIVISION STAFF</b>	<b>1.75</b>
<b>CURRENT AVAILABLE CAPACITY</b>	<b>-0.0</b>

### **Key Accomplishments and Milestones**

Over the past year, the Community Relations Division of the City Manager's Department can point to a number of complete and near-complete initiatives:

**Table 2: Key Accomplishments and Project Milestones, FY 2018/19**

<b>PROJECT</b>	<b>STATUS</b>
Implementation of the Community Survey	Completed
Initiating the process of investigating the Charter City implications	Completed
Presentation of the results of the Community Survey to the City Council, including feedback on Council Compensation, Term of Mayor and Council meeting start time	Completed
Citizens' Academy (aka LEAD Goleta)	Completed
Development of employee recognition for 10 and 15-year anniversaries	Completed
Design and publish email/text notification postcard (this is ready to send as soon as the Council Meeting Start Time start date is determined)	Completed

### **Upcoming and Potential New Projects**

Throughout FY 2019/20, the Community Relations Division will continue to support the ongoing work efforts as described above in Table 1. However, a number of new work efforts, projects and programs have been identified, either by the City Council staff, and have been assembled in Table 3 below. These items are proposed as additions to the Division's work program for FY 2019/20, but do not yet have estimated completion dates due to the vacancy in the Community Relations Manager position. Staff is seeking Council approval to add these items to the Division work program, and will prioritize its resources to complete current projects to free up capacity to take on new additional projects and work efforts as the fiscal year progresses.

**Table 3: Upcoming and Potential New Work Efforts, Projects and Programs**

UPCOMING AND POTENTIAL NEW WORK EFFORTS, PROJECTS AND PROGRAMS STARTING IN FY 2019/20	ESTIMATED COMPLETION	STAFF FTE
<b>TOTAL PROGRAM STAFF</b>		<b>1.75</b>
<b>TOTAL STAFF SUBSCRIBED</b>		<b>1.75</b>
Refinement of a limited-English, Spanish-speaking resident engagement plan in conjunction with Isla Vista Youth Projects	TBD	0.25
Increase subscribers to notifications in Spanish	TBD	0.10
Develop community conversation meetings with small groups of Spanish speakers	TBD	0.25
Implement a Spanish LEAD Goleta (FY 2020-21)	TBD	0.10
Public Engagement Commission (PEC) tasks, such as Charter city and district mapping process (FY 2020-21) – once data from census is available	TBD	0.10
<b>PROJECTED AVAILABLE STAFF CAPACITY FY 2019/20</b>		<b>-0.80</b>
<b>PROJECTED AVAILABLE STAFF CAPACITY LESS CONTRACT SERVICES FY 2019/20*</b>		<b>-0.30</b>

*\*Please note that contract services through an agreement with Isla Vista Youth Projects and contract translation services as needed will be used for Spanish Engagement efforts in FY 2019/20. These services will equate to 0.50 FTE and will offset a portion of additional staff capacity required for these efforts. Also, the bulk of the remaining PEC tasks will require involvement of City Clerk and City Attorney staff, so the Community Relations staff role with the PEC will be largely administrative going forward.*



## **FY 2019/20 ANNUAL WORK PROGRAM**

### **SUPPORT SERVICES DIVISION**

#### **EXECUTIVE SUMMARY**

##### **Introduction and Purpose**

The FY 2019/20 Annual Work Program summarizes projects and programs proposed for the Support Services Division within the City Manager's Department for the upcoming fiscal year, considering both ongoing, existing commitments and potential new projects. It is intended to provide the City Council with an overview of the current work and an opportunity to consider and give direction concerning the Division's future work. The Annual Work Program creates a regular mechanism for Council to share ideas for new work efforts and discuss the work priorities.

##### **Role of the Division**

The Support Services Division provides operational support to all departments in the areas of human resources, information technology and communication systems, the purchasing of citywide supplies and services, and risk management.

Human Resources maintains equitable systems of classification and compensation, conducts recruitments and employee selection, initiates training, monitors performance management, and maintains labor relations.

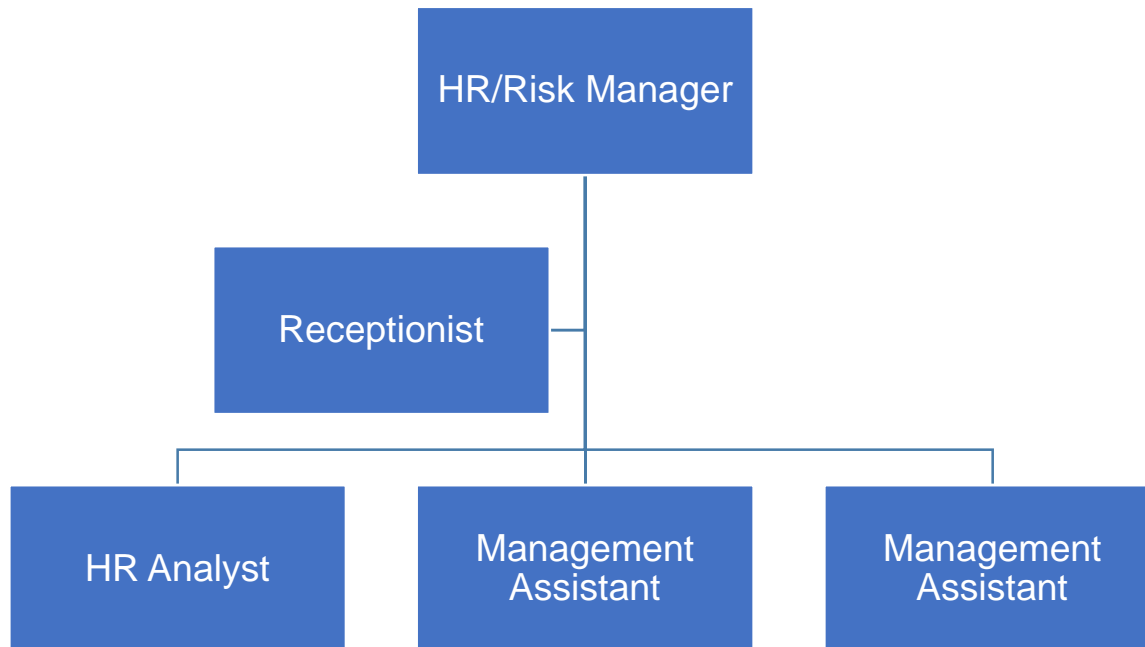
Information technology includes the technical support of the City's website, communications, databases, workstations and applications.

Risk management provides for the protection of the City's assets through risk identification, avoidance, resolution, and evaluation of public liability insurance, safety, and loss prevention activities and programs.

Support Services also maintains the City's Personnel Rules, compensation plan and administrative guidelines, and manages the City's risk management, worker's compensation, general liability, property, and ADA compliance programs. These are essential functions to provide efficient government services.

##### **Support Services Division Organizational Structure and Staffing**

The Support Services Division staff is currently organized into four sub-areas as follows: Support Services, Human Resources, Information Technology (IT) and Risk Management. The Division is staffed with one HR/Risk Manager (1 FTE), one HR Analyst (1 FTE), two Management Assistants (2 FTEs) and one part-time Receptionist (.9 FTE). This equates to a total of 4.9 FTEs, or approximately 10,120 hours of staff time per fiscal year. Taking on new projects is possible only to the extent that staff has capacity or new staffing resources are dedicated.



### **Workload Considerations**

As other departments bring on additional resources, and their number of projects and initiatives grows, there is a corresponding increase in Support Services' workload. The workload also varies in response to unplanned or emergency situations. The Division was near capacity in FY 2018/19, but with some capacity still available. However, the increased responsibilities related to supporting additional Library staff will likely result in the departmental workload reaching capacity in FY 2019/20.

### **Projects & Programs/Ongoing Work Efforts**

The table below lists projects and programs within the current scope of the Division. This table does not include unplanned work.

**Table 1: Projects and Programs, FY 2019/2020**

<b>CURRENT PROJECTS AND PROGRAMS</b>	<b>STAFF FTE</b>
<b>SUPPORT SERVICES</b>	<b>1.02</b>
Reception/Front Desk Coverage – (36 hours per week)	
Centralized Supplies Ordering/Inventory	
Department Invoice Processing; Budget Support	
Contracted Services – Printers/copiers, phone system, facilities maintenance	
Recruitment Assistance	
<b>HUMAN RESOURCES</b>	<b>1.91</b>
Benefits Administration – Health & Welfare, CalPERS, EAP	

Classification System and Salary Plan Maintenance	
Recruiting & Onboarding – NEOGOV Onboard implementation	
Performance Management/Annual Evaluations Program	
Compliance with state and federal reporting regulations	
Payroll Coordination	
Staff Training Program	
Policy Development/Implementation	
Personnel Rules maintenance	
Employee/Labor Relations	
<b>RISK MANAGEMENT</b>	<b>1.53</b>
CJPIA Risk Management Evaluation/Loss Cap Program	
Advise Departments on Risk Avoidance/Transfer/Mitigation	
Claims Process: Track/Manage/Coordinate with Contract Claims Adjustor	
Insurance Certificates Processing	
Contracts/Agreements Review – insurance requirements	
Safety Program/Injury and Illness Prevention Program (IIPP)/Safety Committee	
Audit/Update Property Schedule	
Annual Renewals for All Lines of Insurance Coverage	
Workers' Compensation Program	
ADA Compliance Program	
CJPIA Training Programs	
<b>INFORMATION TECHNOLOGY</b>	<b>.74</b>
IT Strategic Plan – staff report & recommendations; implementation upon approval	
IT Services – assist contractor with help desk task follow-up	
Computer Equipment – work with contractor to source, quote, purchase	
Expand 2-in-1 tablet device rollout to staff as required	
<b>TOTAL SUBSCRIBED</b>	<b>5.2</b>
<b>DIVISION STAFF</b>	<b>4.9</b>
<b>CURRENT AVAILABLE CAPACITY*</b>	<b>-0.3</b>

*\*It should be noted that efforts are being made to increase staff capacity through use of automated tools and sharing of resources across subdivisions in the Support Services functions.*

### **Key Accomplishments and Project Milestones, FY 2018-19**

Over the past year, the Support Services Division of the City Manager's Department can point to a number of complete and near-complete initiatives:

**Table 2: Key Accomplishments and Project Milestones, FY 2018/19**

<b>PROJECT</b>	<b>STATUS</b>
<b>SUPPORT SERVICES</b>	
Implemented “shared coverage” model for Front Desk/Reception area that utilizes administrative staff from other departments to provide secondary backup coverage when needed	Completed
Implemented centrally managed online supply ordering for the Library and will continue to roll this out to other departments as appropriate	Completed
Continuing review of contracted services e.g. printers, phone system, facilities maintenance, other equipment/services for potential competitive bid process	Completed
<b>HUMAN RESOURCES</b>	
Rollout of NEOGOV Insight/Onboard training for managers completed in the fourth quarter of FY 2018/19 pending implementation of Onboard portal	Completed
Launching AB-1825/SB 1343 Harassment Training for all staff in the first quarter of FY 2019/20	Completed
Added LinkedIn Recruiter seat and rotating job posting slot	Completed
Implemented Model Personnel Policy Portal through Liebert Cassidy Whitmore website	Completed
Reduced staff turnover by 4% since 2016	Completed
Reduced average time-to-hire days from 120+ (2016) to 94 due to efficiencies resulting from the use of NEOGOV Insight applicant tracking system	Completed
<b>RISK MANAGEMENT</b>	
Implemented CJPIA “Company Nurse” Workers Comp management program	Completed
Continuing work towards “Agency Exemplar” status for risk management programs through our work on the Loss Cap program	Completed
<b>INFORMATION TECHNOLOGY</b>	
Introduced use of 2-in-1 tablet devices to all Executive Team members, and expanding this to other staff as recommended in the IT Strategic Plan	Completed
Implementing various recommendations from IT Strategic Plan already in progress	Completed

**Upcoming and Potential New Projects**

The Support Services Division will continue to support the existing projects and initiatives throughout FY 2019/20, and will complete and/or initiate additional phases of work efforts currently underway. The estimated completion of these efforts is marked as “TBD” due to the vacancy of the Deputy City Manager position, which will have oversight authority over the Support Services Division, and will set the timing of work program items based on resource availability and priority of existing work efforts.

**Table 3: Upcoming and Potential New Work Efforts, Projects and Programs**

<b>UPCOMING AND POTENTIAL NEW WORK EFFORTS, PROJECTS AND PROGRAMS STARTING IN FY 2019/20</b>	<b>ESTIMATED COMPLETION</b>	<b>FTE</b>
<b>TOTAL PROGRAM STAFF</b>		<b>4.9</b>
<b>CURRENT STAFF SUBSCRIBED</b>		<b>5.2</b>
<b>SUPPORT SERVICES</b>		
Continue to update/revise supply ordering process; centrally managed online ordering	TBD	0.07
Finalize review of contracted services e.g. printers, phone system, facilities maintenance, other equipment/services and make recommendations for potential competitive bid process	TBD	0.05
<b>HUMAN RESOURCES</b>		
Complete rollout of NEOGOV Insight/Onboard manager training	TBD	0.17
AB 1825/SB 1343 Harassment Training for all staff (2019)	TBD	0.15
Revise new hire onboarding process - online portal, videos, handbook (NEOGOVS Onboard)	TBD	0.05
Continue development and implement management training program	TBD	0.07
Revamp/rollout staff training program	TBD	0.08
Implement Personnel Rules annual revision process through LCW Model Personnel Policy Portal	TBD	0.05
Implement revised Intern Program, including adding a City Council intern component	TBD	0.03
Develop and implement HR Metrics to track division performance	TBD	0.05
Achieve further reductions in recruitment time to hire days	TBD	0.03
Explore implementation of a 'stay interview' process	TBD	0.02
<b>RISK MANAGEMENT</b>		
Revise/Implement Safety Program/Safety Committee	TBD	0.07
Achieve CJPIA "Agency Exemplar" status for risk management programs through Loss Cap program	TBD	0.08
<b>INFORMATION TECHNOLOGY</b>		
Implement recommendations from IT Strategic Plan upon approval	TBD	0.15
<b>PROJECTED AVAILABLE STAFF CAPACITY FY 2019/20</b>		<b>-1.42</b>

*\*It should be noted that as projects get completed, staff capacity will be increased if no new items are added.*