



Agenda Item D.2
DISCUSSION/ACTION ITEM
Meeting Date: September 17, 2019

TO: Mayor and Councilmembers

FROM: Kristy Schmidt, Deputy City Manager

SUBJECT: Citygate Study of City Manager and Neighborhood Services & Public Safety Departments

RECOMMENDATION:

- A. Receive a staff presentation on the results of Citygate Independent Operational and Organizational Assessment for the City Manager and Neighborhood Services & Public Safety Departments; and
- B. Adopt Resolution No. 19__, entitled "A Resolution of the City Council of the City of Goleta, California, Amending the City of Goleta Schedule of Authorized Positions and the City of Goleta Salary Schedule and Classification Plan for Fiscal Year 2019/20 and Fiscal Year 2020/21, Approving the Classification Specifications of Assistant City Manager and Assistant to the City Manager and Authorizing the Addition of an Assistant to the City Manager and a Management Analyst to The City Manager's Department Effective March 1, 2020, and Amending the City's Operating and CIP Budget For Fiscal Year 2019/20 and 2020/21."

BACKGROUND:

On September 18, 2018, Council approved a contract with Citygate Associates to conduct an independent operational and organizational assessment of the City Manager's Office and Neighborhood Services and Public Safety Department. The scope of the approved study included examining the organizational structure, operational functions, and staffing levels. Citygate performed a similar assessment in 2016 for the Planning and Environmental Review Department.

Citygate's project team for the assessment included specialists (former executives) in the areas of city management, public safety, and parks and recreation. Citygate completed its draft assessment in the spring of 2019, but a heavy workload and staff shortages, including a vacancy in the Deputy City Manager position, the City's project manager, delayed finalization of the results until summer 2019.

DISCUSSION:

The final Citygate report makes recommendations for the City to consider over the next several years. Staff is implementing, or recommending implementation, of most of Citygate's recommendations, with some notable exceptions, as detailed in Attachment 1. What follows is a broad overview of the Citygate Report (Attachment 2), consultant recommendations, and staff recommended path forward (Attachment 1). For more detail, please see the attached documents.

Methodology

The Citygate Report (Report) took a high-level view of the City Manager's Office and the Neighborhood Services and Public Safety Department (NSPS Department) with the objective of enhancing organizational operations for current and future needs. The team of former executives from other public agencies endeavored to provide a fresh "big picture" view from a neutral perspective.

Consultants visited the City for two days in late 2018, interviewing 21 staff members and councilmembers, and reviewed numerous documents including, but not limited to, the City's Strategic Plan, departmental work plans, organizational charts, and budget, as well as specialty documents like the 2015 Recreation Needs Analysis, and the draft Information Technology Strategic Plan. Based on interviews and document review, Citygate evaluated staff scheduling, workloads, supervisory ratios, reporting relationships, functional assignments, span of control, available staff expertise, and the overall strength of staff resources, organizational functions, and operational processes.

Based on its observations and understanding of the City's priorities, Citygate made 24 distinct recommendations and proposed changes to the organizational structure, some quite significant, as a path forward to effect positive and sustainable organizational development.

Observations

Citygate observed that both the City Manager's Office and the Neighborhood Services and Public Safety Department not only conduct day-to-day work in the administration of ongoing programs and operations, but also play a vital role in what the future holds for the City and its residents, providing forward-thinking analysis and project planning necessary to evaluate policy and operational objectives for an array of public services. Citygate noted a strong sense of staff pride in the major tasks being accomplished and the ability to adapt to changing priorities and emerging issues, all while managing a heavy workload of routine duties. However, Citygate also noted that staff uniformly expressed feeling "caught in endless demands and priorities", and anxiety about how to get it all accomplished.

In the City Manager's Office, Citygate noted that the range and scope of complex activities underway are common to a much larger organization. The department is responsible for both executive work that is highly influenced by priorities from outside of the department,

and more fixed functional operations that are essential to the organization, such as City Clerk, Human Resources/Risk Management, Information Technology, and Community Relations. The department has developed a strong foundation of good management practices, such as the annual work program and the Strategic Plan. Citygate identified a need for additional analytical capacity, project management support, and department oversight assistance to the City Manager, a need for a focused effort to streamline administrative processes, and the need to delegate appropriate responsibility for decision-making from the City Manager/Deputy City Manager levels to others in the organization.

Citygate noted that NSPS has played an instrumental role in the City's ability to incubate, nurture, respond to, and accomplish landmark projects and other community priorities. They note that NSPS delivers a "unique and disparate compilation of duties and services" (parks, recreation, public safety, emergency management, public health, grant programs, housing and homelessness, etc.) that "are quite unique from any other City organization known to Citygate". They suggest that a narrowing of focus for this department might be appropriate as the organization grows, particularly if the City were to assume a new model of direct provision of recreation services citywide. Citygate recognized, however, that there is limited available funding to expand recreation services and that the City would need to explore other revenue sources. Citygate pointed to good parks and recreation management practices that are already in place and noted that the City has a sizeable park and open space inventory for a community this size. Opportunities were noted to: improve the department web page to provide a single portal for the public to find both City and community-based parks and recreation information and resources in one place; closely monitor and involve the public in review of third party facility and service contracts; develop new cooperative relationships with the school district; and elevate the Parks and Recreation Manager's role in working with the Parks & Recreation Commission. Regarding public safety, Citygate emphasized the importance of building and maintaining strong direct relationships between the City Manager and the County police and fire liaisons and identified the opportunity to increase performance reporting from the S.B. County Fire and Sheriff's departments to the City.

More generally, Citygate noted that the City appeared to be evolving in a predictable way from a "direction phase" to a "delegation phase" of organizational growth. Models of decision-making that worked in the past, with heavy problem-solving and decision-making at the top of the organization, will not necessarily work in the future. Opportunities exist to delegate problem-solving, process adaptation, and decision-making closer to people performing the work (i.e., to the mid-management level), empowering them to take initiative on their own, and reducing cumbersome approval processes. Selecting employees with specialized knowledge and expertise and providing more clarity of roles and responsibilities within and between departments are necessary strategies at this stage. Failure to adapt to these changes can create organizational stress. Citygate also noted tensions that need to be balanced between the reality of limited growth in available funds as a result of the City's Revenue Neutrality Agreement with the County, and mounting pressure to provide enhanced services on the level of a full-service city. Finally, Citygate noted opportunity to improve operations citywide through more effective use of technology.

Citygate Recommendations

Citygate made 24 recommendations as a possible path forward that could be implemented in phases “as the City Manager deems practical, effective and efficient.” Staff have already implemented, or are recommending implementation, of most of these recommendations. Where Citygate’s recommendations are not endorsed by staff, we have made, or are recommending making, other changes to achieve similar goals. Staff’s implementation plan is attached (Attachment 1) and Citygate has indicated its support for this alternative approach (see Transmittal Letter, Attachment 2).

The recommendations that staff are not putting forward at this time stem from a significant assumption made by Citygate that does not align with staff’s current direction from Council: namely, that the City wishes to greatly expand its direct provision of recreational programs, services, and facility management, in a move away from a more traditional contract city model. Were the City to adopt such a robust direct service provision model, Citygate suggested combining the libraries, parks (including maintenance), and recreation under one department focused on the direct provision of space and programming to the public. This would involve moving direct oversight of public safety, economic development, property, and housing to the City Manager’s Office. Recognizing that the Revenue Neutrality Agreement hinders the City’s ability to subsidize such expanded recreation services from General Fund revenues, especially with competing demands for parks improvements, Citygate recommended hiring a grants position to generate funding. Alternatively, Citygate suggested supporting the formation of a special district or other separate political entity to pull in regional funding. While these are creative ideas, staff recommends staying with the current model of two separate departments (Library and NSPS) unless and until Council makes a significant policy shift.

The full summary of staff recommended changes based on the Citygate Report is contained in Attachment 1. These generally include: increased staffing and changed responsibilities in the City Manager’s Office (described in more detail below); a focused effort by the Assistant City Manager to engage employees in work process improvements; a conscious shift toward empowering employees to implement change within their areas of expertise and responsibility; enhanced direct communication between the City Manager and the police and fire liaisons; improvements to public safety data production and performance reporting; delegation of primary board and commission interface to the managers most closely associated with the work; development of financial analyses and funding strategies related to parks and recreation services; enhancing available parks and recreation information on the City’s website; increased monitoring of third party agreements for recreation facilities and services; and the development of cooperative agreements with the school district, such as field sharing. Citygate indicated support for staff’s alternative recommendations, and many of these recommendations have already been implemented.

Council Action Needed

Most of the staff recommended changes do not require Council action. Staff are recommending the following personnel changes, which must be approved by the City Council. These are highlighted in the proposed organizational chart at the end of Attachment 1:

- Create an Assistant to the City Manager (ATCM) position to provide project support to the City Manager and represent the City Manager within the organization and the community. This is a very common management-level position in cities throughout the state. A class specification for this job is included as an exhibit to the Resolution.
- Retitle and refocus the Deputy City Manager (DCM) to be a true Assistant City Manager (ACM). Have that position relieve the City Manager of direct oversight of all functional areas in the City Manager's Department (Clerk, HR/Risk, Community Relations, I.T.) and analytical staff, and provide senior executive support to other department operations (Library, Parks & Recreation). This has already been mostly implemented and does not have a budget impact. A revision to the class specification for this job is included in Exhibit A to the Resolution.
- Create an additional Management Analyst in the City Manager's Department focused on support to functional operations and departments, and on implementation of the City's new Information Technology Strategic Plan.

In support of the NSPS Department, staff recommends filling the budgeted Management Assistant position. Staff is not recommending creating the grants/revenue development position at this time, as recommended by Citygate, but will study the potential costs and benefits of creating such a position once the Parks, Facilities and Playgrounds Master Plan has been adopted.

Staff would also like ensure Council's support for making changes to delegate the primary working interface with boards and commission groups away from Department Directors and toward the middle managers responsible for these areas, as appropriate. For example, the Parks and Recreation Manager would be the primary contact for the Parks and Recreation Commission.

FISCAL IMPACTS:

The fiscal impacts of these recommendations are chiefly related to new staffing costs for the Assistant to the City Manager (ATCM) and the Management Analyst. Assuming the positions are filled on March 1, 2020, the estimated costs for salaries and benefits would total approximately \$100,800 through end of FY 2019/20 with an estimated annual total cost of \$276,700. The following table outlines the recommended personnel changes and estimated costs by position:

City Manager's Office Recommended Personnel Changes			
Salary Grade	Position	FY 19/20 Estimated Fully-Loaded Cost	Estimated Fully-Loaded Annual Cost
109	Management Analyst	\$43,400	\$115,700
113	Assistant to the City Manager	\$57,400	\$161,000
	Total	\$100,800	\$276,700

Staff's recommendation for the new positions will require a new appropriation of \$100,800 from the General Fund's Unassigned Fund Balance to support these positions through Fiscal Year 2019/20. Approximately \$7.84 million is available in General Fund Unassigned Fund Balance. Details of recommended adjustments are located within the Resolution (Attachment 3 – Exhibit C). Other costs associated with new positions, such as office furniture and computer equipment, as needed, will be brought to Council with mid-year adjustments in February 2020.

The General Fund will support these positions in successive fiscal years, if they are approved by Council. Adjustments to the FY 2021/22 Operating Budget will be reflected during the mid-cycle budget review process. The following is an updated General Fund forecast from FY 2019/20 through FY 2025/26, which includes the recommended personnel changes.

Categories	FY 2019/20 Revised	FY 2020/21 Revised	FY 2021/22 Projected	FY 2022/23 Projected	FY 2023/24 Projected	FY 2024/25 Projected	FY 2025/26 Projected
Revenues	\$ 28,355,500	\$ 28,800,738	\$ 29,154,042	\$ 29,516,131	\$ 29,887,255	\$ 30,245,902	\$ 30,608,852
Expenditures	\$ 26,767,567	\$ 27,865,606	\$ 27,775,132	\$ 28,346,154	\$ 28,928,597	\$ 29,536,098	\$ 30,156,356
Net Operating Revenues	\$ 1,587,933	\$ 935,132	\$ 1,378,910	\$ 1,169,977	\$ 958,657	\$ 709,804	\$ 452,496
DOF Settlement	\$ 776,000	\$ 776,000	\$ 776,000	\$ 776,000	\$ 776,000	\$ 776,000	\$ -
Total Adj. Expenditures	\$ 27,543,567	\$ 28,641,606	\$ 28,551,132	\$ 29,122,154	\$ 29,704,597	\$ 30,312,098	\$ 30,156,356
Net Chg to Fund Balance	\$ 811,933	\$ 159,132	\$ 602,910	\$ 393,977	\$ 182,657	\$ (66,196)	\$ 452,496
Beginning Fund Balance	\$ 24,116,794	\$ 24,928,727	\$ 25,087,859	\$ 25,690,769	\$ 26,084,746	\$ 26,267,403	\$ 26,201,207
Contingency Reserve	\$ 8,823,397	\$ 9,063,650	\$ 9,165,793	\$ 9,354,231	\$ 9,546,437	\$ 9,746,912	\$ 9,951,598
Other Reserve Categories	\$ 7,779,426	\$ 7,523,346	\$ 7,523,346	\$ 7,523,346	\$ 7,523,346	\$ 7,523,346	\$ 7,523,346
Unassigned Fund Balance	\$ 8,581,983	\$ 8,500,863	\$ 9,001,630	\$ 9,207,169	\$ 9,197,620	\$ 8,930,948	\$ 9,178,760
Ending Fund Balance	\$ 24,928,727	\$ 25,087,859	\$ 25,690,769	\$ 26,084,746	\$ 26,267,403	\$ 26,201,207	\$ 26,653,703

Revenues do not include cannabis tax projections, or revised projections on major tax revenues based on FY 18/19 actuals. Forecast assumes conservative revenue growth and removes one-time costs in future years.

The Net Operating Revenues (NOR) is the City's capacity to take on new ongoing programs, maintenance, personnel, debt, and adjust to long-term shifts in revenues. Based on this forecast, the City can support the new personnel but may experience lower NOR by FY 2025/26, assuming current revenue projections. It should be noted, the DOF

settlement payment is scheduled to be paid off by FY 2024/25, and limits the City's NOR over the next six years.

ALTERNATIVES:

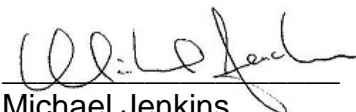
Council could decline to authorize the additional positions, leaving the needs identified by Citygate unmet.

Reviewed By:



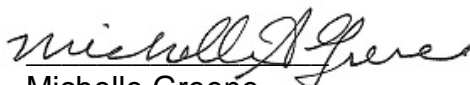
Kristine Schmidt
Deputy City Manager

Legal Review By:



Michael Jenkins
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Approved By:



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ATTACHMENTS:

1. Staff Plan for Implementation of Citygate Recommendations
2. Citygate Transmittal Letter and Final Citygate Report
3. Resolution No. 19__, entitled "A Resolution of the City Council of the City of Goleta, California, Amending the City of Goleta Schedule of Authorized Positions and the City of Goleta Salary Schedule and Classification Plan for Fiscal Year 2019/20 and Fiscal Year 2020/21, Approving the Classification Specifications of Assistant City Manager and Assistant to the City Manager and Authorizing the Addition of an Assistant to the City Manager and a Management Analyst to The City Manager's Department Effective March 1, 2020, and Amending the City's Operating and CIP Budget For Fiscal Year 2019/20 and 2020/21."

ATTACHMENT 1:

Staff Plan for Implementation of Citygate Recommendations

CITYGATE REPORT
City Manager and Neighborhood Services & Public Safety Departments
STATUS OF RECOMMENDATIONS
9/5/2019

See attached draft Organizational Chart, which illustrates some of the City staff actions and recommendations discussed below.

Recommendation #1: Realign personnel resources in the City Manager's Department to match the scope and magnitude of the diverse workflow and scale of the annual work program.

Status: In progress/pending Council approval. Citygate noted that the range and scope of complex activities underway in the City Manager's office are common to much larger agencies and recommended a long-term vision for reorganization of resources in support of the City Manager. It also suggested a new proposed organizational structure that could be implemented in phases as the City Manager deems practical, effective and efficient.

As part of that, Citygate recommended the addition of a new position, that of "Assistant to" the City Manager (ATCM). The ATCM is a common position in City Manager's offices. This position will provide dedicated first-line management-level support to the City Manager, with high-level interfaces both within and outside of the organization. Staff supports the creation of this position and will recommend it to Council. Other realignment recommendations will be implemented, with some adjustments, as explained further below.

Recommendation #2: Provide for the accountability and responsibility of the Deputy City Manager (DCM) position to oversee the internal administrative processes as assigned.

Status: Implemented. Citygate recommended that the Deputy City Manager (DCM) position be retitled to Assistant City Manager (ACM) and assigned direct oversight of all major administrative functions (other than Finance) and possible line direction of certain operational departments, which is a common breadth of oversight for this job title. In June 2019, the Deputy City Manager position was filled as a true Assistant City Manager position, overseeing the City Clerk, Human Resources/Risk, Community Relations, an evolving I.T. function, and the Management Analyst and Assistants in the City Manager's Office, as well as the Library Department. This will provide important support to the City Manager in overseeing day-to-day operations. A title change with a job description update is the last action needed to implement this recommendation.

The new "Assistant to" the City Manager (ATCM) position (see Recommendation #1) will relieve the Assistant City Manager of some support to the City Manager for initiatives and projects, and that will facilitate the Assistant City Manager's increased operational

oversight. However, the ACM will remain tightly aligned with all activity in the City Manager's Office and available to assist with high profile project work as needed.

Recommendation #3: Delegate to the DCM position the responsibility of oversight for how the administrative and operational parameters of Library Services and any new Parks and Recreation services evolve. The direct responsibility to develop the administrative and operational parameters falls to the Parks and Recreation Manager (PRM) and Library Director, in cooperation with, and with the oversight and assistance of, the Director of Neighborhood Services.

Status: Implemented, with adjustments.

Staff does not recommend combining the Library Department with Parks and Recreation into a single revamped department in the near term. Citygate's recommendation to combine the departments is based on a model where the City is moving toward direct programming of recreation activities. Staff has not received this direction from Council, but Citygate's recommendation could be considered if Council decides to move in that direction in the future.

However, consistent with Citygate's recommendation, staff have implemented a reporting model that consolidates City Manager's department oversight of both functions under the Assistant City Manager. The Assistant City Manager has direct oversight of the Library Department. The ACM will also provide administrative advice/oversight to projects and any new Parks and Recreation services in partnership with the Neighborhood Services and Public Safety (NSPS) Director. This allows for enhanced coordination in these operations, particularly related to "reflecting Goleta's unique community spirit and identity" (e.g., branding) and maximizing outreach.

Recommendation #4: Maintain alignment of City Manager direct reports with the Finance, Public Works, and Planning and Environmental Review Departments.

Status: Implemented. The City Manager will retain direct oversight of these department directors, as well as the NSPS Director. As reflected in the Citygate organizational chart, the City Manager will primarily oversee the non-recreation functions of the NSPS Director, like public safety and economic development.

Recommendation #5: Enhance City Manager relationship-building with both Sheriff Lieutenant and Fire Liaison "Chiefs."

Status: Implemented. Staff recognize the value in the recommendation to enhance direct relationships between the City Manager and the County's Sheriff and Fire liaisons. Citygate identified the goal of ensuring a relationship of trust and unfiltered communication, shared vision and philosophy toward public safety, and mutual support at the highest organizational level.

To that end, we have implemented regular Public Safety Reporting meetings with each liaison that include both the City Manager and NSPS Director. Such meetings will occur

quarterly, or more often as requested by the NSPS Department or by the Sheriff or Fire liaisons. Topic categories include matters such as strategic issues, trends/forecasting (e.g., emerging technologies and approaches), performance data, prevention and public education, and contract elements. A direct line of report of critical incidents to the City Manager has also been clarified/enhanced.

Recommendation #6: Address growth in routine work processes within the City Manager's Department through team process improvement efforts under the oversight of the DCM.

Status: In Progress. This was a key recommendation from Citygate in addressing an overworked City Manager's Department. In addition to adding staff, Citygate recommended both 1) a comprehensive effort to identify ways to streamline processes, and 2) a focus on pushing more final decision-making down from the City Manager's Department to the various Department Heads and their management staff.

The newly hired ACM, having assumed direct oversight of administrative functions, will work with staff at all levels to identify process improvements in all administrative areas. As recommended by Citygate, these include, but are not limited to: reducing or eliminating the number of commission meetings using the City Clerk's services (agenda, postings, minutes), streamlining the Council agenda-making process, reducing the number of meetings that include the City Manager and ACM, and exploring personnel procedure and technology improvements. The ACM and the City Manager will also focus together on generally empowering employees lower in the organization to implement changes.

Recommendation #7: Consolidate functions related to Parks and Recreation into the NSPS, including specific functions currently assigned to the Public Works Department.

Status: Not implemented- consider for future. As mentioned above, Citygate's previous recommendation to combine the Library and Parks and Recreation functions into a single department was based on a model where the City moves toward direct programming of recreation activities. Since staff has not received this direction from Council, we didn't recommend that at this time. This recommendation that the Parks and Recreation function take over the maintenance of parks and open spaces is related to that overall reorganization.

Public Works maintenance staff currently maintain City parks, and there is a budgeted position in the Public Works department that will oversee contract efforts to maintain open spaces. Under our current service model, the expertise and capacity exist in Public Works. For now, staff recommends that Public Works continue to perform these functions. However, staff recognizes that there could be value in eventual direct oversight by the Parks and Recreation Manager of such functions, if service models and organizational structure change in that direction.

Recommendation #8: Discontinue the NSPS Director's direct role in attending the Parks and Recreation Commission meetings. If periodic contact is desired, delegate this to a DCM or restructured Director of Neighborhood Services position.

Status: Pending. The longstanding and current expectation is that all Department Directors will attend board and commission meetings related to their areas of responsibility. The recommendation to push this responsibility down in the organization to the manager/subject matter expert level (Parks & Rec Manager) is very consistent with the Citygate's overall recommendation for a City moving from the "direction" phase to the "delegation" phase. Directors would attend only periodically. This recommendation should be considered as part of an overall philosophical change about board and commission oversight citywide.

Recommendation #9: Update/create job descriptions to reflect the new roles and responsibilities resulting from the organizational restructure.

Status: Pending. Once final decisions about staffing are made, all affected existing job descriptions will be updated and new job descriptions will be created for any new positions warranted.

Recommendation #10: Undertake periodic review of Parks and Recreation programming and facilities fees during the City's routine fee review process.

Status: Implemented. While there are currently a limited number of fees charged and collected for parks and recreation and events, the Finance Department has included the study of such fees in a comprehensive user fee study and update. Finance will coordinate with the NSPS Department to annually review and update these fees.

Citygate emphasizes that this would be increasingly important if the City moves to direct provision of recreation services. Such recreation services are often subsidized through General Fund support, so keeping track of the balance between user fees and General Fund subsidies would be critical for financial decision-making.

Recommendation #11: Based on the outcome of the Parks Master Plan, create a funding strategy using development impact fees, donations, grants, and other funding sources to implement the Parks Master Plan. Integrate this funding strategy into the City's Fee and Charges Plan.

Status: In progress/pending. The Parks, Facilities & Playgrounds Master Plan is still in draft form. The recommended Resource Development position (see recommendation #12) could be considered at that time as a method for identifying and securing funding for these projects and priorities.

Recommendation #12: Establish a 0.5 FTE Resource Development position to support identification of grant sources, application for grant funding, and monitoring and tracking of grants to support the initiatives identified in the City Council Strategic Plan. This position should report to the PRM.

Status: Pending. According to Citygate, this recommendation was based on a model where the City moves to direct recreation programming and is looking for revenue to help fund such expanded services. It would also develop funding for Library services and the Parks, Facilities & Playgrounds Master Plan.

While the idea of a dedicated grants position is intriguing, in the short term, staff will instead recommend that Council authorize filling the already-budgeted Management Assistant, which will address an identified critical shortage of administrative support and entry-level analytical capacity in the NSPS department. After the Parks, Facilities & Playgrounds Master Plan is adopted, staff will spend some time evaluating the need for a position focusing on grants, given the current service model, and return to Council with a recommendation to add the position if it makes good business sense.

Recommendation #13: In the short term, develop a distinct webpage and link it to the City's homepage, identifying citizen-driven Parks and Recreation subject matter and categorize it by organizational department function.

Status: In progress. NSPS staff are working with Community Relations staff to create a single web presence where the public can access comprehensive information about parks and open spaces, and about recreation programs that are held in City parks and facilities, whether these services are provided by the City, contractors or non-profit organizations. As recommended by Citygate, the site will also have information about how to report a maintenance service need. It will provide access to the Parks, Facilities & Playgrounds Master Plan (currently in draft form) and the 2015 Recreation Needs Assessment. There will be links to the agendas and minutes of the Parks and Recreation Commission.

Recommendation #14: Integrate links on the Parks and Recreation homepage to contract service agencies who provide programs and facility information, such as United Boys & Girls Clubs, Girls Inc., Girsh Park, etc.

Status: In progress, see #13 above.

Recommendation #15: Purchase and implement automated facility reservation and program registration software.

Status: Not implemented- consider for future. This recommendation is directed at a model where the City provides more direct programming of recreation and/or manages its own community facility booking on a larger scale. At this point, there is no direction from Council to expand the City's direct control over these areas, so this recommendation will be considered only if staff later receive such policy direction. This project would also need to be prioritized within the City's overall I.T. Strategic Plan.

Recommendation #16: In the short term, continue to actively manage the existing third-party service contracts with identified partners to provide prioritized service to Goleta's constituents.

Status: Implemented. This is Council's current direction. Staff actively engages with organizations providing services in City parks and facilities (e.g. Goleta Valley Community Center, Goleta Valley Historical Society, South Coast Railroad Museum, etc.). For example, a review of Goleta Community Center management is underway. Council also recently implemented a more comprehensive oversight structure for the City's grants and other methods of funding to other agencies. Staff has required increased performance and financial self-reporting from grantees in the last few rounds of grant agreements, and NSPS will be exploring and reporting to Council on best practices in grant oversight over the next few months. As recommended by Citygate, staff will also look into whether there are cooperative agreements with the school district that the City could pursue for public benefit, such as field sharing agreements.

Recommendation #17: In the long term, evaluate the potential for the formation of a special district focused solely on parks and recreation, open space, and potentially Library Services, encompassing the adjacent community of Isla Vista and portions of unincorporated Santa Barbara County that lay contiguous to City boundaries.

Status: Not implemented- consider for future. Staff have not received policy direction from Council to consider delegating the governance of City parks and facilities, or the development of recreation programs in such facilities, to a separate political entity. Consistent with the adopted Strategic Plan, the City continues to evaluate the feasibility of a tax measure and other options to raise revenue to support these and other community priorities.

Recommendation #18: Establish the Sheriff's Lieutenant as a direct report to the CM.

Status: Not implemented, alternate action. Staff recognize the value in the recommendation to enhance direct relationships between the CM and the Sheriff liaison. As mentioned above, we have implemented regular Public Safety Reporting meetings that include both the City Manager and the NSPS Director. Such meetings will occur quarterly, or more often as requested by the NSPS Department or the Sheriff's liaison. A direct line of report of critical incidents to the City Manager has also been established.

Staff do not recommend changing the existing formal oversight of the NSPS Director of day-to-day public safety functions. This approach is based on the current successful and long-standing relationship of the incumbent NSPS Director with these agencies, which is a result of the higher level of engagement that the NSPS Director can provide with such services. In staff's experience, this model used by many other contract cities (e.g. Palmdale, West Hollywood, Malibu, Lancaster, etc.) where a Director provides the 24/7 oversight and liaison to public safety functions. This approach acknowledges the City Manager's already heavy workload and number of operations that are direct reports. Also, since the NSPS will not oversee the Library or expanded recreation programming, at least in the short-term, this level of support is still feasible and desirable from NSPS.

However, should these situations and/or staff resources change, the City could reconsider whether to implement this recommendation in the future.

Recommendation #19: The City should expand its working relationship with the Fire District long-term liaison officer and work with that officer to enhance best practices in the reporting of Fire Services efforts and to integrate the City's and District's shared perspectives, needs, and responsibilities.

Status: Implemented. As mentioned above, staff have implemented regular Public Safety Reporting meetings with the liaison from the Fire District that will include both the City Manager and the NSPS Director. Such meetings will occur quarterly, or more often as requested by the NSPS Department or the Fire District liaison. The NSPS Director and City Manager already receive quarterly reports, hold quarterly meetings with the Council Public Safety Committee, and take an annual report to Council. The City Manager will receive a report of Fire service activity in the Goleta area and review response statistics, etc. as envisioned by the Citygate report. A direct line of report of critical incidents to the City Manager has also been established.

Recommendation #20: Over time, the Emergency Services Coordinator position could be developed to also manage the technical details of the Sheriff's contract terms, its billing, and the recalibration of services negotiations as needed, ultimately with direct oversight of the DCM and/or CM. Implementing this recommendation would complete the coordination of all emergency services at the city manager level and remove the Sheriff's contract functions from NSPS. This would eventually allow NSPS to only need to focus on the Council's policy implementation of non-emergency response services to neighborhoods

Status: Not implemented- consider for future. The current Emergency Services Coordinator is still very new on the job. Plans are in place to expand the emergency services planning role significantly over the short term, and that will remain the focus of this position over the next few years. Technical public safety contract support will be performed by administrative and analytical staff while the operational capacity of the Emergency Services Coordinator position is developed.

Recommendation #21: Economic development, acquisition support, and affordable housing duties should continue to be conducted by the Senior Project Manager, under supervision of the position called the Assistant City Manager in the proposed alternative organizational structure.

Status: Not implemented, alternate action.

1) Since Council has established the Library as its own department, and not part of the Neighborhood Services function, there is still capacity in the NSPS Department to oversee economic development, acquisition support, and affordable housing. Also, moving the Senior Project Manager to the CM office, but not all of that position's work, would create a staff shortage in NSPS at the management level (e.g., budget

development and oversight). Given that, we do not recommend moving this position at this time.

The NSPS Department, as noted by Citygate, is an amalgam department responsible for many very different functions, in a model typical for a small City. Incumbent staff in NSPS also have a broad scope of expertise that holds these disparate functions together. However, Citygate's observation that a lack of more specialized focus may become less manageable as the organization grows is well noted. The transfer of some of this broad array of functions to other departments should continue to be reevaluated in the future.

2) Staff recognizes that not transferring the Senior Project Manager would leave a hole in analytical support in City Manager's Office that the Citygate-recommended transfer of that position was meant to fill. As identified in the report, City Manager's department managerial staff are frequently called upon to provide missing analytical support. The existing analyst is also often assigned to temporarily assist with high-level staffing gaps in other departments, and this pulls the staff person away from its more general City Manager support duties.

Staff recommends instead building this capacity by adding an additional full-time Management Analyst under the direction of the ACM. Approximately 0.5 FTE of the position will provide the missing analytical capacity to City Manager and support services functions, the Library, and other functions overseen by the ACM. Significantly, this position would also devote 0.5 FTE to support implementation of the new I.T. Strategic Plan and an envisioned I.T. Managed Services contract, another functional gap identified by Citygate.

Recommendation #22: Implementing the alternative structure for the City Manager and Neighborhood Services Departments should commence at the beginning of FY 2019/2020.

Changes still needed to implement the recommendations, as adjusted include:

- Authorize and recruit for the "Assistant to" the City Manager (ATCM) and Management Analyst.
- Recruit and for the already-budgeted Management Assistant in NSPS.
- Create and/or update job descriptions.
- Evaluate the business need for a half-time or full-time resource development (grants) position.
- Determine whether to change the practice of Directors attending all board and commission meetings.
- Continue to pursue team process improvement efforts under the oversight of the ACM.
- Incorporate additional specific benchmarks, data points and performance measures for discussion between the City Manager and the liaisons from the Sheriff and Fire departments into regular communication meetings.

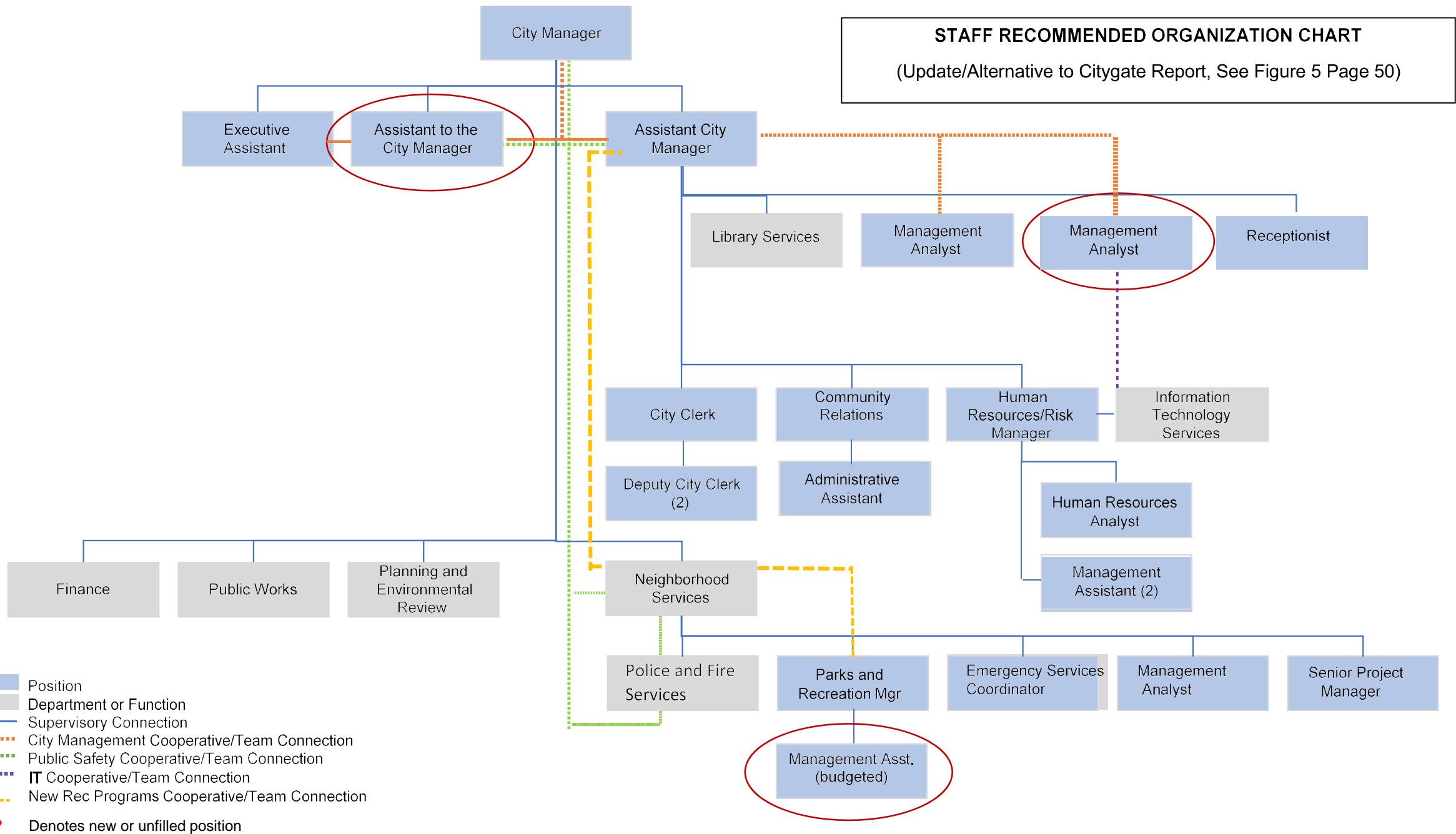
- Develop and incorporate data points and performance measures into the Sheriffs' contract. (See Recommendation #23)
- Continue financial reporting and forecasting improvements already begun. (See Recommendation #24)

Recommendation #23: Work to include measurable data points within the Sheriff's Department contracting process.

Status: Implemented/in progress. The Sheriff's Department already produces a significant number of measurable data points and shares them with the City. The NSPS Director and City Manager receive monthly reports, hold quarterly meeting with the Council Public Safety Committee, and take an annual report to Council. Staff will work to incorporate such data points and performance measures into the contracting process, as advised by the City Attorney, and as they become available through technology improvements in the Sheriff's Office.

Recommendation #24: Develop an Excel-based forecasting model to use when estimating the ongoing and future costs of personnel proposed to be added in support of either the Library and/or Parks and Recreation Services as these new areas evolve.

Status: Pending- consider for future. Because of the revenue neutrality agreement with the County, the City's General Fund revenue growth that might otherwise be available for local services must instead be paid to the County. With each new facility (parks, train station, building purchases, etc.) or service change, the capacity of Public Works, Administration, and other staff resources are potentially affected. All new projects should include an estimate for the ongoing staffing and other funding needed to support the project both in the short-term and over the long-term (maintenance, insurance, etc.) The Finance Director is prepared to perform appropriate long-range personnel cost models for future facility and service changes.



ATTACHMENT 2:

Citygate Transmittal Letter and Final Citygate Report



600 Coolidge Drive, Suite 150 ■ Folsom, CA 95630 ■ PH 916-458-5100 ■ FAX 916-983-2090

September 2, 2019

Michelle Greene, City Manager
Kristy Schmidt, Deputy City Manager
Dana Grossi, Administrative Analyst
City of Goleta
130 Cremona Drive, Suite B
Goleta, CA 93117

**SUBJECT: INDEPENDENT OPERATIONAL AND ORGANIZATIONAL ASSESSMENT FOR THE CITY
MANAGER AND NEIGHBORHOOD SERVICES AND PUBLIC SAFETY DEPARTMENTS**

Dear Michelle, Kristy, and Dana:

Citygate is pleased to transmit to you the Final Report of the Independent Operational and Organizational Assessment for the City Manager and Neighborhood Services and Public Safety Departments.

Citygate participated in review of each of the project recommendations with Kristy Schmidt and Dana Grossi on Friday, August 16, 2019, which was in addition to several previous reviews already completed during the course of the project. Citygate learned that many of the recommendations in the report have been initiated and/or implemented, which is always a pleasure to hear, especially when efforts are made even before publication of the Final Report.

Citygate also understands that City staff will be transmitting the report to the City Council, along with a staff report highlighting the status of each recommendation, and also including adjustments and alternatives suggested by staff.

Citygate is generally supportive of the alternative approach(s) regarding the study recommendations that were discussed with City staff on August 16, and we see those alternatives as steps towards the best practices we have endeavored to encourage for the City of Goleta.

Thank you for the opportunity to work together on this project during all of the changes and challenges encountered over the last several months.

Very truly yours,

A handwritten signature in black ink, appearing to read "David C. DeRoos", is written over the typed name.

David C. DeRoos, MPA, CMC
President



CITYGATE ASSOCIATES, LLC
MANAGEMENT CONSULTANTS

CITY OF GOLETA, CA

INDEPENDENT OPERATIONAL AND
ORGANIZATIONAL ASSESSMENT FOR THE CITY
MANAGER AND NEIGHBORHOOD SERVICES
AND PUBLIC SAFETY DEPARTMENTS

SEPTEMBER 2, 2019



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EXECUTIVE SUMMARY

Citygate Associates, LLC (Citygate) is pleased to present this organizational and operational review of the City of Goleta's (City) City Manager and Neighborhood Services and Public Safety (NSPS) Departments (Departments), with the strategic objective of enhancing organizational operations, throughput capacity, and desired outcomes for current and future needs.

As a relatively recently incorporated city within Santa Barbara County, the City is one of the most highly desirable locations to live, play, and work along the mid-California coast. Incorporated in 2002 and with a current population of approximately 31,000, the City is positioned in an ideal location. Its inherent attributes include the community's proximity to railway, air, and freeway transportation systems, adequate water and power supplies, and nearness to the prominent and well-respected University of California, Santa Barbara campus, all of which are enhanced by a temperate climate and an abundance of natural beauty due to being nestled in the coastal plain between the Santa Ynez Mountains and the Pacific Ocean. One of eight cities within Santa Barbara County, the City of Goleta has laid significant groundwork to become an effective municipal government in the 17 years since its incorporation.

It was evident as this study began that Citygate's value to this project needed to include more than just focus on the workings of two individual departments. As Goleta staff and elected officials already recognized, these two particular departments not only conduct day-to-day work to meet current service goals and objectives, but each plays a vital role in what the future holds for the City and residents. Each department is essential to the forward-thinking, analysis, and project planning necessary for the City to evaluate both policy and operational objectives related to an array of public services. The Departments also perform a variety of routine services necessary for effective administration of ongoing programs and internal City operations.

The City Manager's Department serves as the administrative hub accountable to ensure the organization accomplishes Council goals. Within the current City Manager's Department, the original creative and can-do nature of the early incorporated City is evident. A number of complex activities are underway. The range and scope of these activities are common to a much larger organization.

Citygate is impressed with the initial implementation of the annual work programs and efforts and strategic planning within just the last two years. Amongst the Department staff members, there is a sense of pride expressed in the major tasks being accomplished and in the ability of the group to adapt to changing priorities and emerging issues, yet still manage to complete a heavy workload of routine duties.

NSPS is accountable for the delivery of a unique and disparate compilation of duties and services, quite unique from any other city organization known to Citygate. Both the City Manager's Office

and NSPS regularly provide support to other departments. Workload and projects are impacted by the demands of other departments as well as changes in legislation, regulatory processes, and external forces beyond the City's control.

NSPS has played an instrumental role in the City's ability to incubate, nurture, respond to, and accomplish a number of landmark projects since incorporation. NSPS accomplished and continues to handle many of the difficult tasks associated with redevelopment dissolution. NSPS is frequently called upon to deliver high-priority work items from either the City Manager (CM) or the City Council, such as the development of the City's largest neighborhood park in Old Town, the development of Fire Station 10 in western Goleta, and a new transit/train depot project that will also become a very significant economic development revitalization project for surrounding properties. As shown in the NSPS work plan approved by the City Council, NSPS is second only to the Public Works Department in being responsible for the largest number of capital improvement projects for the City, with 17 projects representing over \$60 million in funding. As a frontline department, NSPS is responsible for over 36 percent of the City's General Fund expenditures and 90 contracts for services that reflect over \$12 million in funding.

Both the City Manager and NSPS have operational structures fixed in original functions and duties from the time of incorporation. There is an almost uniform sense by staff members of being on the precipice at all times, juggling a constantly growing workload and trying to manage anxiety about accomplishing it all. This sense was shared throughout the staff, regardless of position.

Citygate sought to understand how staff members, all part of seemingly productive departments, were individually and collectively managing to accomplish projects and daily workloads, yet still expressed similar concerns about lack of time and resources necessary to meet new and additional demands.

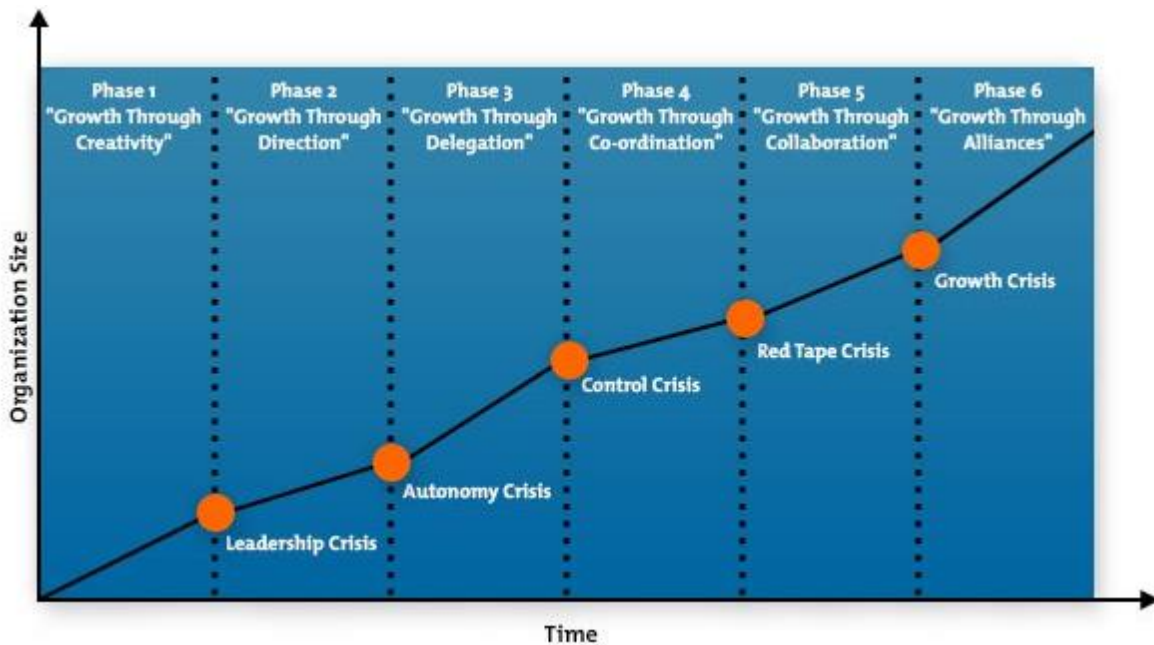
Working in a situation in which there is no time available for reflection and in which daily activities are largely reactive can be stressful. A chronically stressful workplace can lead to turnover and accompanying disruption of projects and activities. It can also lead to a lack of planning and a failure to anticipate future organizational needs and concerns, leaving the Departments vulnerable to error by omission as much as commission.

There is significant literature and study regarding an organization's lifecycle, one of which is by Larry Greiner, an organizational development expert. He is credited with the insight that "Management practices that work well in one phase may bring on a crisis in another." All organizations, including the City of Goleta, are in some phase of organizational development. Due to Goleta's evolving nature as a municipality, growth pains are likely to be experienced.

In addition to using Citygate's profile assessment factors for the study and working with the premise that these two departments mirrored descriptions of a growth crisis, Citygate evaluated

the Departments from the perspective that they were moving from what Greiner describes as a “Direction phase” to a “Delegation phase.” The following Greiner model of organizational growth will be later described and referenced in this study.

Figure 1—Phases of Organizational Growth



Source: Larry E. Greiner, May 1998.

Citygate has developed 24 recommendations related to the Departments. Eight additional recommendations for Information Technology (IT) have been provided separately from this report for inclusion in a City-generated Information Technology Strategic Plan (ITSP). These action items are designed to address both the immediate concerns of the current Department structures and work processes and to establish a foundation as the City of Goleta undertakes new responsibilities and service administration in the area of Parks and Recreation and Library Services. If fully implemented, the benefits from these recommendations should imbed an improved problem-solving culture within the Departments, with decision-making delegated closer to performers of the work where issues can be resolved early. Astute process management should also emerge in which processes are effectively streamlined by workers close to those processes.

As a result, any corresponding policy decisions that need to be made for process improvements can be presented to the CM and/or Deputy City Manager (DCM) instead of waiting on solutions to flow from them. Goleta’s engagement with a large variety of projects and issues impacts the ability of the senior executive CM and DCM to be involved in every meeting and every decision process. Problems need to be brought to them with a solution already in mind. Citygate’s

recommendations are meant to work together to improve the ability of staff to adapt processes and solve problems.

Citygate has also developed an alternative organizational structure for the City to consider. When implemented, the alternative organizational structure provides much needed capacity required to achieve the strategic goals of the City Council while at the same time realigning similar work operations together to allow for improved workflow, processes, and teamwork in each department. In this new structure:

- ◆ A new staff position, that of Assistant to the City Manager, is recommended to add both analytic and staff capacity directly for the CM.
- ◆ The CM is able to delegate major areas of oversight and completion of projects to a newly titled Assistant City Manager (ACM) position (currently the DCM position).
- ◆ The CM continues to oversee and remain fully informed about crucial Citywide services through four direct reports with the Departments of Finance, Public Works, Planning and Environmental Review, and Neighborhood Services (renamed from NSPS).
- ◆ The CM can establish critical incident direct reports with the County of Santa Barbara Sheriff (Lieutenant) overseeing Goleta's contract Police Services and with a liaison to the Fire District providing Goleta's fire emergency services.
- ◆ A newly named Neighborhood Services Department can provide support for the continuing exploration, policy decision efforts, and service delivery associated with two emerging service areas: Parks and Recreation, and Library Services.
- ◆ Work within Neighborhood Services is consolidated to focus on tasks associated with service delivery to the community.

Finally, the City organization as a whole is dealing with the fixed legacy of revenue neutrality, where growth in General Fund revenue that might otherwise be available for local services is offset by a permanently required County payment. Citygate has provided recommendations regarding both forecasting and financial planning around emerging services the City is providing to the community.

Citygate examined various models by which the City could choose to achieve the delivery of Parks and Recreation and Library Services. City staff noted during the review of the Draft Report that, as a member of the Black Gold Cooperative Library System (a cooperative enabling Goleta to share library materials with other member jurisdictions at discounted rates), Goleta would need to hire a Library Director with a degree in library science. The supervision model preferred by the

City staff, other than that recommended by Citygate, may well be the best initial model for the community, with an understanding that a comprehensive community services model in which both recreation and library services co-exist may be desirable at some future point.

The cost to the City's General Fund, as well as the revenues available both now and in the next five to 10 years, is essential information for decision- and policy-makers as they consider options and community requests. Our study ends with the recommendation that City staff undertake this forecast analysis as part of the work already being performed to meet the City Council's financial strategy.

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SECTION 1—INTRODUCTION

Citygate Associates, LLC (Citygate) was retained by the City of Goleta (City) to perform an independent operational and organizational assessment for the City Manager and Neighborhood Services and Public Safety (NSPS) Departments (Departments) in late 2018. Citygate is honored to return to Goleta after performing an organizational assessment for the Planning and Environmental Review Department in 2017 and to continue our connection with a vibrant and thriving community.

1.1 STUDY SCOPE AND OBJECTIVES

The scope of this report includes an organizational and operational review of the Departments, with the strategic objective of enhancing organizational operations for current and future needs.

It was evident as this study began that Citygate’s value to this project needed to include more than just focus on the workings of two individual departments. As Goleta staff and elected officials already recognized, these two particular departments not only conduct day-to-day work to meet current service goals and objectives, but each plays a vital role in what the future holds for the City and residents. Each department is essential to the forward-thinking, analysis, and project planning necessary for the City to evaluate both policy and operational objectives related to an array of public services. Each department also performs a variety of routine services necessary for effective administration of ongoing programs and internal City operations.

Of the many ways that Citygate could go about an assessment of these two departments, this work was driven primarily to provide the City with a fresh, big-picture view from a team of neutral, experienced specialists. While accounting for the day-to-day crush of activity, urgent schedules, and deadlines currently driving the Departments, this bigger picture identifies areas where improvements made in the present can be of tremendous benefit to the City in the future. It also identifies where steps can be taken to provide a sound financial basis for both current and future services ensuring a strong future financial profile for Goleta. Citygate has also provided a reasonable organizational model for the next several years for each Department. Through that organizational model, if implemented, the City has an opportunity to step into effective long-term planning.

The organizational structure and reordering of operations developed for this report is intended to help the Departments each succeed at crucial internal administrative operations now and in the future. At the same time, these two departments must also help the community and City Council discern the most cost-effective and best practices course regarding evolving service demands and delivery systems.

Citygate conducted 21 interviews with elected officials and City staff members, including the CM, Mayor, Councilmembers (as of October 2018), and staff members of the City Manager's Department and NSPS.

Citygate analyzed the City Manager and NSPS Departments' core business processes and operational functions for each division and performed detailed organizational and operational analyses on issues and concerns discovered through the interviews and Department data review. From this analysis, Citygate identified areas where organizational performance, service levels, and/or communication could be enhanced.

Citygate also evaluated organizational and operational factors impacting performance. This included analyzing staff scheduling, workloads, supervisory ratios, reporting relationships, span of control, required versus available skills, and processes for managing overtime based on current and projected workloads.

Citygate reviewed functional assignments and availability of staff to perform duties, as well as the organizational structure, including decentralization, centralization, and hybrid structures. Citygate also assessed staff retention, experience, and training related to the management functions and services of the Departments, particularly where these topics were mentioned in the interviews as concerns.

Overall strength of administrative functions and operational processes were reviewed, particularly where concerns surfaced in the course of interviews with staff and elected officials, as were any performance measures and tracking systems.

In what became a significant work effort in this assessment, Citygate has provided the City with an understanding of the steps and priorities recommended as it continues addressing current and future IT resources. It is Citygate's understanding that these steps and priorities are to be folded into the ITSP. Having a long-term information technology strategy is key to accomplishing many of the goals and objectives the City has for serving its current and future customers, as well as achieving cost-efficient and effective structural technology support for all City functions and operations.

Citygate has included a review of strategies to effect positive and sustainable organizational development, recommended steps for financial analysis to inform future decision-making, suggested recommended actions and implementation, and commented on the possible financial impacts of Citygate's recommendations.

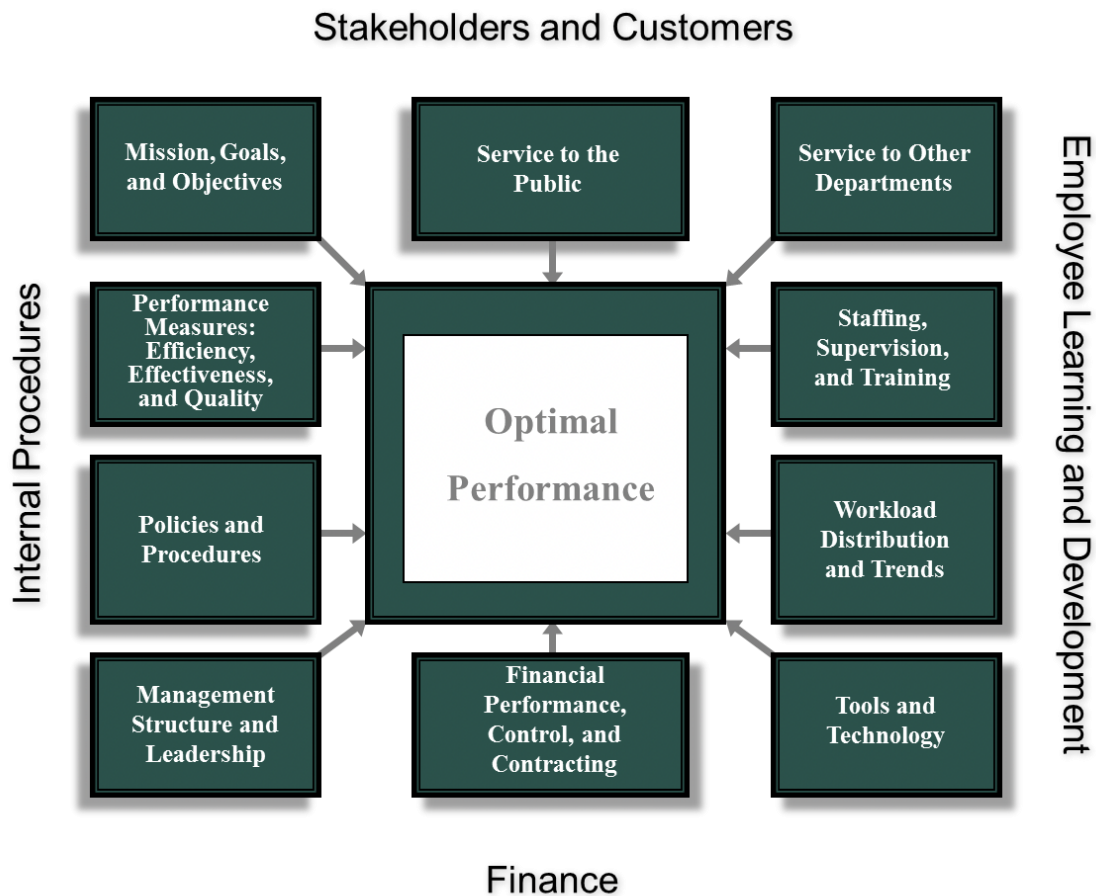
Citygate's contractual scope of work included neither a financial nor a compliance audit.

1.2 KEY ASSESSMENT FACTORS UTILIZED IN THIS STUDY

Citygate used four broad themes as a framework for looking at the Departments, as follows:

- ◆ Stakeholders and customers
- ◆ Internal procedures
- ◆ Employee learning and development
- ◆ Finance

Figure 2—Profile of Assessment Factors



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SECTION 2—CITY OF GOLETA’S UNIQUE ORGANIZATIONAL HISTORY, PRESENT CONDITION, AND FUTURE CHALLENGES

2.1 SECTION INTRODUCTION

The City Manager’s Department serves as the administrative hub accountable to ensure the organization accomplishes Council goals. NSPS is accountable for the delivery of a unique compilation of duties and services.

Each of these two departments has, at present, an operational structure fixed in original functions and duties from the time of incorporation. City organization as a whole is dealing with the fixed legacy of revenue neutrality, where growth in General Fund revenue that might otherwise be available for local services is offset by a permanently required County payment.

Goleta was originally envisioned as a contract city. Internal and external expectations for what the City might provide have grown in dimension and changed in the nearly two decades since the City’s incorporation from Santa Barbara County. The Departments are impacted by this dynamic push and pull. On the one hand, there is a limit to the funding available to undertake a full-service City model, but on the other hand, the City is now seen as integral to protecting the quality of life in Goleta. The City is viewed as providing for access to a full array of local services, including parks and recreation, libraries, and the resolution of local issues, such as homelessness and business retention and development, as well as maintenance of a high-quality of services and lifestyle that the residents have come to enjoy in Goleta.

The Citygate team is impressed with the accomplishments of Goleta, including annual work plans, and the effort to address IT strategic planning. Citygate saw progression regarding the utilization of best practices since its Environmental and Planning Department review in 2017.

The Citygate team is struck by the ad hoc, get-it-done dynamic observed during the interviews and review process. In this small but highly productive organization, which bears resemblance to many small cities that deliver the administrative work and services of large cities, only with fewer resources, there was discomfort on the part of almost all interviewed concerning the current organizational resources and staffing of the Departments. Along with suggestions for additional department and organizational resources to keep pace with growing service demands and projects, a variety of “fixes” were expressed by individual staff members and Council members.

Citygate’s initial assessment raised the following questions: Amid accomplishing so many single tasks and projects, why do staff members feel that day-to-day work seems disorganized and overwhelming, or that they could individually accomplish more if just allowed, with either additional resources and/or approval? Why do elected officials and staff members alike wonder

how best to move into Goleta's future, with individuals from each group making suggestions to address what they perceived to be the problem and/or problems with the current organizational structure, array of personnel, and/or resources? At the same time, why do so many interviewed openly wonder about the best way for Goleta to move forward?

2.2 STAGES OF ORGANIZATIONAL DEVELOPMENT: GREINER MODEL

Citygate turned to organizational growth theory to help understand the current dynamics in Goleta. The Greiner Curve describes the crises that come with growth.

“As workloads increase exponentially, approaches which have worked well in the past start failing. Teams and people get overwhelmed with work. Previously effective managers start making mistakes as their span of control expands. And systems start to buckle under increased load.”¹

Dedicated, well-meaning employees see incomplete work of others due to strained workloads and the employees take on extra work without it being delegated to them. Sometimes, this can lead to duplication or confusion of work effort, personnel conflicts, and ultimately, inefficient workplaces. In addition, roles and responsibilities can become blurred, resulting in unexpected and unwanted mistakes and poor judgement, although the employee's intent is honorable. While growth is fun when things are going well, when things go wrong, this chaos can be intensely stressful. More than this, these problems can be damaging (or even fatal) to the organization.²

The Greiner Curve is a useful way of thinking about the crises that organizations experience as they grow. To better understand how this organizational growth model applies to the City of Goleta, it is useful to consider how and where the City was established and the external factors that are influencing the City's organization and structure.

2.2.1 Goleta Overview

As a relatively recently incorporated city within Santa Barbara County, the City is one of the most highly desirable locations to live, play, and work along the mid-California coast. Incorporated in 2002 and with a current population of approximately 31,000, the City is positioned in an ideal location. Its inherent attributes include the community's proximity to railway, air, and freeway transportation systems, adequate water and power supplies, and nearness to the prominent and well-respected University of California, Santa Barbara campus, all of which are enhanced by a temperate climate and an abundance of natural beauty due to being nestled in the coastal plain between the Santa Ynez Mountains and the Pacific Ocean. Due to these positive quality of life

¹ https://www.mindtools.com/pages/article/newLDR_87.htm

² <https://hbr.org/1998/05/evolution-and-revolution-as-organizations-grow>. Harvard Business Review, “Evolution and Revolution as Organizations Grow,” May-June 1998.

factors, a steady population increase is predictable into the future, limited only by number and cost of housing units and employment opportunities. In addition, the relative proximity to two of the four major California metropolitan areas, namely Los Angeles and San Francisco, places the City in the center of relocation alternatives. More revealing is the qualitative data found in the area's demographics.

Goleta residents have a median age of 37, and 45 percent of the total households have families younger than 18 years of age.³ Fifty-three percent of residents identify as homeowners, 65 percent of residents are married and homeowners and, of those 25 years of age or older, 42 percent of residents hold a bachelor's degree or higher.^{4 5} In addition, the median household income is \$81,400 with median property value of over \$800,000, as noted on Zillow in May 2019.

This information sheds additional light on why the City is feeling growing pressure to provide enhanced services to its highly educated, upwardly mobile, community-invested constituents, and there is a high probability that these expectations will not abate anytime soon. One of eight cities within Santa Barbara County, the City has laid significant groundwork to become an effective municipal government in the 17 years since its incorporation.

2.2.2 Growth Cycle Background

All organizations, including the City, are in some phase of organizational development. Due to the City's evolving nature as a municipality, growth pains are likely to be experienced due to many controllable and uncontrollable factors.

There is significant literature and study regarding an organization's lifecycle, one of which is by Larry Greiner, an organizational development expert. He is credited with the insight that "Management practices that work well in one phase may bring on a crisis in another."

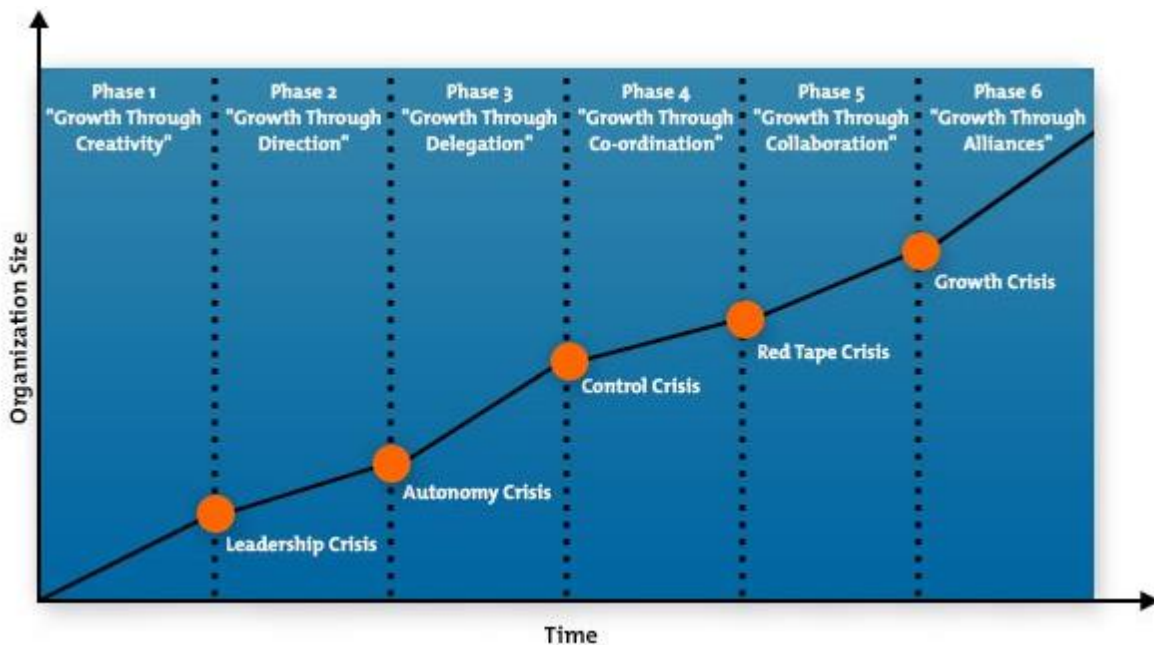
The following model provides an illustration of the stages of growth and intermittent crises that occur throughout an organization's normal growth cycles.

³ Areavibes – 2019

⁴ World Population Review – 2017

⁵ World Population Review – 2017

Figure 3—Phases of Organizational Growth



Source: Larry E. Greiner, May 1998.

The challenges the City faces are evidenced by phenomena such as pressure to expand service levels to its citizens, the assumption of new local services (e.g., Library Services), struggles with workload delegation, strategic use of technology, transition of organization structure and functions, need for clarity with tasking assignments within and between departments, and the need to provide for financial and staffing resources to meet growing service demands.

In the Greiner model, there are six phases in growth of organizations. For the purposes of this assessment, Citygate focused on the first three phases in the growth cycle model. The following is a brief description of these phases:⁶

Phase One is the Creativity phase. The emphasis in this phase is on creating both a product and a market, which for a city organization means primarily getting organized, delivering services, and conducting governance in the form of City Council priority setting and agency responsiveness to community concerns. In this phase, communication among employees is frequent and informal, and decisions and motivation are highly sensitive to outside (citizen) feedback. “Management acts as customers react.” Leaders and staff alike wear many hats and perform a variety of duties.

⁶ More detailed information from the model can be obtained at <https://hbr.org/1998/05/evolution-and-revolution-as-organizations-grow>.

Phase Two is the Direction phase, marked by installation of more formal communication systems, with a hierarchy of titles and positions, and job assignments becoming increasingly specialized.

Phase Three is the Delegation phase, marked by less communication from the top of the organization and greater responsibility provided to managers (in local government, this could be seen as department heads and subsequent division supervisors). In phase three, decision-making, once limited to the City Manager's Department and a few key subordinates, is delegated to the department delivery service level.

Based on the Greiner model, crisis occurs in the organization as it moves from one phase to another, propelling changes in the organization as it moves into the next phase.

The crisis that occurs between phase one and two is a leadership crisis. An agency needs leadership to resolve the confusion and managerial problems it confronts as it moves out of the originating practices in phase one that worked to help establish the organization (informality, reactive, generalized expertise) and into a phase two with greater functional organization structure, increasingly specialized jobs, more formal communication, and hierarchy. In phase two of development, the manager and key supervisors assume most of the responsibility for instituting direction while lower-level supervisors are treated as functional specialists rather than autonomous decision makers.

The crisis that occurs between phase two and three is the autonomy crisis. This is where the organization is moving out of the Direction phase into the Delegation phase of development.

2.2.3 Movement from Direction to Delegation (Crisis of Autonomy)

Based on the interviews conducted with elected officials and staff members, as well as the data that was provided to Citygate for review, it appears that, at least within the operations of the City Manager and NSPS Departments, if not the organization as a whole, the Goleta municipal organization appears to be moving from its Direction phase into a Delegation phase.

Although the organization remains marked by its early Creative phase, where a small group of generalists accomplished the major tasks of setting up systems and services for the newly incorporated community, succeeding in doing so because of their ability to be nimble and responsive, the agency has matured into more formal information systems and functional specialists, with direction coming from the CM and/or department heads in the functional areas of Public Works, Finance, and Planning.

To paraphrase a description from the Greiner model for the crisis that occurs to end phase two, the Crisis of Autonomy, the manager and his or her key supervisors assume most of the responsibility for direction of the organization, while lower-level supervisors in the organization are treated more as functional specialists than autonomous decision-making managers.

“Although the new directive techniques channel employees’ energy more efficiently into growth, they eventually become inappropriate for controlling a more diverse and complex organization. Lower-level employees find themselves restricted by a cumbersome and centralized hierarchy. They have come to possess more direct knowledge about markets and machinery (i.e. service operations for cities) than do their leaders at the top; consequently, they feel torn between following procedures and taking initiative on their own. [. . .] The solution adopted by most companies is to move toward delegation, yet it is difficult for top-level managers who previously were successful at being directive to give up responsibility to lower-level managers. Moreover, the lower-level managers are not accustomed to making decisions for themselves.”⁷

During the interview process, Citygate heard this crisis manifesting itself in the Departments, from managers, staff, and elected officials alike. A more specific and detailed discussion of issues around day-to-day work is contained in **Section 3**, the operational and organizational assessment of each department. Overall, through the many stories and specific instances Citygate heard about, it can be said that:

- ◆ Staff and elected officials acknowledged delegation efforts as a means of coping with the ever-increasing work tasks and City service demands, as well as the development within the Departments of specialized knowledge. However, lower-level personnel did not perceive themselves empowered to make decisions and/or were not comfortable with doing so.
- ◆ The stories told to Citygate in the interviews included examples from each of the Departments and were not indicative of any one manager, leadership, or staff failure.

It might be helpful to view the City’s current organizational culture and practice issues as indicative of the Autonomy Crisis (moving from the Direction phase to Delegation phase). Viewing the Departments through this lens points toward solutions in a more successful way than changing one or two sets of job duties, adding new staff, or even spending more to fund certain activities as a sole solution. Strategies to address the organizational evolution occurring in the City will be the most productive and useful approach.

The challenges Goleta is undergoing should be considered normal and part of the organizational growth process as Goleta continues to respond to the needs of its constituents. In the early years after incorporation, the City primarily relied on a contract-service delivery approach, which influenced its organizational structure. It may now be possible to reposition the City’s organizational structure to more of a hybrid organization, one that can thrive in the tension between

⁷ <https://hbr.org/1998/05/evolution-and-revolution-as-organizations-grow>.

both contracting out major areas of service delivery and also conducting direct delivery of City services where that is financially feasible, beneficial, and cost effective.

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SECTION 3—OPERATIONAL AND ORGANIZATIONAL ASSESSMENT

3.1 *CITY MANAGER’S DEPARTMENT*

Within the current City Manager’s Department, the original creative and can-do nature of the early incorporated City is evident. A number of complex activities are underway. The range and scope of these activities are common to a much larger organization.

Citygate is impressed with the implementation of the annual work programs and efforts and strategic planning within just the last two years. Amongst the Department’s staff members, there is a sense of pride expressed in the major tasks being accomplished and in the ability of the group to adapt to changing priorities and emerging issues, yet still manage to complete a heavy workload of routine duties.

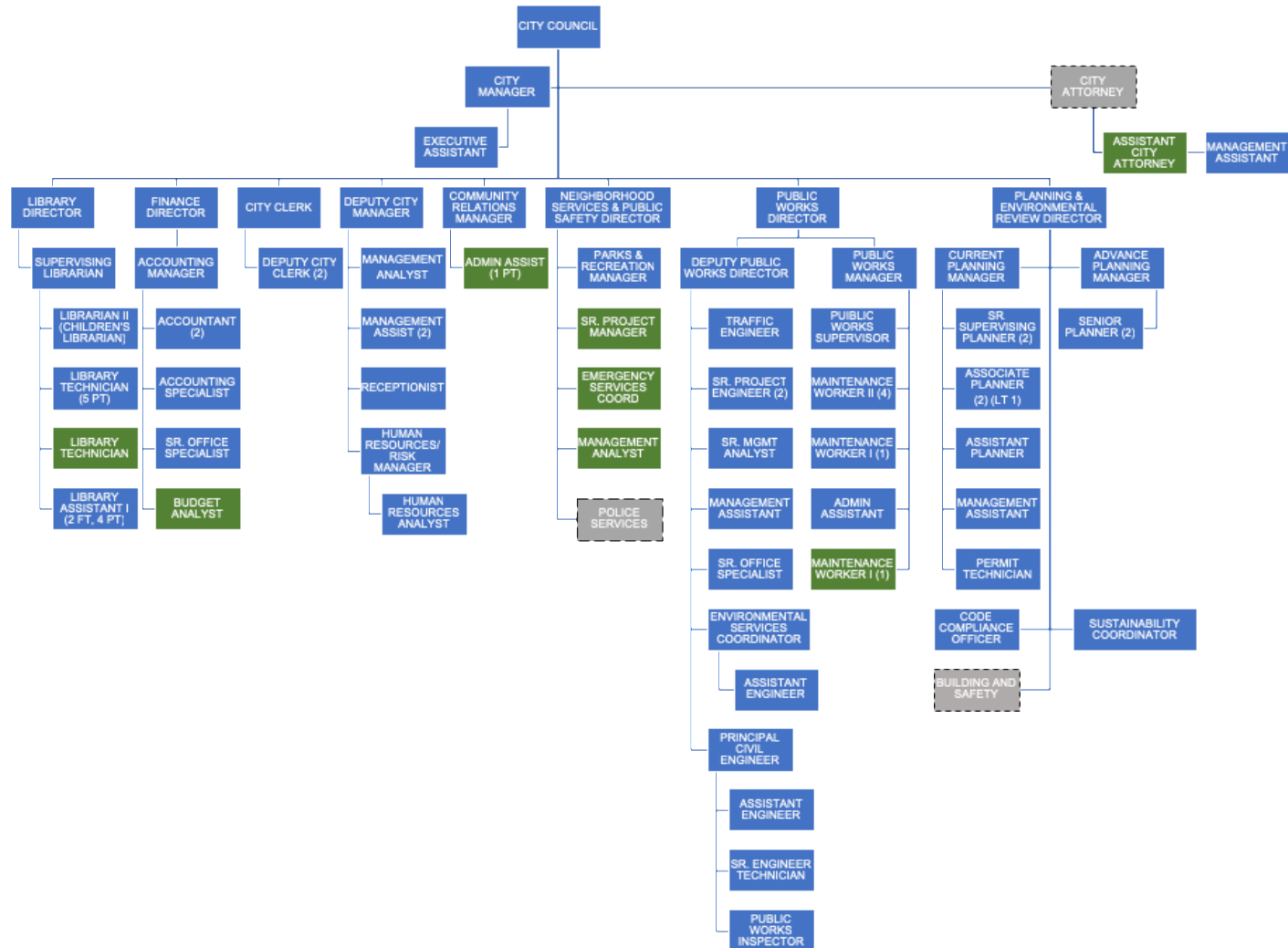
Interviews were conducted with all but one member of the City Manager’s Department for the purpose of this study. Since late 2018, when the interviews took place, the DCM position has been vacated. As of the writing of this report, recruitment for the position is underway and provisions for much-needed project support and assistance during the time the position remains vacant have been arranged.

Discussion of the City Manager’s Department will be presented in two parts. Part one is a discussion of the City Manager’s executive office and its personnel. Part two is a discussion of the organizational support duties housed in the City Manager’s Department. The executive office workflow is highly influenced by policy, priority, and service decisions made outside of the City Manager’s Department, while organizational support duties represent fixed, routine, crucial services that must be performed to meet State and Federal legal requirements and/or community outreach efforts.

3.1.1 Part One: City Manager Executive Office

In the current configuration of the City Manager’s Department, the CM position is supported by one Executive Assistant. The office includes a DCM position and one Management Analyst position. The duties of these four positions are devoted in large part to organization-wide issues. The following City organizational chart shows the City’s fiscal year (FY) 2018/2019 organization.

Figure 4—City of Goleta FY 2018/2019 Organizational Chart



The FY 2018/2019 work program for the CM includes an array of administrative efforts, projects, and programs, some of which are:

- ◆ Oversight of all City departments
- ◆ Development and implementation of various policies per City Council direction
- ◆ Tracking, managing, and reporting City Council requests
- ◆ Conducting special analyses, studies, assessments, and surveys as directed by the City Council
- ◆ Forecasting City Council meeting agendas
- ◆ Managing organizational needs and ensuring a positive, productive, transparent, and responsive organizational culture
- ◆ Transition of the Goleta Valley Public Library administration from the City of Santa Barbara to the City of Goleta as of July 1, 2018, with management of the Solvang and Buelton libraries starting July 1, 2019.
- ◆ Development of a procurement and contract management policy
- ◆ Oversight of Citywide Work Plan development and presentation to City Council
- ◆ Oversight of work with the City's lobbyist
- ◆ Oversight of the Goleta Depot Project property acquisition and funding plan
- ◆ Oversight of requests for State funding for the Goleta Depot and the Ellwood Mesa restoration

As evidenced by this list, the CM position in Goleta provides a wide range of management and oversight, while at the same time accomplishing a number of studies, new program/services implementation, and operational start-ups.

As it recently functioned, the DCM position performed a mixture of direct and delegated oversight for support services staff (Human Resources (HR), Risk Management IT issues, receptionist) and other City Manager's Department staff, including the Management Analyst and Management Assistants, City Clerk, and Library Director.

Management analytic capacity within the City Manager's Department is currently limited to the existing Management Analyst position, which, in effect, supports both the CM and the DCM. The position has also occasionally been assigned to complete projects outside the City Manager's Department. Executive support for the CM is provided through the Executive Assistant position.

It provides complex scheduling and time management for meetings scheduled internally and externally for the CM and for City Council members.

The span of control for the CM as currently arranged includes direct oversight of four Departments and three functions:

Departments

1. Finance Department
2. Neighborhood Services and Public Safety Department
3. Public Works Department
4. Planning and Environmental Review Department Functions
5. City Clerk's Division
6. Deputy City Manager
7. Community Relations Manager

In addition, the CM works directly with the Executive Assistant. That position provides the only direct administrative support personnel assigned to the CM in the current Department configuration.

Although the Management Analyst in the City Manager's Department organizationally works closely with the CM, that position is currently assigned to support the DCM position.

A frequent topic during interviews was the constant push-pull experienced in the City Manager's Department with competing priorities and issues. The DCM position was described as having to frequently assume analyst duties when the Management Analyst was needed to support outside department projects as a fill-in for vacant positions. This arrangement was largely due to a unique situation at the time in which the DCM chose to assign the Management Analyst to administer the Community Development Block Grant (CDBG) program while there was a vacancy in NSPS for that work.

In recent events relayed to Citygate through the interview process, the DCM was said to have performed analyst duties deemed necessary to move projects forward. The time taken to perform these duties was said to have impacted the time available for executive oversight and/or assistance the DCM could have performed to support the CM.

3.1.2 Part Two: Organizational Support Duties Housed in the City Manager's Department

Other positions within the City Manager's Department are dedicated to producing a distinct set of routine and crucial services. These are:⁸

- ◆ **City Clerk:** The City Clerk's office maintains custody, control, filing, and storage of official City documents and records pertaining to the operation of City government, maintains the City seal, certifies and attests to official documents of the City, ensures timely publication and posting of legal notices in compliance with the Ralph M. Brown Act, responds to public record requests in a timely manner, and administers the City's General Municipal Elections. The City Clerk coordinates Fair Political Practices Commission filings including the Statement of Economic Interests and Campaign Disclosures. The City Clerk's office also works with the City Council, CM, department directors, and the public. The Clerk's office is responsible for overseeing the preparation of the meeting agendas and minutes for the City Council, the Goleta Successor Agency (Former Redevelopment Agency, or RDA), the Parks and Recreation Commission, the Public Tree Advisory Commission, as well as facilitating the Ordinance Review Committee in cooperation with the Office of the City Attorney. The City Clerk is responsible for the continuous updating of the Goleta Municipal Code. The Department is also responsible for assisting in the recruitment of residents to serve on various City Council advisory boards, commissions, and committees. The City Clerk's office manages Goleta Channel 19 content and the televising of government meetings.
- ◆ **Community Relations:** The purpose of the Community Relations Division within the General Government 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 stakeholders and the media. The Division executes the City's messaging in various communication forms 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 information 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.

⁸ Descriptions from City of Goleta FY 2017/2018 and 2018/2019 Budget.

- ◆ **Support Services:** The Support Services program provides operational support to all departments in the areas of HR, IT and communication systems, the purchasing of Citywide supplies and services, and risk management. HR maintains equitable systems of classification and compensation, conducts recruitments and employee selection, initiates training, monitors performance management, and maintains labor relations. IT 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. The Support Services program 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 Americans with Disabilities Act compliance programs. These are essential functions to provide efficient government services.

The verbatim descriptions of these three divisions currently within the City Manager's Department, taken from the budget document, informs as to the range of duties undertaken. They also reveal the essential administrative tasks conducted on behalf of the organization as a whole. Duties in these divisions are largely mandatory due to State and Federal regulations.

The work of the Community Relations Division has less fixed deadlines and routines than either of the other two, but is similar to the others in that it delivers an essential body of work (website messaging, information support, and representation) on a routine basis.

Workflow in all three of these divisions is subject to an ebb and flow outside of their control. For example, the City Clerk can receive a massive public information request from an outside agency. Deadlines to meet the request begin immediately, and the Clerk must assess the situation and plan work accordingly to meet request deadlines and requirements, with the possibility of needing to scramble other work deadlines (such as minutes production or agenda preparation) to comply with the public information request. Another example is in HR when the City becomes subject to a new law and/or regulation and is required to institute that item within a given time frame. Whatever other deadlines the HR / Risk Manager has, that person must arrange workloads within the Division to successfully implement whatever is required. In the case of community relations, information about a single community incident and/or a message that needs to be disseminated quickly to the public can overtake other priorities at any time.

3.1.3 Observations and Findings

A theme, which mirrors the description of the growth crisis from Greiner's Direction phase to a Delegation phase, emerged throughout the interviews with staff members. There is an almost uniform sense by staff members of being on the precipice at all times, juggling a constantly

growing workload and trying to manage anxiety about how to get it all accomplished. This sense was shared throughout the staff, regardless of position.

City Manager's Department staff members expressed feeling caught in endless demands and priorities. Suggestions were made by those interviewed for additional staff. These suggestions varied from expressions of needing more technical, administrative support jobs to keep pace with the number of meetings and projects being overseen by the City Manager's Department to the need for additional senior executive positions.

Working in a situation where there is no time available for reflection and daily activities are largely reactive can be stressful. A chronically stressful workplace can lead to turnover and accompanying disruption of projects and activities. It can also lead to a lack of planning and a failure to anticipate future organizational needs and concerns, leaving the Departments vulnerable to error by omission as much as commission.

Although there may be strategic places for new personnel within the City Manager's Department, there may be an even greater need for a new alignment and rethinking of processes and products produced in the City Manager's Department.

- | | |
|---------------------------|---|
| Recommendation #1: | Realign personnel resources in the City Manager's Department to match the scope and magnitude of the diverse workflow and scale of the annual work program. |
| Recommendation #2: | Provide for the accountability and responsibility of the Deputy City Manager (DCM) position to oversee the internal administrative processes as assigned. |
| Recommendation #3: | Delegate to the DCM position the responsibility of oversight for how the administrative and operational parameters of Library Services and any new Parks and Recreation services evolve. The direct responsibility to develop the administrative and operational parameters falls to the Parks and Recreation Manager (PRM) and Library Director, in cooperation with, and with the oversight and assistance of, the Director of Neighborhood Services. |

Recommendation #4:	Maintain alignment of City Manager direct reports with the Finance, Public Works, and Planning and Environmental Review Departments.
Recommendation #5:	Enhance City Manager relationship-building with both Sheriff Lieutenant and Fire Liaison “Chiefs.”
Recommendation #6:	Address growth in routine work processes within the City Manager’s Department through team process improvement efforts under the oversight of the DCM.

Rethinking of current procedures and processes within the City Manager’s Department, in a participative effort, could lead to streamlining current procedures. Areas noted by staff members for possible streamlining include the number of meetings requiring agendas, minutes, and postings associated with City commissions; the agenda-making process; the number of internal organizational meetings scheduled to include the CM and/or DCM staff members; and the ability of the CM and DCM to be available for meetings and maintain calendar schedules in an environment with conflicting priorities. In the area of HR, streamlining of personnel procedures with the advent of improved technology applications for HR and other electronic database software is necessary. Organizationally, those employees nearest to these assigned duties need to be empowered to design and implement streamlined procedures.

Further discussion of these recommendations is contained in **Section 4** of this document.

3.2 NEIGHBORHOOD SERVICES AND PUBLIC SAFETY

As currently configured, the NSPS Department contains a disparate group of duties, quite unique amongst any other City organization known to Citygate. The following table shows each position and duties assigned as currently configured. The evolution of the Department so that it now contains these variety of services may have several roots:

- ◆ The City’s incorporation and separation from the County of Santa Barbara
- ◆ The limited number of staff members and particular skillsets available in the early stages of incorporation
- ◆ The City’s early origins/vision as a contract city (delivering services through outsourced contracts), which remains the City’s vision
- ◆ Redevelopment Agency and CDBG activities in which the City has participated

Table 1—Current NSPS Positions and Duties

Position	Duties	Topics/Services
NSPS Department Director	24/7 Public Safety Liaison Assistant Director of Emergency Services Direct Supervision of Management Analyst Parks and Recreation Manager (PRM) Senior Project Manager Special Projects Capital Projects Administration	Santa Barbara County Sheriff's Office – Law Enforcement: <ul style="list-style-type: none"> • Chief of Police (Lieutenant) • Sergeant – Motor Traffic Unit • Community Resource Deputy • School Resource Deputy Parking Enforcement – Parking Enforcement Officer, Abandoned Vehicles, Timed Parking Enforcement Deltopia/Halloween Santa Barbara County Public Health <ul style="list-style-type: none"> • Animal Control Services • Tobacco Prevention Program • Cannabis Business Licensing • Business Licensing • Capital Projects Administration Project Consultants Service Providers – Engineering and Project Assistance, Planning and Entitlements, Affordable Housing Monitoring
Emergency Services Coordinator	Coordination / Administrative / Emergency Plan development	Emergency Preparation Departmental Assistance
Management Analyst	Grant administration, administrative support, analysis and information provider	CDBG and other grants Homelessness Rental Housing Mediation Parks and Recreation Assistance
Parks and Recreation Manager	Capital park projects, staff for Parks and Recreation Commission, recreation services	Recreational Needs Assessment Plan Implementation Parks Master Plan Parks and Recreation Commission Special Events Permitting Monarch Butterfly Program
Senior Project Manager	Economic development and related activities	Economic Development Property Acquisition Support Successor Agency Admin Affordable Housing Capital Improvement Projects Finance Liaison

There are four immediate staff reporting to the NSPS Department Director. However, this count does not include the Sheriff Lieutenant functioning as the Goleta Police Chief or other law enforcement activities in traffic, school, and community resource deputies. Also, nowhere on the organization charts for NSPS is recognition of fire district services received by the City, but an Emergency Services Coordinator is assigned to the Department in work that should continue to be coordinated with the Santa Barbara County Office of Emergency Management (OEM).

As a result of the interviews and data review, Citygate determined to focus assessment efforts in four major areas of the NSPS Department as it is currently configured. These areas are:

- ◆ Parks and Recreation Services
- ◆ Public Safety Contract Services
- ◆ Public Safety Fire Services: NSPS works with the Santa Barbara County Fire Department regularly on emergency incidents, resolving community concerns, and coordinating the Fire Station 10 project. However, different from the Santa Barbara County Sheriff's Department, the City does not have a contract for services with the Fire Department. The City does not control the costs/budget for fire services, nor are these items negotiable given their Fire District taxing status.
- ◆ Coordination with the OEM

Assessment of the other activities currently being undertaken in the NSPS Department is discussed in the final segment of this section of this report. Some of these activities will be impacted by Citygate's recommendations for organizational changes and receive further discussion as part of that recommendation outlined in **Section 4** of this report.

3.2.1 Parks and Recreation Services: Organizational Assessment

The City has done a remarkable job in developing a sizable parkland inventory for a community of its size, now totaling over 480 acres and comprised of 16 City parks and eight open space areas. These locations are being maintained by a combination of resources, including the City of Goleta, non-profit organizations, and volunteers. The responsibility for park maintenance is under the Public Works Department. The Public Works Department is also responsible for the park capital improvement projects (CIP) that require more engineering-related expertise and oversight. In addition, the Department is responsible for street median landscape maintenance and management of the City's Urban Forestry Program in both the street rights-of-way and in parks. Alternatively, where appropriate, NSPS is responsible for specific elements of the CIP plan execution for oversight and management of specific park-related projects that support the implementation of the approved Recreation Needs Assessment Plan, system-wide master planning, administration of third-party service delivery contracts for identified recreation programs and services, and

administration of specialized volunteer programs and special event permits. In addition, NSPS is responsible to support the citizen Parks and Recreation Commission, and the Management Analyst position in NSPS provides some Parks and Recreation assistance in addition to other Department duties.

Contingent upon the pending results of the Parks Master Plan, the completed 2018 community survey, and the completed 2015 Recreation Needs Assessment, these initial observations of the Parks and Recreation function and services have identified four thematic areas for review and for which Citygate has provided recommendations.

Since 2002, deliberate organizational strategies have succeeded in establishing a good foundation for a sustainable Parks and Recreation system. The following actions that have been taken demonstrate sound management practices and should continue to be monitored and updated in the future. These include:

- ◆ Goleta General Plan: Chapter 3. Open Space Element
- ◆ Citywide Strategic Plan – Periodic review/update within Annual Work Plan
- ◆ Performance Measures Systems – Establishment and monitoring with benchmarks and performance indicators and integration into annual budget system
- ◆ Employment of a full-time professional Parks and Recreation Manager (PRM) with defined job description
- ◆ Citizen Engagement System – Establishment and support of a Parks and Recreation Commission
- ◆ Technology Assessment and Strategic Plan – ThirdWave Corporation
- ◆ Periodic Community Attitude Survey – True North Research, Inc.
- ◆ Recreation Needs Assessment Including Periodic Updates
- ◆ Parks Master Plan Completion and Periodic Updates
- ◆ Contract Service with Community Service Non-Governmental Organizations

3.2.2 Observations and Findings

Based on the organizational changes that are occurring Citywide, the Parks and Recreation function is poised to evolve to the next level. Based on the City's inherent organizational parameters, that is, its requirement for revenue neutrality, the methods that the City employs to “grow” its services will be different than other municipalities of similar size. Table 2 provides a

summary overview of the alternative methodologies that can be employed to meet the growing demands placed on an agency.

Table 2—Parks and Recreation Service Delivery Model

Type of Service Delivery	Level of Service	Resources Required	Risk/Community Engagement	Flexibility/Control
Direct Provider	High	High Staff, equipment, facilities, and capital assets investment	High/High	Maximum/High
Broker	Medium	Moderate facilities and moderate staffing levels	Moderate/Moderate	Moderate/Moderate
Facilitator	Medium/Low	Some facilities, moderate to low staffing levels, equipment, and capital investment	Low/Moderate	Moderate / Moderate to Low
Information/Referral	Low	Little to no capital investments, low staffing levels, minimum to low requirements for equipment and facilities	Low/Low	Low/Low

Service Delivery Model Overview

Service delivery methodologies have evolved over time and are influenced by many factors within a community. As shown in Table 2, there are several methods to provide services, and the most successful and sustainable organizations typically do not rely on only one of these methodologies; however, they may utilize more than one or all of these strategies in the provision of a particular service in their early lifecycle, possibly selecting another mode later as it determines the optimal role the agency should assume in the provision of the service.

Also, it should be noted that the Level of Service column does not refer to quality of service but rather it relates to the amount of involvement and investment required by the Department. In all cases, the Department should identify or assess the community's needs and available resources and make a conscious decision regarding its role in addressing the citizens' access to the service(s).

In the City's circumstance and due to the lack of adequate resources, it is not prepared to assume the role of a direct provider for most of the recreation services that it provides; thus, by default it

has selected the broker role to accomplish many of its goals. Conversely, the City has assumed the direct provider role in many cases with the protection of its open space, parks, and facility development, and its Urban Forestry Program. Based on the priorities identified in the forthcoming Parks Master Plan, 2018 community survey, and 2015 Recreation Needs Assessment documents, it is recommended that the City perform a deliberate analysis of each of its identified service priorities and evaluate the optimal service delivery method prior to the assumption or continuation of the service(s).

Definitions

Direct Provider – Agency assumes 100 percent of the responsibility to provide, manage, staff, house, accommodate, fund, and accept liability for the service(s) provided.

Broker – Agency engages by contract a third party to provide a service(s). Typically, the broker has a high level of expertise, knowledge, facilities, or other established intellectual, financial, or human capital invested in the identified service area(s).

Facilitator – Agency identifies existing qualified service providers and assists the connection between the citizen and the identified organization that can provide the service(s). The relationship may or may not include a formal agreement between the agency and organization providing the service(s).

Information and Referral – Agency identifies existing service providers and offers these resources to the citizenry for identified service(s). Agency may or may not perform qualification assessment or other service delivery screening and relies on the citizen seeking services to qualify the organization related to the desired services based on the citizen’s own needs. This role is also commonly referred to as “I&R.”

The model in Table 2 explains the role that agencies can have in providing individual or a full spectrum of services. Even a full-service agency that assumes the role of offering park facilities, trail and open space management, full-service recreation programs for all ages, sport and fitness activities, arts and culture, special event management, etc., may choose to not be a direct provider for one or more of its services. The overarching function of a city is to determine its role in providing public services. To date, it appears the City of Goleta has chosen a role of direct provider in owning and managing most of its parks, trails, and open spaces, and more of an information/referral role in recreation service delivery (e.g., Girsh Park and United Boys & Girls Clubs of Goleta). In the future, the City Council may choose to modify its role in the delivery of enhanced parks and recreation services that have been identified as recommendations in the City’s adopted 2015 Recreation Needs Assessment.

The City Council has directly identified and reaffirmed the importance of parks and recreation and open space in its 2017–2019 Strategic Plan in four of the eight Citywide Strategies.

They include:

- ◆ Support community vitality and enhanced recreation opportunities
- ◆ Support economic vitality
- ◆ Strengthen infrastructure
- ◆ Return old town to a vital center of the City

After thorough review of the relevant City-provided documents, information gleaned from interviews with key staff members and the CM's input, the following recommendations have been identified and grouped into four thematic areas. These recommendations are made to seize opportunities for short- and long-term efficiencies with structure changes and enhancements.

Organizational Structure and Assigned Functions

Recommendation #7: Over time, consolidate functions related to Parks and Recreation into NSPS, including the park maintenance operation. The Parks and Recreation CIP function should remain with the Public Works Department, where engineering and project management expertise exist.

Ultimately, Parks and Recreation service delivery can be enhanced if Parks and Recreation services are consolidated into the NSPS Department. This would include transferring personnel management, supervision of park maintenance staff, and outsourced contracts oversight to the Parks and Recreation Manager. The primary Parks and Recreation CIP function should be assigned to the Public Works Department, with continued coordination and communication with the PRM to ensure continuity with the Master Plan, Recreation Needs Assessment, and public involvement/engagement of the Parks and Recreation Commission and citizens. At this stage of the City's growth cycle, the PRM should be focused on building the capacity of the Parks and Recreation function as outlined in the following paragraph. In the future, as the funding base grows and there is City Council direction to provide enhanced services or examination into establishing a special district, the consolidation could occur.

Citywide functions related to Parks and Recreation, currently handled outside of NSPS, include service contracts for facility maintenance, Stow Grove Park residence, urban forestry work, and some other park and facility maintenance activities. For the greatest long-term effectiveness, the focus of the existing PRM for the next three to five years should be building organizational capacity. This includes strengthening the funding resource base of the programs through grants, donations, and sponsorships, and through achieving new alliances to meet key service priorities.

Support for the programs can be realized by growing the volunteer program, which requires dedicated staff time to establish and then manage. Program management can be improved with the use of current technology. In addition, based on priorities established through the recent community survey, Parks Master Plan, and Recreation Needs Assessment, the engineering staff should be assigned to assume the full responsibility of the Parks CIP management, working directly with the PRM, while engineering staff remain in the Public Works Department. This will better define staff roles related to the oversight and administration of the City's active CIP implementation. It will also grant the PRM additional time to refocus efforts to building the organization. In addition, the PRM's role and responsibilities related to the Parks and Recreation Commission should continue to promote citizen engagement, feedback, and involvement in the capacity building process of the program.

Recommendation #8: Discontinue the NSPS Director's direct role in attending the Parks and Recreation Commission meetings. If periodic contact is desired, delegate this to a DCM or restructured Director of Neighborhood Services position.

Recommendation #9: Update/create job descriptions to reflect the new roles and responsibilities resulting from the organizational restructure.

Recommendation #8 is based on Citygate's review of Parks and Recreation Commission meeting videos. The information shared was routine and could be delivered in another format, allowing the City to allocate the time spent by staff at the meeting in a more efficient manner. Best practices in the parks and recreation field allocate this function to the PRM to relay info and to answer broader Commission questions regarding overall City functions or activities. This helps to elevate the PRM's role to having authority to fully serve the Commission's needs and the information requested can be forwarded in a more succinct manner than through regular NSPS Director meeting attendance. Often, annual presentations provide a connection to the City management function, if that is also the purpose of the Director's management visit to the Commission.

Financial

Recommendation #10: Undertake periodic review of Parks and Recreation programming and facilities fees during the City's routine fee review process.

Areas needing periodic review by cities operating parks and recreation programming and facilities include fees for service, park development fees, scholarship and refund policies, fee discount and fee waiver policies, cost recovery analysis, and analysis of a non-resident fee alternative to establish a more robust and comprehensive fee system to support the expanding Parks and Recreation facilities and services. As needed, consult and update Goleta's General Plan: Chapter 3.2. Open Space Element: OS-IA-2 – AB 1600 Fee Study for Park, Recreation, and Open Space Facilities.

It is Citygate's understanding that a cost allocation and user fee study envisioned in Recommendation #10 is underway as of the finalization of Citygate's assessment. Citygate also understands that the City has completed a recent AB 1600 fee study and updated park development in-lieu fees. Recommendation #10 remains included in this report because it is deemed an important financial recommendation to institutionalize these types of studies and keep them current.

Recommendation #11: Based on the outcome of the Parks Master Plan, create a funding strategy using development impact fees, donations, grants, and other funding sources to implement the Parks Master Plan. Integrate this funding strategy into the City's Fee and Charges Plan.

Recommendation #12: Establish a 0.5 FTE Resource Development position to support identification of grant sources, application for grant funding, and monitoring and tracking of grants to support the initiatives identified in the City Council Strategic Plan. This position should report to the PRM.

Use of Technology (in Accordance with the Technology Assessment and Strategic Plan)

Recommendation #13: In the short term, develop a distinct webpage and link it to the City's homepage, identifying citizen-driven Parks and Recreation subject matter and categorize it by organizational department function.

The current format of the website is fragmented between the Public Works Department and NSPS and makes it difficult to locate consistent and complete information. There is no reference link for citizens to find information regarding the Parks Master Plan, the Recreation Needs Assessment, or the topical discussions by the Parks and Recreation Commission, to name a few.

Recommendation #14: Integrate links on the Parks and Recreation homepage to contract service agencies who provide programs and facility information, such as United Boys & Girls Clubs, Girls Inc., Girsh Park, etc.

Recommendation #15: Purchase and implement automated facility reservation and program registration software.

The City has an opportunity to consolidate and effectively manage its park and facility reservation activities, monitor facility usage, and manage revenue tracking and reconciliation processes. In this context, the term facility refers to more than a building and can include trails and open space areas reserved for special events.

As the City expands its park facilities, it will be beneficial to have program registration software it can “grow into” and to avoid purchasing a system that becomes outdated as the City expands its services. For example, if the City assumes the Community Center responsibility as is currently being discussed, the City can use the software for this administration as well as library programs. There is benefit in looking at the overall Citywide functions for such software.

In the future, complementary modules can be added to this software to include maintenance management, sports field reservations, and special event and program scheduling to facilitate a holistic approach to management and administration of park maintenance and recreation facility oversight.

Service Delivery Models

Recommendation #16: In the short term, continue to actively manage the existing third-party service contracts with identified partners to provide prioritized service to Goleta’s constituents.

Based on the priorities identified in the forthcoming Parks Master Plan, 2018 community survey, and 2015 Recreation Needs Assessment documents, perform an evaluation of all the existing contracts related to term, compensation, contributions by related parties to the contracts, and identification and establishment of scope of service benchmarks to meet mutually agreed to long-term goals. Each contract should be objectively analyzed and documented to ensure relevance and focus on identified priorities. Routine and timely review of all agreements should be completed by the PRM in coordination with the legal counsel, Finance Department staff, and the CM. Input from the Parks and Recreation Commission related to the service contracts should be solicited and considered during contract review. In addition, intergovernmental agreements and potential

agreements with other non-governmental organizations should be explored to determine potential opportunities for collaboration, such as the Goleta Union School District, the Goleta Boys & Girls Clubs, and Page Youth Center.

As provided by the City of Goleta, these contracts and agreements include The Foundation for Girsh Park, Goleta Valley Community Center, United Boys & Girls Clubs of Santa Barbara County, Girls Inc. of Greater Santa Barbara County, and the Community Action Commission. Contract review should occur with any other partners or contractors who provide park and recreation services or facilities on behalf of or in partnership with the City of Goleta.

In the future, when Parks and Recreation contracts are reviewed and renewed, such as with the agreements related to CDBG funding, they should be examined to ensure consistency with the City's evolving goals and objectives. This effort on the part of the City also shows the partners that the City is diligent and cares about actively managing its contracts. In addition, the 2015 Recreation Needs Assessment recommended a more robust Joint Use Agreement (JUA) Memorandum of Understanding (MOU) with the School District for joint use of school facilities. The Girsh Park Foundation, the YMCA, the Goleta Valley Community Center, United Boys & Girls Clubs of Santa Barbara County, Girls Inc., etc., can all play a significant role as a partner in providing park and recreation services. At this time, the City could serve as a clearinghouse for the community to know what recreation programs and services are available and include those on the City's website as links. The City's role can be an information/referral role, which would provide a resident direct information in recreation services that currently is difficult to identify without consolidated information.

Recommendation #17: In the long term, evaluate the potential for the formation of a special district focused solely on parks and recreation, open space, and potentially Library Services, encompassing the adjacent community of Isla Vista and portions of unincorporated Santa Barbara County that lay contiguous to City boundaries.

Implementing Recommendation #17 would provide a long-term sustainable funding source for these highly valued services and offer residents the opportunity to engage more in the development of these quality-of-life services, particularly in the face of limitations imposed upon the City's General Fund revenue resources due to the permanent revenue neutrality requirements.

3.2.3 Public Safety Contract Services: Police

The *Final Report of the President's Task Force on 21st Century Policing* opens by stating, "Trust between law enforcement agencies and the people they protect and serve is essential to a

democracy. It is key to the stability of our communities, the integrity of our criminal justice system, and the safe and effective delivery of policing services.” The President’s Task Force considered building trust and nurturing legitimacy so important that it identified it as *foundational* to the relationship between the police and the community. Building trust is the first of six pillars the President’s Task Force recommended as best practices for reducing crime while building trust, legitimacy, and voluntary collaboration between police and their communities.

Trust is a primary element of effective collaboration. Trust is earned in large part through a process which can be called *emotional equity*. Emotional equity is “The bond of public trust and support established by a public agency is based upon the community’s perception of the agency’s historical transparency, efficient delivery of service, perceived ability to deal with internal issues, integrity, communication, and fair and equal treatment of all members of the community and agency employees.”⁹

Peace officers are arguably one of the most visible faces of government, if not the most. As such, building trust and legitimacy is an essential element of their public safety responsibilities. The Chief of Police (in Goleta, the Sheriff’s Lieutenant), plays a pivotal role in the community perception of the police. Police Chiefs are hired not only for their ability to lead and manage their respective department but for their ability to engage with and establish collaborative relationships with formal and informal community leaders and the community at large. Ideally, the Chief collaboratively engages with city leaders and the community to establish the values, vision, mission, and goals of his or her department.

Similarly, the relationship between the individual designated the Sheriff’s Lieutenant and the City of Goleta’s City Manager (as head of the City’s service operations) must be one of trust and regular, unfiltered communication. While all City departments are important, the challenges/opportunities/liabilities of public safety are more pronounced. The City Manager and Sheriff’s Lieutenant must share a vision/philosophy for everything from expectation of officer conduct to community engagement. Funding for public safety is often one of the most expensive portions of any city budget. To use these funds effectively, the contracting authority must have timely, candid, and unfiltered assessments regarding community, regional, State, and national issues; emerging technologies; and approaches to public safety.

Like any organization, cities may find it a more effective and efficient use of public money to outsource or contract for certain services. For policing services, many cities have found a well-structured contract with a county sheriff’s department or an adjacent/proximal police department, with clear and measurable goals and objectives, to be an operationally and fiscally sound option.

⁹ Davis, J. Chief of police (2004). Successful Implementation of Technology, Key Note speech, National Institute of Justice (NIJ), San Diego.

At their core, mutually beneficial business agreements are most successful when both parties find their relationship meets their respective needs. A well-structured process of contract review, including comparison of outcomes to goals and objectives and the ability to articulate those comparisons in an overall context of public safety, is arguably foundational to a mutually beneficial business relationship.

Another essential aspect of a beneficial business agreement for policing services is the relationship developed between the contracting agency and the agency providing the policing services. In the City of Goleta, services are contracted by the City with the Santa Barbara County Sheriff's Department. The Santa Barbara County Sheriff's office is the "service department" providing policing services for the City.

"Though they may differ in approach to such issues as branding, contract service departments are sensitive to the idea of local control. They understand local leaders want to maintain input on how services are provided. To accomplish this, a sheriff may assign a senior member of the department to direct the contract-community police cadre. This member of the department effectively serves as a local chief of police and as a liaison to the community."¹⁰ Because this relationship is critical, a common practice in contract cities is for the agency providing the contract services to offer the appointing authority of the contract city significant input into the selection of the individual who will be "Chief of Police." While the appointing authority will have a functional supervision over the "Chief of Police," the sheriff, or their designee, retains the role of Administrative Supervisor.

This tertiary form of supervision is common in police / law enforcement organizations.¹¹ It is most often seen where officers are assigned to a multi-agency task force. The assigned officer's agency of record retains administrative supervision responsibilities, while the task force assumes functional supervisory responsibilities.¹²

As found in recent discussions with sheriffs from departments that provide contract law enforcement to several cities, this relationship is the most common practice in California.¹³ (The context in which "appointing authority" is used in the above quote refers to the chief executive of the contract city, not to appointment of provider agency personnel.)

In a strong city manager form of government, the city manager is arguably the only person, save for a city attorney, who is privy to all council discussions and is the one person ultimately

¹⁰ Wilson, J., Weiss, A., Chermak, S. (2014). *Contracting for Law-Enforcement Services: Perspectives from Past Research and Current Practice*, Program on Police Consolidation and Shared Services, Michigan State University, pg 9.

¹¹ University Staff, (2019). *Supervisor Definitions – Administrative, Functional and Tertiary*, University Human Resources, University of Iowa

¹² <https://hr.uiowa.edu/tools-departments/supervisor-definitions>, retrieved 03/18/2019.

¹³ Wilson, et al. pg. 3–4.

responsible for carrying out council policy and for the efficiency and effectiveness of all city employees. It is certainly true that all city departments are important, but there is far more at stake with the police department than any other.¹⁴ Routine purchasing, budget management, and contract management are certainly appropriate tasks for delegation. Ensuring alignment of policing with city values, vision, mission, goals, and objectives is, however, most appropriately accomplished through direct and regular contact, and direct reporting responsibilities, between the police chief and the person most familiar with the council's policy intent, the city manager.¹⁵

Providers of a contract police services understand, within parameters of statutory and case law, providers' policies, and other legal and contractual requirements, the philosophy of how policing services are provided must support the values, vision, mission, goals, and objectives derived from a city's strategic plan. The two highest-ranking executives, the city manager and the police chief, must understand each other's perspectives and support one another in the implementation of services in furtherance of council's intent.¹⁶

3.2.4 Observations and Findings

While reviewing documents provided by City staff, a number of common data points were conspicuous by their absence. These include, but are not limited to, discussion of response times (or call prioritization) to calls for service, documentation of arrest to conviction rates, specifics on (investigative) case closure rates, and desired/achieved goals and objectives. However, Citygate recognizes the scope of this inquiry was intentionally focused on an organizational structure review.

The current reporting structure / information flow for police issues moves from the Chief of Police (Sheriff's Lieutenant) through the NSPS Director to the CM. With no reflection on the previous work or competency of the current NSPS Director, this is not an optimal structure. With the ubiquitous presence of social media and emerging technologies, small issues can rapidly become major local or even national issues/stories. Public safety literature, professional public information officers, and public safety executives are arguably unanimous in their opinion on the importance of addressing issues quickly and with as much transparency as ethically and legally possible. This type of rapid response requires executive decision-making between the City Manager as the individual ultimately responsible for City service delivery and the Sheriff's Lieutenant, supported by demonstrated competency, trust, and respect previously discussed.

¹⁴ Gould, R. ICMA-CM (2016). *The Manager-Police Chief Relationship – Build a respectful, supportive manager-chief relationship to ensure public trust and confidence*, International City Managers Association (ICMA) ICMA.org, pg 1.

¹⁵ <https://icma.org/articles/pm-magazine/manager-police-chief-relationship>.

¹⁶ Gould, pg 2.

Recommendation #18: Establish the Sheriff's Lieutenant as a direct report to the CM.

3.2.5 Public Safety Fire District Services

Current Issues and Policy Goals for the Provision of Fire Services

When cities receive fire services from a fire district, they do not control the provision of fire and first response emergency medical services (EMS) via a contract for service or direct payment from General Fund revenues. The provision of paramedic ambulance service in the City of Goleta is provided through a private sector contract managed by the County Office of Emergency Medical Services within the County Health Department.

For Fire Services, the Santa Barbara County Fire District receives a share of the property tax assessed within the City, revenue that does not pass through the City. This is a common situation across California where regional fire districts exist. California requires cities to “provide for the provision of fire services,” which is provided by the District. However, cities in this situation commonly prefer the city council and public understand the fire agency’s goals and response time measures and how other programs, such as fire prevention and public education, are provided and coordinated to best meet the city’s needs. The City of Goleta receives an annual report from the District containing this information.

Methods of Partnerships with County Fire Districts

Larger fire districts that serve multiple cities commonly assign a chief officer as a permanent liaison to a city manager’s department. A liaison chief officer is typically not a 24-hour, shift-based command officer, but a staff officer to provide continuity for a city over a long period of time. The liaison chief can attend city executive staff meetings, city council meetings where goal setting occurs, and city council or community meetings where service measures are discussed. In these settings, a liaison chief can explain how a district is meeting a city’s needs and also translate the city’s goals to the fire chief and county leadership.

When serious emergency issues emerge, the liaison chief can notify city executives and work with city council members to provide close coordination as needed. The chief also can assist with the coordination of fire prevention and plan check services with the city’s planning and permit departments.

Current Goleta Fire Oversight

At present, coordination with the Fire District is handled by the NSPS Director. The NSPS Department has many responsibilities in addition to the coordination of law, fire, and Citywide disaster preparedness. The City’s current strategic goals for public safety efforts are to “participate

in regional public safety collaboration” and to “improve fire service response time for residents and businesses in western Goleta.” The single Fire Services objective is to construct Fire Station 10 at 7952 Hollister Avenue.

Construction of a fire station is a significant capital improvement project issue but is very different from the coordination and oversight of fire emergency and fire prevention planning services. The provision of disaster preparedness services will be discussed separately in the next section.

3.2.6 Observations and Findings

Citygate did not observe any written community goals or discussion of Fire Services level of emergency effort (staffing, unit types, response time) or the level of effort and customer service (processing time) for fire prevention. The reporting by the Fire District has only included the counts and types of incidents.

Best practices in fire services include reporting data for response time goals to significant fire and EMS incidents Citywide and by fire station service area. In addition, where the City’s planning and permitting activities require coordination with the District’s fire prevention unit for permit processing, plan checking, and new construction inspection, there are measures for turnaround time and how fire prevention is meeting, or not, a city’s community development needs.

Any programs for public education and specialty response issues a district provides are typically provided to a city for understanding, city council / community comment, and inclusion in a city’s overall public safety efforts.

The City’s fire coordination efforts appear to Citygate to emphasize the capital improvement project and disaster responses, not day-to-day emergencies or community development. Citygate encourages regular use of annual and quarterly reports to track fire service efforts.

<p>Recommendation #19: The City should expand its working relationship with the Fire District long-term liaison officer and work with that officer to enhance best practices in the reporting of Fire Services efforts and to integrate the City’s and District’s shared perspectives, needs, and responsibilities.</p>
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To strengthen this relationship and to foster the highest level of communication possible between the community, City Council, and Fire District, the liaison chief should report to the CM and be seen over time as the Department head for Fire Services by the City and community.

3.2.7 Office of Emergency Management

Current Issues in the Provision of City and Community Disaster Preparedness

Unlike fire and emergency medical services, California and the Federal government require that cities prepare disaster plans, have an Emergency Operations Center (EOC) at the stand-by, have recovery and disaster financial aid systems ready, and do what is fiscally possible for community preparedness education/training.

There is considerable work in keeping plans updated and City staff trained and practiced, along with providing neighborhood preparedness programs. The City has provided these services and recently enhanced its abilities by hiring a new full-time Emergency Services Coordinator under the NSPS Director.

Methods of Partnerships with County Office of Emergency Management

Disaster preparedness planning also requires significant coordination with the Santa Barbara County OEM. Plans must be updated and integrated. The workflow and technology connections between the City and County EOC must be maintained and practiced during annual exercises.

In suburban cities, the OEM function is typically a direct report to the Fire Chief, or occasionally the Police Chief. In metropolitan cities, the OEM is typically a direct report to the Chief Administrative Officer. While the day-to-day planning, training, and practice functions do not require close management oversight at the level of a city manager or chief executive officer, EOC activations and elected official policy coordination do. That is why, in smaller cities, a public safety chief trained in disaster planning requirements handles the staff-level planning.

Current Goleta OEM Provision

Without an internal police or fire chief in the City, OEM issues have been assigned to the NSPS Director. Delegation of this function is not an uncommon situation in a smaller city where a city manager needs to control the number of issues reporting to them on a weekly basis.

Citygate's review indicated that the City has a plan; it is being updated by the new Emergency Services Coordinator and training is occurring for City staff. The NSPS Department reports several best practices programs for neighborhood training, such as Community Emergency Response Teams (CERT) and liaison efforts to several City area committees and non-profits for special populations preparedness issues, along with neighborhood watch and business watch programs.

The City Council and staff have an appropriate strategic goal to "maintain robust community/emergency preparedness programs." The current objectives are to continue CERT training in English and Spanish and to provide basic disaster readiness education programs for Spanish-speaking populations.

3.2.8 Observations and Findings

Citygate finds that the City understands and is addressing, to the fiscal ability possible, City team and neighborhood emergency preparedness programs. The City Council has set forth a strategic policy and objectives to maintain this focus and funding commitment.

Given the current scope of duties and relative newness of the Emergency Services Coordinator, Citygate finds placing this position and functions within NSPS is appropriate and the NSPS Director is updating the CM and City Council as needed.

Concerning the current and future functions of the OEM for the City, there is a need for seamless communication between all elements of disaster preparedness, critical incident management, and recovery. Disaster preparedness programs are being staffed and provided. In the near term, they can stay within NSPS.

Recommendation #20: Over time, the Emergency Services Coordinator position could be developed to *also manage* the technical details of the Sheriff's contract terms, its billing, and the recalibration of services negotiations as needed, ultimately with direct oversight of the DCM and/or CM.

Implementing this recommendation would complete the coordination of all emergency services at the City Manager level and remove the Sheriff's contract functions from NSPS. This would eventually allow NSPS to only need to focus on the Council's policy implementation of recreation services.

3.2.9 Other Neighborhood Services and Public Safety Activities

Citygate briefly reviewed the following NSPS activities not yet addressed in this report. These activities have been grouped related to the personnel associated with these duties.

Contract Services Overseen by the NSPS Department

- ◆ Santa Barbara County Public Health
 - Animal Control Services
 - Tobacco Prevention Program
 - Cannabis Business Licensing
 - Business Licensing
 - Capital Projects Administration

- ◆ Project Consultants and Service Providers
 - Engineering and Project Assistance
 - Planning and Entitlements

Animal Control services and the Tobacco Prevention program are provided by other agencies. Functions for the City involve serving as liaison and/or providing follow-up to incidents with Santa Barbara County Public Health. The assignment to cover this work was reported to be the Senior Project Manager. This position is also currently working on the Goleta Train Station and Fire Station 10.

Management Analyst Duties

- ◆ CDBG and Other Grants
- ◆ Homelessness
- ◆ Rental Housing Mediation

The City's CDBG program is based on an entitlement allocation the community receives as part of this Federal program. The community receives in the area of \$200,000 per year, which is split three ways: capital improvements, grant administration, and community services. The bulk of funds are allocated to capital improvements (eligible for program spending), and the remainder goes to grants awarded to sub-recipients, typically non-profit social service providers. CDBG also supports the City's fair housing efforts through management of contract services with the City of Santa Barbara for Rental Housing Mediation. Exploration of issues and services related to homelessness is also conducted as part of the Management Analyst duties, as well as by a recently added part-time staff member who is drafting a homelessness strategic plan requested by the City Council.

Compliance with all federal requirements of the CDBG program is a significant work effort in all agencies receiving CDBG funds. The amount of detailed reporting and auditing required by the program can be extensive, even if funds involved are relatively modest. Cities that fail to comply with all regulations put receipt of further funds at risk. Cities receiving CDBG entitlement funding generally assign an individual from either a finance department or community/economic development department to ensure all program requirements are met.

Senior Project Manager Duties

- ◆ Economic Development
- ◆ Property Acquisition Support
- ◆ Successor Agency Admin

- ◆ Affordable Housing
- ◆ Capital Improvement Projects
- ◆ Finance Liaison

Work assigned to the Senior Project Manager in NSPS grows out of the redevelopment agency the City used to operate, as well as the expertise the Department has developed over the years in conducting capital improvement projects associated with economic development goals. These types of projects can be distinguished from capital improvements related to streets and/or utilities, which have generally been conducted through the Public Works Department. According to information developed from interviews, NSPS has proved nimble and able to assist with the complex steps of acquisition of properties, particularly as related to projects seen as improving the economic outlook for the community.

The activities undertaken by NSPS through the Senior Project Manager position are often housed in city managers' departments or, as in large cities, they are housed as part of community and/or economic development activities.

Additional Parks and Recreation Manager Duties

- ◆ Monarch Butterfly Docent Program and Volunteer Network
- ◆ Special Events Permitting

Work related to administering the monarch butterfly docent program and volunteer network is quite unique to a local government agency and reflects the urgency and devotion the City has placed upon work to save the butterfly in its natural habitat, a region in which the City is located.

Special events permitting and/or coordinating has become a major community relations issue in many cities, and staff must be available to assist with planning of events that impact city facilities, streets, and/or services.

3.2.10 Observations and Findings

Other neighborhood services and public safety activities as outlined previously represent 14 distinct activities undertaken by the NSPS Department. These are in addition to the activities described for Parks and Recreation Services, Police Services, Fire Services, and OEM planning. As noted in the descriptions, functions now performed by NSPS are often housed in other departments in most cities.

Understanding how NSPS evolved into performing this unique range of duties may come from recognizing the environment in which the City operates. Since its incorporation, the City has been involved in regional relationships within Santa Barbara County. It has also been receptive and

interactive with residents and to interest expressed in a wide range of community issues. The City has been responsive to issues related to its geographic location in the vicinity of a major university and the desired location for business start-ups associated with that university. In addition, the City is near the Pacific Ocean and a growing regional airport, and its residents are impacted by housing costs, development demands, and wildland fire occurrence. The City has also become an attraction for business and tourist visitors. These variables, by no means the only ones, are shown in Table 3 and were selected to indicate the many different reasons this particular community finds itself facing such a wide range of complex issues. These variables are likely to continue to factor into future workloads facing both Departments.

A department containing the range of duties seen in these 14 various activities most likely grew from the necessity of having some individual staff member address the issues and, over time, the issues became grouped together because of the expertise staff developed. This arrangement may have worked well in the past but, as the City moves from the Creativity and Directive phases of its development (phases one and two of the Greiner model), it is unlikely to succeed in a Delegation phase.

The Delegation phase of growth moves toward empowerment of decision-making nearer to subject experts. Aligning other NSPS duties, where appropriate, with similar duties elsewhere in the City, or where they can be conducted as part of wider City objectives, will be of value.

Recommendation #21: Economic development, property acquisition support, and affordable housing duties should continue to be conducted by the Senior Project Manager, under supervision of the position called the Assistant City Manager in the proposed alternative organizational structure.

Table 3—Variables Unique to Goleta

Variable	Impacted Items
Intergovernmental Relationships for Regional Problem Solving	Active intergovernmental relations in Santa Barbara County / Police and Fire Services contract relationships / regional funding for Library Services
Incubation / Idea Exploration / Responding to Community and Interest Groups	Provision of new and/or expanded recreation programs, homelessness services, and other services
Location-Based Issues	University of Santa Barbara impacts Economic drivers, business start-ups Housing issues, both affordability and development Airport proximity Ocean proximity Wildland fire and other emergency impacts Open space / environmentally sensitive habitats Tourist location
Rate of Growth in Routine Work Production Activities	Agendas, minutes, postings, public information requests, policy development, conformance of municipal code and the General Plan, new State and Federal government requirements

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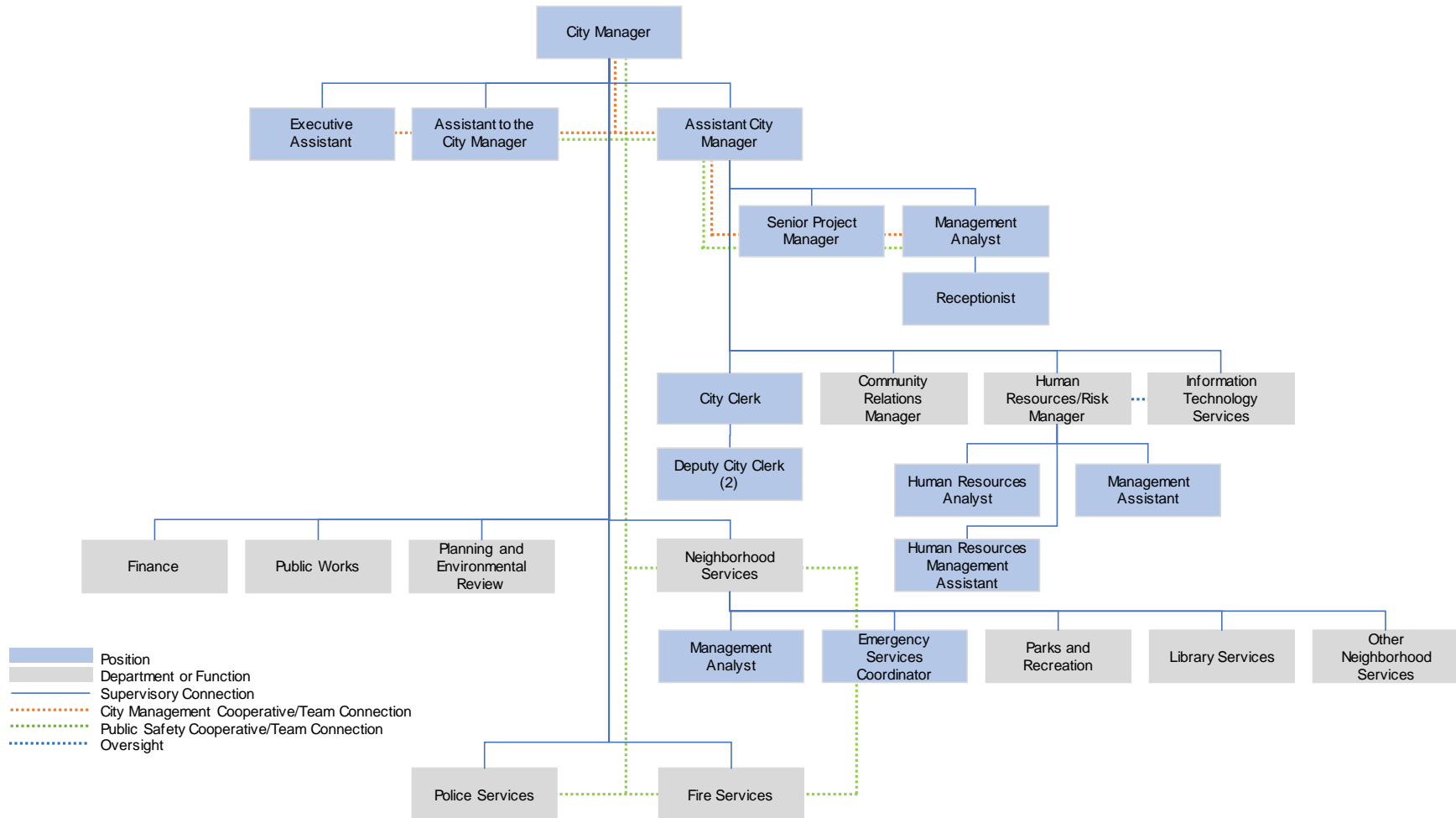
SECTION 4—OPPORTUNITIES TO IMPROVE ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

4.1 *PROPOSED ALTERNATIVE ORGANIZATIONAL STRUCTURE*

Citygate proposes an alternative organizational structure for the Departments. This proposed structure accomplishes six important objectives for organizational improvements:

- ◆ The structure is based on observations and findings, and the recommendations contained in the preceding sections of this report related to the City’s specific needs for current and near future workflow and allocation.
- ◆ This proposed structure seeks to make the highest and best use of all current Department staff members and their talents, skills, and experience with the City and community.
- ◆ This proposed structure minimizes additional General Fund personnel costs by taking advantage of the two executive positions already allocated and adding only one support level position to expand capacity in the City Manager’s Department.
- ◆ The structure provides for mentorship and development of talent within both Departments and offers succession planning opportunities for each by utilizing skill set developing positions such as the Management Assistant, Management Analyst, Emergency Services Coordinator, and Receptionist as earlier level positions exposed to an array of operations contained within the City Manager and NSPS Departments.
- ◆ The structure provides for teams to form around common work and service objectives, provides assistance and support for shared goals, and allows for decision-making at points in the organization closest to expertise and experience.
- ◆ The proposed structure can be phased into the City municipal organization as deemed practical, effective, and efficient by the CM and as supported by any new position allocations approved by the City Council.

Figure 5—Proposed Alternative Organizational Structure



4.1.1 Proposed Changes

Proposed organizational changes for the City Manager's Department as shown in the alternative structure are all to the left of the solid vertical line under the CM's box, except for the ACM box (previously the DCM, currently vacant and under recruitment during the writing of this report), which is not a new position allocation for the agency, and Neighborhood Services Director box. Direct reports to the CM from a Sheriff's Lieutenant and a Fire Liaison as recommended in recommendations 18 and 19 are also shown, with Police Services to the left of the solid line and Fire Services to the right.

The reason for this positioning is to show the direct reports assigned to the CM. In the current configuration of the organization, the CM has four direct reports from the Finance, Planning and Environmental Review, Public Works, and Neighborhood Services Departments. This remains the same in the alternative structure proposal, reflecting a common practice in local government for a chief executive to have close working relationships with departments providing direct services to the public or, in the case of finance, responsible for critical institutional information and operations.

In the current arrangement, the CM works directly with the Executive Assistant. This remains the same in the alternative structure proposal.

In the current arrangement, the position known as DCM oversees the City Clerk and Community Relations but is now titled as ACM. This remains the same in the alternative structure proposal.

4.1.2 New Position: Assistant to the City Manager

In the alternative structure proposal, a new position is added to the City Manager's Department: The Assistant to the City Manager, positioned on the left side of the vertical solid line. This indicates the position will be directly supervised by the CM, with workflow and assignments made by the CM to serve her own timing and needs.

Use of the Assistant to the City Manager title allows the CM a range of motion in which to determine the level of experience, skills, and education for the new position. This position can be found in the local government industry in a variety of responsibilities and offers marketplace flexibility to recruit for entry level experience or to build the position for a more experienced person. The position is used in direct support of the CM and the strategic goals the CM needs to achieve. Given the complexity of issues and the number of strategic goals before the City Manager's Department, Citygate would advise filling the position first with a person who has experience in a local government agency, if not a City Manager's Department.

Citygate's recommendation of this particular additional position and title is strategic for three reasons: (1) The position answers directly to the City Manager and is dependent upon the City

Manager for work assignment and direction, providing the City Manager's position in the City of Goleta with 2,080 annual work hours (less vacation/sick/holiday time) in which to address the workload items assigned by the City Manager. (2) The position can be developed within its job description and salary point range to facilitate the hiring of a competent and experienced person capable of providing immediate assistance to the City Manager. (3) The position is likely to prove attractive to aspiring professionals looking for a career path to and within a City Manager's Department because of its exposure to the range of issues handled by city managers in the course of their work, thus offering the City a number of applicants from which to choose, both from within the organization and without.

It is envisioned that the Assistant to the City Manager will work closely with the Management Analyst in the office. It is not necessary that the Assistant to the City Manager be of higher rank and pay than the Management Analyst, but if placed above the Management Analyst position in salary scale, the position could then be used as a promotional/growth opportunity within the organization attractive to other Management Analysts and Management Assistants in the organization. It is not intended that the Assistant to the City Manager would supervise the Management Analyst, as that position is proposed to be housed under the direct supervision of what is currently the DCM position (the ACM in the proposed alternative structure).

However, it is envisioned that the two positions, Assistant to the City Manager and the Management Analyst, would work closely together. The two positions are part of six positions – the Executive Assistant, the ACM (currently DCM), the Senior Project Manager, the Management Analyst, the Assistant to the City Manager, and the Receptionist – that when configured as shown can be readily available to the CM for team assignments and work projects unique to the City Manager's Department. This cooperative/team connection is denoted in the proposed organizational chart with an orange dotted line.

It is intended that the Assistant to the City Manager and/or the Management Analyst can provide supervisory oversight to the Receptionist position. Currently, this position is housed as part of the support services group in the City Manager's Department overseen by the HR / Risk Manager. Moving the Receptionist to supervision with the Assistant to the City Manager and/or the Management Analyst allows those two to assign and plan workflow in consultation with the Receptionist, working as a team to ensure full utilization of the time and capacity of the individual performing the Receptionist role.

The CM's most immediate executive support team can be readily joined when necessary to work with the City Clerk, Community Relations, and HR staffs and focus on immediate and pressing CM needs in urgent situations. Although it was indicated through the interviews that staff members currently rally to the pressing needs in the City Manager's Department, the current configuration does not support development of team cohesion in the way the alternative organizational structure

can offer. The alternative organizational structure is recommended as a means of solidifying oversight of the ACM (new title in the current DCM position). The position will manage a wide range of internal administrative issues, as well as provide the immediate oversight necessary to accomplish a directive from the City Manager to the ACM. The ACM can then assign staff time and resources to accomplish work within the wide range of resources answering to the ACM.

4.1.3 Expanding Capacity in the City Manager's Department Using Existing Positions

One of the difficulties with the current configuration has been distraction of members in the City Manager's Department. Staff members expressed frustration with distraction and recognized the constant need to fill in and/or supply analytical and/or staff support for projects not moving forward another way. Staff members finding their own schedules and projects constantly interrupted indicates a lack of capacity within the office to address the workflow and/or the need to reduce workflow through improved process management. Although staff members feel they are making significant contributions to achieving strategic goals and objectives, the frustration of having to substitute for a lack of analytical and/or process capacity in the City Manager's Department was expressed on the part of nearly all those interviewed and familiar with operations.

By establishing an Assistant to the City Manager position, analytical and process capacity will be added to the office. Also added is an additional person who can represent the CM as needed. This will provide a boost to the CM and the ACM. An additional person will be available to attend meetings and provide City Manager's Department information and presence to community events and regional meetings where deemed appropriate.

4.1.4 Deputy City Manager Position Becomes Assistant City Manager Position

Another means of expanding capacity in the City Manager's Department involves assigning an alternative set of duties to the DCM. Under this alternative proposed structure, the DCM becomes an ACM position. (For the sake of clarity, this position has been referred to throughout this report as the DCM position, except where the new title helps to describe the alternative proposed structure).

The ACM position is typically seen in cities as the second in the line of succession to the CM. The position generally carries direct oversight duties for portions of city operations and, very often, internal administrative operations. DCM titles are used in a variety of ways in cities, so it is less clear that the DCM carries with it direct oversight and supervision of department and/or division activities. Changing the title to ACM for the City may also assist in the recruitment effort for the position by clearly indicating it is both an executive and supervisory role. Although the previous DCM oversaw activities, the proposed configuration clearly gives the new ACM responsibility to ensure smooth operations of all internal administrative processes (except the Finance Department).

These duties are City Clerk, Community Relations, HR, and IT duties. This represents four areas of activity, with three corresponding managers, and their respective staff of five additional positions. This means the ACM has a span of control over four crucial internal activities. The ACM is supported in that work by the Senior Project Manager and the Management Analyst, who each answer directly to the ACM for supervisory purposes but who are available to work directly with the CM as needed, allowing the CM and ACM to work closely together to make the highest and best use of the staff resources in their office.

4.1.5 Information Technology

Under the current City Manager's Department configuration, the HR / Risk Manager has assisted with IT issues and brings experience in this area to the job. He and the former DCM worked together to draft a City of Goleta ITSP, authored by City staff, that Citygate understands will be finalized and presented to the City Council.

IT services are budgeted as part of Support Services, which includes HR, communication systems, purchasing of Citywide supplies and services, and risk management.

IT does not appear in the existing overall City organization chart for FY 2018/2019. However, it has been included on the proposed alternative structure chart. It appears to the right of the HR box, with a dotted line between the boxes to indicate the work and connection the HR / Risk Manager currently has to IT. There is a significant amount of staff time and oversight necessary to ensure that IT operations in the City move forward in the most effective means possible. Citygate has provided recommendations to the City Manager regarding steps that can be included in the ITSP as it is being finalized.

4.1.6 Senior Project Manager from NSPS to City Manager's Department

Another way the proposed alternative organizational structure expands capacity is by bringing the Senior Project Manager position from NSPS into the City Manager's Department. Some duties of the Senior Project Manager, including economic development, property acquisition support, and affordable housing, can be achieved from the City Manager's Department under the supervision of the ACM. The skills at the Senior Project Manager level can be utilized in the City Manager's Department to assist both the CM and the ACM as issues and projects arise in the areas of economic development and land acquisition, as well as to perform initial exploration and policy review of affordable housing proposals (pre-development stage). Partnerships with other agencies and/or entities are often required to make affordable housing proposals feasible, and it will be of value for the City Manager's Department to initiate and/or nurture opportunities that may become available to Goleta. In smaller cities, it is common for economic development activities to be overseen and even directed within the City Manager's office, utilizing the skill set and talents of staff trained in proposed project pro forma reviews and cost/benefits analyses.

Remaining in NSPS from the Senior Project Manager's current duties will be successor agency administration, CIP, and finance liaison work. These work items can appropriately remain in NSPS or the successor agency, and remaining work may be transferred to the Finance Department. The workload associated with successor agency administration has now largely been established and is pro forma. The work associated with the dissolution of redevelopment agencies Statewide has been crushing for many agencies, and it is to the City's credit to have moved onto the stage where regular reports are filed and maintained.

The work associated with CIP and budget management is seen amongst staff as being separate from Public Works Department projects that involve local constituents and interests beyond public infrastructure. Many of these projects have been time sensitive and NSPS was able to provide capacity to make the project happen. NSPS clearly has its legacy in redevelopment as well as that creative, can-do spirit of the early City organization.

4.1.7 New Duties and New Name (Neighborhood Services) for NSPS

Based on Recommendations #3 through #17 in **Section 3**, Citygate's assessment of Parks and Recreation Services indicates the City is at an intersection to determine how best to achieve the City Council's strategic goals around recreation and parks.

The City has taken over operations of the Goleta Valley Library facility, for which it has in the past contracted with the City of Santa Barbara to operate.

Each of these new ventures represent potential growth in service areas for the City of Goleta regardless of the service delivery models ultimately decided upon.

The FY 2018/2019 organization chart presented to Citygate at the data review portion of this study showed Library Services becoming a department answering to the CM. Citygate understands that this item has been evolving over the course of this study, and Citygate's proposed alternative structure for NSPS instead folds Library Services into the Neighborhood Services Department. The objective is to allow for the development of both Parks and Recreation and Library Services within the auspices of a Neighborhood Services Department. In the case of Parks and Recreation, there are services in the beginning phases of what they may ultimately become for residents, and in the case of Library Services, there are services in transition to new oversight by the City of Goleta.

These services also have a common alignment within a comprehensive program of community services that promote the community's unique spirit and identity. This structure is increasingly common over the last 10 years as many cities consolidated their recreation and library programs under one department to address the effects of the severe economic recession and have since promoted both library and recreation community outreach programs in coordinated efforts.

There is capacity in the City to guide development of these services that resides within the Neighborhood Services Department. The Director can work closely with the PRM and the Library Director to provide experienced coordination, organizational guidance, procedural support, and contract management assistance for the variety of activities associated with each effort.

4.1.8 Other Neighborhood Services

CDBG program activities remain in the new Neighborhood Services Department, assigned as they currently are to the Management Analyst, with the associated homelessness topics, rental housing mediation, and assistance to Parks and Recreation.

The Emergency Services Coordinator activities remain in the new Neighborhood Services Department, assigned as they currently are assigned.

Recommendations for what is suggested to occur with Parks and Recreation as outlined in Recommendations #3 through #17 indicate Parks and Recreation remains in the new Neighborhood Services Department.

Successor agency administration and CIP can also remain in Neighborhood Services, with successor agency work moved to the Finance Department at the discretion of the City Manager.

4.1.9 Observations and Findings

In developing the alternative structure, Citygate was guided by the following objectives:

- ◆ Providing CM oversight to key operations
- ◆ Providing an opportunity for the CM to improve and strengthen team culture
- ◆ Providing sufficient administrative support to accomplish the goals and objectives designated for the City Manager's Department
- ◆ Organizing span of control to manageable levels
- ◆ Focus on lower level entry for new positions for cost-effectiveness where feasible
- ◆ Assign duties to align with the flow of Department responsibilities
- ◆ Align duties for the evolution of services

The resulting alternative structure can be implemented in phases in accordance with the CM's assessment of the organization's capacity to undergo the transition and maintain ability to achieve the major goals set forth for the City Manager's Department in FY 2018/2019 and those goals adopted for FY 2019/2020. Broken dots on the chart indicate cooperative team connections that can operate currently and during the time taken to implement the alternative structure plan.

Broken dots circulate between the public safety functions of Police Services and Fire Services in a square through the Emergency Services Coordinator and Neighborhood Services Director box. They continue up to both the CM and ACM positions, indicating a recognition for the magnitude of the change involved in moving to direct reports.

Recommendation #22: Implementing the alternative structure for the City Manager and Neighborhood Services Departments should commence at the beginning of FY 2019/2020.

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SECTION 5—RECOMMENDED FINANCIAL ANALYSIS

5.1 *RECOMMENDED FINANCIAL ANALYSIS: INFORMING FUTURE DECISION MAKING*

Strategic goals have been established by the City to ensure financial stability. Among those goals are to create a comprehensive Five-Year Financial Plan to further enhance the current five-year budget forecast.

5.1.1 Observations and Findings

Citygate has identified areas to note regarding future cost impacts. These concerns can be addressed by the City using both five-year budget forecasting and five-year financial planning as tools to discern and debate the most cost-effective means for the City. Citygate's concerns are as follows:

- ◆ Achieving a well-structured Police Services contract, with clear and measurable goals and objectives, is essential to a mutually beneficial business agreement. Such agreements are most successful when both parties find their relationship meets their respective needs. A well-structured process of contract review, including comparison of outcomes to goals and objectives and the ability to articulate those comparisons in an overall context of public safety, is arguably foundational to a mutually beneficial business relationship. Although the City of Goleta is currently receiving monthly data statistics regarding police services, Citygate noted an absence of common data points, such as discussion of response times (or call prioritization) to calls for service, documentation of arrest to conviction rates, specifics on (investigative) case closure rates, and desired/achieved goals and objectives.
- ◆ Key to decision making around the delivery of future Parks and Recreation and Library Services is the cost of those services and the impact of those costs on the City's General Fund.
- ◆ Five-year forecasting and planning should include modeling of City-related employee costs for any staffing increases contemplated around Parks and Recreation and/or Library Services delivery.
- ◆ Contemplation of City ownership and operation of facilities associated with the delivery of Parks and Recreation and Library Services, such as any aquatic, community meeting, parks and recreation, or library facilities must include long-term repair, maintenance, and equipment cost forecasts to fully assess impacts to the City's General Fund and/or the need for fully recoverable cost fees.

- ◆ Five-year forecasting also needs to include maintenance and ongoing operations costs associated with Parks and Recreation and/or Library Services delivery.
- ◆ At a minimum, the City should engage in forecasting costs and benefits of various means of service delivery as these services are being contemplated in relation to meeting the City Council's strategic objectives for Parks and Recreation and Library Services.

The model provided in Table 2 is informative for choices around service delivery alternatives for Parks and Recreation.

Recommendation #23: Work to include measurable data points within the Sheriff's Department contracting process.

Ensure that the City can measure the level of policing services it desires against the cost of those services, allowing the City to more accurately forecast costs associated with these services.

Recommendation #24: Develop an Excel-based forecasting model to use when estimating the ongoing and future costs of personnel proposed to be added in support of either the Library and/or Parks and Recreation Services as these new areas evolve.

The ACM position could be tasked with overseeing the development of such a model, working with the NSPS Director, Parks and Recreation, and Library Services personnel in conjunction with Finance Department support. The type of model recommended would build on the current five-year forecast by providing a tool to forecast the long-term costs of programs and/or services in the policy-making and consideration phase of discussion.

5.1.2 Financial Impacts Assessment of Recommendations

Table 4 shows the five primary revenue sources into the City of Goleta General Fund for the FY 2018/2019 budget. Of these primary sources, both the property tax and the sales tax have the tendency to be volatile during recessionary periods in most California cities. Goleta staff report that property tax revenues for Goleta were stable through the past decade's recession. The transient occupancy tax (TOT) is also subject to marketplace volatility. Charges and franchise fees make up the remaining two of the five largest sources of General Fund revenues for the City of Goleta.

Table 4—Five Largest City of Goleta General Fund Revenues

Source	FY 2018/2019 Revenue Projections	% Growth	Comment
Property Tax	\$6,915,120	-0.23%	Shared equally with the County – Revenue Neutrality
Sales Tax	\$6,644,300	3.42%	Shared 70% of 1% (Bradley-Burns Rate) for Goleta, 30% for County – Revenue Neutrality
Transient Occupancy Tax	\$9,812,000	-3.02%	
Franchise Fees	\$1,228,500	-1.94%	
Charges for Services	\$1,863,718	14.27%	

Source: City of Goleta FY 2018/2019 Revenue Projections

Cities must consider the overall rate of growth experienced in their major revenue resources for General Fund activities against the rate of growth in costs for those activities. Since the recession of 2008-2009, it has been observed in many California cities that the rate of growth in General Fund revenues has not kept pace with the rate in growth of costs. Although this is not the subject of Citygate’s assessment for the Departments, and therefore is not discussed in greater detail herein, this topic of concern should be explored regarding the City of Goleta undertaking any new cost areas within its General Fund. A thorough study of the anticipated rate of increase in Goleta’s revenues over the next 5 to 10 years will reveal to the City the constraints, if any, that may show regarding the City’s ability to fund desired services into the future or, perhaps, the opportunities where General Fund resources may be available.

Sound cost analysis of impacts to the General Fund would be a wise investment of time and energy and can be undertaken by City staff in conjunction with five-year forecasting and financial planning being undertaken. Goleta faces two challenges to forecasting growth of revenues in the General Fund. One is the element of having three major sources of revenues subject to market volatility. A second is having portions of whatever growth occurs in property taxes and sales taxes unavailable due to provisions of the revenue neutrality agreement with the County of Santa Barbara.

Aside from revenue resource forecasts recommended, Citygate organized its recommendations for this assessment to be best practices and cost effective. The possible financial impacts of Citygate’s recommendations:

- ◆ Limit new General Fund employee costs to a single position in the City Manager’s Department, the Assistant to the City Manager, at a non-executive salary point, as well as a possible part-time grants position in NSPS.

- ◆ Parking administration, business licensing, and inspection become duties housed and/or coordinated in the Finance Department, with assistance of the Planning and Environmental Review Department where needed. This recommendation could incur additional General Fund costs, but at an entry-level basis. Services for business licensing are available to cities via contract and may be cost effective for the City to examine before transferring.
- ◆ Recommendations #12 and #15 involve General Fund expenditures related to decisions around future evolution and growth in Parks and Recreation programing.

SECTION 6—STRATEGIC ACTION PLAN

Recommendations from the report are summarized in the following Strategic Action Plan. Each proposed recommendation is briefly described; more complete descriptions are contained in the text of the study, in the sections enumerated.

These recommendations are followed by a combined priority and timing ranking. Recommendations made in this study pertain to the reorganization of existing positions, the development of new policies and processes, and/or the completion of ongoing strategic projects and goals. The work to make the transitions necessary to accomplish these recommendations will need to take place alongside completion of many projects and goals already underway within the Departments. Because of this, specific timeframes in which these recommendations will be accomplished would be less realistic than assigning a combined priority and timeline ranking to the recommendation and allowing the CM to work through the timing of organizational changes and transitions as best provides for the continuing accomplishment of major projects and annual work program priorities currently underway in the Departments.

A scale for the combined priority and timeline ranking is as follows:

- A: Critical:** Begin fourth quarter of FY 18/19 (April-June 2019) and continue until complete.
- B: Important:** Address by first quarter of FY 19/20 (July-September 2019) and continue.
- C: Beneficial:** Address by second quarter of FY 19/20 (October-December 2019) and continue.

Table 5—Strategic Action and Implementation Plan

Recommendation	Section	Priority and Timeline Ranking	Benefits	Responsible Parties
#1: Realign personnel resources in the City Manager's Department to match the scope and magnitude of the diverse workflow and scale of the annual work program.	Section 3.1.3	B	New delegation and lines of authority free CM/DCM, Managers, and staff to focus on achievement of strategic goals.	CM, DCM, HR / Risk Manager, and team as organized by the CM
#2: Provide for the accountability and responsibility of the Deputy City Manager (DCM) position to oversee the internal administrative processes as assigned.	Section 3.1.3	A	Internal services and processes are overseen by the DCM, freeing the CM's time, creating an opportunity for the DCM to build team capacity, yet assuring internal processes are conducted in keeping with the CM's direction.	CM and DCM

Recommendation	Section	Priority and Timeline Ranking	Benefits	Responsible Parties
#3: Delegate to the DCM position the responsibility of oversight for how the administrative and operational parameters of Library Services and any new Parks and Recreation services evolve. The direct responsibility to develop the administrative and operational parameters falls to the Parks and Recreation Manager (PRM) and Library Director, in cooperation with, and with the oversight and assistance of, the Director of Neighborhood Services.	Section 3.1.3	A	New services develop under oversight of the DCM, in cooperation with Director of Neighborhood Services. Direction is provided by the CM as needed. This expands the ability of the CM to assure new services are planned for and conducted in keeping with policy direction and resources provided by the City Council.	CM, DCM and Director of Neighborhood Services
#4: Maintain alignment of City Manager direct reports with the Finance, Public Works, and Planning and Environmental Review Departments.	Section 3.1.3	A	The CM remains close to financial oversight and provides direction for departments providing services impacting residents. This works to assure City operations reflect Council policy directives, and that the CM is fully aware of City's financial resources and operations.	CM

Recommendation	Section	Priority and Timeline Ranking	Benefits	Responsible Parties
#5: Enhance City Manager relationship-building with both Sheriff Lieutenant and Fire Liaison "Chiefs."	Section 3.1.3	A	CM builds relationship with Sheriff Lieutenant and Fire Liaison "Chiefs" allowing issues to be recognized early and long-term planning to be conducted.	CM, with assistance from Director of Neighborhood Services, Sheriff Lieutenant and Fire Liaison "Chiefs"
#6: Address growth in routine work processes within the City Manager's Department through team process improvement efforts under the oversight of the DCM.	Section 3.1.3	B	CM staff solve workflow problems as they arise, improve ability to manage workflow, and able to quickly identify where strategic priority choices are required.	City Clerk, Deputy City Clerks, Community Relations, HR Director, HR Assistant and Analyst, Management Analyst, Executive Assistant, Receptionist
#7: Over time, consolidate functions related to Parks and Recreation into NSPS, including the park maintenance operation. The Parks and Recreation CIP function should remain with the Public Works Department, where engineering and project management expertise exist.	Section 3.2.2	C	Strong foundation for current and future Parks and Recreation policy choices.	PRM working with Neighborhood Services Director, PW Director, and DCM
#8: Discontinue the NSPS Director's direct role in attending the Parks and Recreation Commission meetings. If periodic contact is desired, delegate this to a DCM or restructured Director of Neighborhood Services position.	Section 3.2.2	B	Director provides oversight for Parks and Recreation Manager while Manager assumes responsibility for staffing Commission effectively and efficiently.	Neighborhood Services Director and PRM

Recommendation	Section	Priority and Timeline Ranking	Benefits	Responsible Parties
#9: Update/create job descriptions to reflect the new roles and responsibilities resulting from the organizational restructure.	Section 3.2.2	C	Creates platform for evolving Parks and Recreation service choices; provides data for cost analysis of future services.	HR working with Parks and Recreation Manager and Neighborhood Services Director
#10: Undertake periodic review of Parks and Recreation programming and facilities fees during the City's routine fee review process.	Section 3.2.2	C	Creates platform for evolving Parks and Recreation service choices; provides data for cost analysis of future services.	Parks and Recreation Manager working with Finance Director and Neighborhood Services Director
#11: Based on the outcome of the Parks Master Plan, create a funding strategy using development impact fees, donations, grants, and other funding sources to implement the Parks Master Plan. Integrate this funding strategy into the City's Fee and Charges Plan.	Section 3.2.2	C	Creates platform for evolving Parks and Recreation service choices; provides data for cost analysis of future services.	Parks and Recreation Manager working with Finance Director and Neighborhood Services Director
#12: Establish a 0.5 FTE Resource Development position to support identification of grant sources, application for grant funding, and monitoring and tracking of grants to support the initiatives identified in the City Council Strategic Plan. This position should report to the PRM.	Section 3.2.2	C	Fulfills strategic objective to seek grant resources and, if successful in obtaining grant resources, improves resources for desired initiatives.	Parks and Recreation Manager working with Finance Director and Neighborhood Services Director

Recommendation	Section	Priority and Timeline Ranking	Benefits	Responsible Parties
#13: In the short term, develop a distinct webpage and link it to the City's homepage, identifying citizen-driven Parks and Recreation subject matter and categorize it by organizational department function.	Section 3.2.2	A	Improved resident information and interaction with City of Goleta Parks and Recreation Services and providers.	Parks and Recreation Manager with Community Relations Manager assistance
#14: Integrate links on the Parks and Recreation homepage to contract service agencies who provide programs and facility information, such as United Boys & Girls Clubs, Girls Inc., Girsh Park, etc.	Section 3.2.2	A	Improved resident information and interaction with City of Goleta Parks and Recreation Services and providers.	Parks and Recreation Manager with IT assistance
#15: Purchase and implement automated facility reservation and program registration software.	Section 3.2.2	C	If City undertakes direct responsibility for recreation services, provides current customer service platform and interaction.	Parks and Recreation Manager with IT assistance
#16: In the short term, continue to actively manage the existing third-party service contracts with identified partners to provide prioritized service to Goleta's constituents.	Section 3.2.2	A	Ongoing services provided to Goleta's residents as well as exploration of feasible alternatives to City-based services.	Parks and Recreation Manager working with Neighborhood Services Director

Recommendation	Section	Priority and Timeline Ranking	Benefits	Responsible Parties
#17: In the long term, evaluate the potential for the formation of a special district focused solely on parks and recreation, open space, and potentially Library Services, encompassing the adjacent community of Isla Vista and portions of unincorporated Santa Barbara County that lay contiguous to City boundaries.	Section 3.2.2	B	Identifies and provides data on possible alternative revenue and cost benefits option for longer-term provision of Parks and Recreation, open space, and Library Services.	CM and DCM working with Neighborhood Services Director and Parks and Recreation Manager
#18: Establish the Sheriff's Lieutenant as a direct report to the CM.	Section 3.2.4	A	Matured relationship with Santa Barbara County Sheriff's Department; improved information exchange; creates best practice for today's law enforcement environment.	CM working with Neighborhood Services Director
#19: The City should expand its working relationship with the Fire District long-term liaison officer and work with that officer to enhance best practices in the reporting of Fire Services efforts and to integrate the City's and District's shared perspectives, needs, and responsibilities.	Section 3.2.6	A	Matured relationship with Santa Barbara County Fire District; improved information exchange; creates best practice for today's climate and fire season challenges.	CM working with Neighborhood Services Director

Recommendation	Section	Priority and Timeline Ranking	Benefits	Responsible Parties
#20: Over time, the Emergency Services Coordinator position could be developed to <i>also manage</i> the technical details of the Sheriff's contract terms, its billing, and the recalibration of services negotiations as needed, ultimately with direct oversight of the DCM and/or CM.	Section 3.2.6	C	Fully utilized coordinator capacity and improved data and service analysis.	CM working with Neighborhood Services Director
#21: Economic development, property acquisition support, and affordable housing duties should continue to be conducted by the Senior Project Manager, under supervision of the position called the Assistant City Manager in the proposed alternative organizational structure.	Section 3.2.10	C	Tasks become aligned as a function of customer service, payment processing, and billing.	ACM coordinating with Finance Director, Neighborhood Services Director, and Management Analyst
#22: Implementing the alternative structure for the City Manager and Neighborhood Services Departments should commence at the beginning of FY 2019/2020.	Section 4.1.9	B	Transition efforts to achieve alternative structure begin with new fiscal year and budget.	CM working with Neighborhood Services Director
#23: Work to include measurable data points within the Sheriff's Department contracting process.	Section 5.1.1	A	Provides data essential to policy decision making.	DCM working with Finance Director

Recommendation	Section	Priority and Timeline Ranking	Benefits	Responsible Parties
#24: Develop an Excel-based forecasting model to use when estimating the ongoing and future costs of personnel proposed to be added in support of either the Library and/or Parks and Recreation Services as these new areas evolve.	Section 5.1.1	B	Provides critical data for policy decision making and indicates where future financial shortfalls in Goleta General Fund could occur.	DCM working with Finance Director

ATTACHMENT 3:

Resolution No. 19__, entitled "A Resolution of the City Council of the City of Goleta, California, Amending the City of Goleta Schedule of Authorized Positions and the City of Goleta Salary Schedule and Classification Plan for Fiscal Year 2019/20 and Fiscal Year 2020/21, Approving the Classification Specifications of Assistant City Manager and Assistant to the City Manager and Authorizing the Addition of an Assistant to the City Manager and a Management Analyst to The City Manager's Department Effective March 1, 2020, and Amending the City's Operating and CIP Budget For Fiscal Year 2019/20 and 2020/21."

RESOLUTION NO. 19-__

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GOLETA, CALIFORNIA AMENDING THE CITY OF GOLETA SCHEDULE OF AUTHORIZED POSITIONS AND THE CITY OF GOLETA SALARY SCHEDULE AND CLASSIFICATION PLAN FOR FISCAL YEAR 2019/20 AND FISCAL YEAR 2020/21, APPROVING THE CLASSIFICATION SPECIFICATIONS OF ASSISTANT CITY MANAGER AND ASSISTANT TO THE CITY MANAGER AND AUTHORIZING THE ADDITION OF AN ASSISTANT TO THE CITY MANAGER AND A MANAGEMENT ANALYST TO THE CITY MANAGER'S DEPARTMENT EFFECTIVE MARCH 1, 2020, AND AMENDING THE CITY'S OPERATING AND CIP BUDGET FOR FISCAL YEAR 2019/20 AND 2020/21

WHEREAS, Section 2.1 of the City of Goleta Personnel Rules specifies that the Personnel Officer shall recommend and maintain a classification/compensation plan for all positions in the City service; and

WHEREAS, the City Manager recommended appropriations for the City of Goleta Operating and CIP Budget for Fiscal Year 2019/20 and Fiscal Year 2020/21 which included a schedule of authorized positions, personnel classifications and compensation ranges; and

WHEREAS, on June 18, 2019, the City Council adopted said recommended authorized positions and appropriations for the City of Goleta Operating and CIP Budget for Fiscal Year 2019/20 and Fiscal Year 2020/21; and

WHEREAS, the City Manager has proposed recommended authorized positions, personnel classifications specifications, compensation ranges, and budget adjustments as described in the Council report dated September 17, 2019 for Fiscal Year 2019/20 and 2020/21 based on the determination by the City Manager that this adjustment is essential to the City's operations; and

WHEREAS, the City Council has reviewed the proposed recommended authorized positions, personnel classifications specifications, compensation ranges, and budget adjustments for the City Manager Program Budget for Fiscal Year 2019/20 and 2020/21 and does hereby find the recommendation to be necessary and in the City's best interest.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF
THE CITY OF GOLETA AS FOLLOWS:**

SECTION 1.

The City of Goleta Salary Schedule and Classification Plan for Fiscal Year 2019/20 and Fiscal Year 2020/21 is amended to include modified classification specifications for the Assistant City Manager and new classification specification for the position of Assistant to the City Manager included herein as Exhibit A, hereby approved and adopted to supersede any prior Salary Schedule and Classification Plan.

SECTION 2.

The City of Goleta Schedule of Authorized Positions for Fiscal Year 2019/20 and Fiscal Year 2020/21 included herein as Exhibit B is hereby approved and adopted to supersede any prior schedule of authorized positions.

SECTION 3.

The City of Goleta Operating and CIP Budget for Fiscal Year 2019/20 and 2020/21 is hereby amended as follows as per Exhibit C to this resolution

SECTION 4.

The City Clerk shall certify to the passage and adoption of this resolution and enter it into the book of original resolutions.

**PASSED, APPROVED, AND ADOPTED this 17th day of September,
2019.**

PAULA PEROTTE
MAYOR

ATTEST:

APPROVED AS TO FORM:

DEBORAH S. LOPEZ
CITY CLERK

MICHAEL JENKINS
CITY ATTORNEY

STATE OF CALIFORNIA)
COUNTY OF SANTA BARBARA)
CITY OF GOLETA) ss.

I, DEBORAH LOPEZ, City Clerk of the City of Goleta, California, DO
HEREBY CERTIFY that the foregoing Resolution No. 19-__ was duly adopted by
the City Council of the City of Goleta at a regular meeting held on the 17th day of
September, 2019, by the following vote of the Council:

AYES:

NOES:

ABSENT:

(SEAL)

DEBORAH S. LOPEZ
CITY CLERK

**CITY OF GOLETA, CALIFORNIA
SALARY SCHEDULE FY 2019-20**

CLASSIFICATION TITLE	GRADE NO.	EMPLOYMENT CATGY./FLSA		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
City Hall Receptionist	100	M - NE	HOURLY	18.78	19.72	20.71	21.74	22.83	23.97
			BI-WEEKLY	1,503	1,578	1,657	1,739	1,826	1,918
			MONTHLY	3,255	3,418	3,589	3,769	3,957	4,155
			ANNUAL	39,066	41,019	43,070	45,223	47,484	49,859
Maintenance Worker I	101	M - NE	HOURLY	19.91	20.90	21.95	23.05	24.20	25.41
Records Technician/Recording Clerk		M - NE	BI-WEEKLY	1,593	1,672	1,756	1,844	1,936	2,033
Library Assistant I		M - NE	MONTHLY	3,451	3,623	3,804	3,995	4,194	4,404
			ANNUAL	41,409	43,480	45,654	47,937	50,333	52,850
Maintenance Worker II	102	M - NE	HOURLY	21.30	22.37	23.49	24.66	25.89	27.19
Office Specialist		M - NE	BI-WEEKLY	1,704	1,789	1,879	1,973	2,071	2,175
Library Assistant II		M - NE	MONTHLY	3,692	3,877	4,071	4,274	4,488	4,712
			ANNUAL	44,308	46,524	48,850	51,292	53,857	56,550
Senior Office Specialist	103	M - NE	HOURLY	22.79	23.93	25.13	26.39	27.71	29.09
Library Technician			BI-WEEKLY	1,823	1,915	2,010	2,111	2,216	2,327
			MONTHLY	3,951	4,148	4,356	4,574	4,802	5,042
			ANNUAL	47,410	49,780	52,269	54,883	57,627	60,508
Accounting Specialist	104	M - NE	HOURLY	24.62	25.85	27.14	28.50	29.92	31.42
Permit Technician		M - NE	BI-WEEKLY	1,969	2,068	2,171	2,280	2,394	2,513
Senior Library Technician		C - E	MONTHLY	4,267	4,480	4,704	4,939	5,186	5,446
Facilities Maintenance Technician		M - NE	ANNUAL	51,202	53,763	56,451	59,273	62,237	65,349
Administrative Assistant	105	M - NE	HOURLY	26.59	27.92	29.31	30.78	32.32	33.93
Lead Maintenance Worker		M - NE	BI-WEEKLY	2,127	2,233	2,345	2,462	2,585	2,714
Public Affairs Assistant		M - NE	MONTHLY	4,608	4,839	5,081	5,335	5,601	5,881
Librarian I		M - NE	ANNUAL	55,299	58,064	60,967	64,015	67,216	70,577
Public Works Supervisor	106	M - NE	HOURLY	28.71	30.15	31.66	33.24	34.90	36.65
Librarian II			BI-WEEKLY	2,297	2,412	2,532	2,659	2,792	2,932
			MONTHLY	4,977	5,226	5,487	5,761	6,049	6,352
			ANNUAL	59,723	62,709	65,844	69,136	72,593	76,223
Assistant Planner	107	M - NE	HOURLY	31.01	32.56	34.19	35.90	37.69	39.58
Legal Office Assistant		C - NE	BI-WEEKLY	2,481	2,605	2,735	2,872	3,015	3,166
Management Assistant		C - NE	MONTHLY	5,375	5,644	5,926	6,222	6,533	6,860
Senior Engineering Technician		M - NE	ANNUAL	64,500	67,725	71,112	74,667	78,401	82,321
Accountant	108	C - NE	HOURLY	33.49	35.17	36.92	38.77	40.71	42.74
Budget Analyst		C - NE	BI-WEEKLY	2,679	2,813	2,954	3,102	3,257	3,419
Code Compliance Officer		M - NE	MONTHLY	5,805	6,095	6,400	6,720	7,056	7,409
Deputy City Clerk		C - E	ANNUAL	69,660	73,143	76,801	80,641	84,673	88,906
Executive Assistant		C - E							
Public Works Inspector		M - NE							
Assistant Engineer	109	T/P - NE	HOURLY	36.17	37.98	39.88	41.87	43.96	46.16
Emergency Services Coordinator		C - E	BI-WEEKLY	2,894	3,038	3,190	3,350	3,517	3,693
Human Resources Analyst		C - E	MONTHLY	6,269	6,583	6,912	7,258	7,621	8,002
Management Analyst		C - E	ANNUAL	75,233	78,995	82,945	87,092	91,446	96,019
Associate Planner	110	T/P - NE	HOURLY	39.06	41.02	43.07	45.22	47.48	49.86
Senior Legal Analyst		C - E	BI-WEEKLY	3,125	3,281	3,445	3,618	3,799	3,988
			MONTHLY	6,771	7,110	7,465	7,838	8,230	8,642
			ANNUAL	81,252	85,314	89,580	94,059	98,762	103,700
Supervising Librarian	111	C - E	HOURLY	42.19	44.30	46.51	48.84	51.28	53.84
			BI-WEEKLY	3,375	3,544	3,721	3,907	4,102	4,308
			MONTHLY	7,313	7,678	8,062	8,465	8,889	9,333
			ANNUAL	87,752	92,140	96,747	101,584	106,663	111,996
Environmental Services Coordinator	112	M/M - E	HOURLY	45.56	47.84	50.23	52.75	55.38	58.15
Senior Management Analyst		C - E	BI-WEEKLY	3,645	3,827	4,019	4,220	4,431	4,652
Project Engineer		T/P - E	MONTHLY	7,898	8,293	8,707	9,143	9,600	10,080
Project Manager		T/P - E	ANNUAL	94,772	99,511	104,486	109,711	115,196	120,956
Public Information Officer		C - E							
Senior Planner		T/P - E							
Sustainability Coordinator		M/M - E							

Fair Labor Standards Act Classification

Confidential
Miscellaneous
Technical/Professional
Mid-Management
Executive Management

NE = Non Exempt from overtime
E = Exempt from overtime

**CITY OF GOLETA, CALIFORNIA
SALARY SCHEDULE FY 2019-20**

CLASSIFICATION TITLE	GRADE NO.	EMPLOYMENT CATGY./FLSA	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
Accounting Manager	113	C - E HOURLY	49.66	52.15	54.75	57.49	60.37	63.39
Community Relations Manager		C - E BI-WEEKLY	3,973	4,172	4,380	4,599	4,829	5,071
Economic Development Coord.		C - E MONTHLY	8,608	9,039	9,491	9,965	10,464	10,987
HR / Risk Manager		C - E ANNUAL	103,302	108,467	113,890	119,585	125,564	131,842
Parks and Recreation Manager		M/M - E						
Library Services Manager		M/M - E						
Assistant to the City Manager		C - E						
Deputy City Attorney	114	C - E HOURLY	54.13	56.84	59.68	62.67	65.80	69.09
Supervising Senior Planner		M/M - E BI-WEEKLY	4,331	4,547	4,775	5,013	5,264	5,527
Traffic Engineer		T/P - E MONTHLY	9,383	9,852	10,345	10,862	11,405	11,976
		ANNUAL	112,599	118,229	124,140	130,347	136,865	143,708
City Clerk	115	EM - E HOURLY	59.01	61.96	65.05	68.31	71.72	75.31
Planning Manager		M/M - E BI-WEEKLY	4,720	4,957	5,204	5,465	5,738	6,025
Principal Civil Engineer		M/M - E MONTHLY	10,228	10,739	11,276	11,840	12,432	13,053
Public Works Manager		M/M - E ANNUAL	122,733	128,869	135,313	142,078	149,182	156,642
Senior Project Manager		T/P - E						
Senior Project Engineer		T/P - E						
Parks and Open Space Manager		M/M - E						
Deputy Public Works Director	116	M/M - E HOURLY	64.32	67.53	70.91	74.45	78.18	82.09
		BI-WEEKLY	5,145	5,403	5,673	5,956	6,254	6,567
		MONTHLY	11,148	11,706	12,291	12,905	13,551	14,228
		ANNUAL	133,779	140,468	147,491	154,866	162,609	170,739
Assistant City Attorney	117	EM - E HOURLY	70.11	73.61	77.29	81.16	85.21	89.47
Finance Director		EM - E BI-WEEKLY	5,608	5,889	6,183	6,492	6,817	7,158
Planning Director		EM - E MONTHLY	12,152	12,759	13,397	14,067	14,770	15,509
Neighborhood Services and Public Safety Director		EM - E ANNUAL	145,819	153,110	160,765	168,803	177,244	186,106
Library Director		EM - E						
Public Works Director*	118	EM - E HOURLY	76.41	80.24	84.25	88.46	92.88	97.53
		BI-WEEKLY	6,113	6,419	6,740	7,077	7,431	7,802
		MONTHLY	13,245	13,907	14,603	15,333	16,100	16,905
		ANNUAL	158,942	166,890	175,234	183,996	193,196	202,855
Assistant City Manager	119	EM - E HOURLY	80.24	84.25	88.46	92.88	97.53	102.40
		BI-WEEKLY	6,419	6,740	7,077	7,431	7,802	8,192
		MONTHLY	13,907	14,603	15,333	16,100	16,905	17,750
		ANNUAL	166,890	175,234	183,996	193,196	202,855	212,998

**If also serving as City Engineer, this position will receive a 5% pay differential at each step.*

Fair Labor Standards Act Classification

Confidential	NE =	Non Exempt from overtime
Miscellaneous	E =	Exempt from overtime
Technical/Professional		
Mid-Management		
Executive Management		

**CITY OF GOLETA, CALIFORNIA
SALARY SCHEDULE FY 2019-20**

CLASSIFICATION TITLE	GRADE NO.	EMPLOYMENT CATGY./FLSA		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
City Hall Receptionist	100	M - NE	HOURLY	19.34	20.31	21.33	22.39	23.51	24.69
			BI-WEEKLY	1,548	1,625	1,706	1,792	1,881	1,975
			MONTHLY	3,353	3,521	3,697	3,882	4,076	4,280
			ANNUAL	40,237	42,249	44,362	46,580	48,909	51,354
Maintenance Worker I	101	M - NE	HOURLY	20.51	21.53	22.61	23.74	24.92	26.17
Records Technician/Recording Clerk		M - NE	BI-WEEKLY	1,640	1,722	1,809	1,899	1,994	2,094
Library Assistant I		M - NE	MONTHLY	3,554	3,732	3,919	4,115	4,320	4,536
			ANNUAL	42,652	44,784	47,024	49,375	51,843	54,436
Maintenance Worker II	102	M - NE	HOURLY	21.94	23.04	24.19	25.40	26.67	28.00
Office Specialist		M - NE	BI-WEEKLY	1,755	1,843	1,935	2,032	2,134	2,240
Library Assistant II		M - NE	MONTHLY	3,803	3,993	4,193	4,403	4,623	4,854
			ANNUAL	45,637	47,919	50,315	52,831	55,472	58,246
Senior Office Specialist	103	M - NE	HOURLY	23.48	24.65	25.88	27.18	28.54	29.96
Library Technician			BI-WEEKLY	1,878	1,972	2,071	2,174	2,283	2,397
			MONTHLY	4,069	4,273	4,486	4,711	4,946	5,194
			ANNUAL	48,832	51,274	53,837	56,529	59,356	62,323
Accounting Specialist	104	M - NE	HOURLY	25.36	26.62	27.95	29.35	30.82	32.36
Permit Technician		M - NE	BI-WEEKLY	2,028	2,130	2,236	2,348	2,466	2,589
Senior Library Technician		C - E	MONTHLY	4,395	4,615	4,845	5,088	5,342	5,609
Facilities Maintenance Technician		M - NE	ANNUAL	52,739	55,375	58,144	61,051	64,104	67,309
Administrative Assistant	105	M - NE	HOURLY	27.38	28.75	30.19	31.70	33.28	34.95
Lead Maintenance Worker		M - NE	BI-WEEKLY	2,191	2,300	2,415	2,536	2,663	2,796
Public Affairs Assistant		M - NE	MONTHLY	4,746	4,984	5,233	5,495	5,769	6,058
Librarian I		M - NE	ANNUAL	56,958	59,805	62,796	65,936	69,232	72,694
Public Works Supervisor	106	M - NE	HOURLY	29.57	31.05	32.61	34.24	35.95	37.74
Librarian II			BI-WEEKLY	2,366	2,484	2,608	2,739	2,876	3,020
			MONTHLY	5,126	5,382	5,652	5,934	6,231	6,542
			ANNUAL	61,514	64,590	67,819	71,210	74,771	78,509
Assistant Planner	107	M - NE	HOURLY	31.94	33.54	35.21	36.97	38.82	40.76
Legal Office Assistant		C - NE	BI-WEEKLY	2,555	2,683	2,817	2,958	3,106	3,261
Management Assistant		C - NE	MONTHLY	5,536	5,813	6,104	6,409	6,729	7,066
Senior Engineering Technician		M - NE	ANNUAL	66,435	69,757	73,245	76,907	80,753	84,790
Accountant	108	C - NE	HOURLY	34.50	36.22	38.03	39.93	41.93	44.03
Budget Analyst		C - NE	BI-WEEKLY	2,760	2,898	3,042	3,195	3,354	3,522
Code Compliance Officer		M - NE	MONTHLY	5,979	6,278	6,592	6,922	7,268	7,631
Deputy City Clerk		C - E	ANNUAL	71,750	75,338	79,105	83,060	87,213	91,573
Executive Assistant		C - E							
Public Works Inspector		M - NE							
Assistant Engineer	109	T/P - NE	HOURLY	37.25	39.12	41.07	43.13	45.28	47.55
Emergency Services Coordinator		C - E	BI-WEEKLY	2,980	3,129	3,286	3,450	3,623	3,804
Human Resources Analyst		C - E	MONTHLY	6,458	6,780	7,119	7,475	7,849	8,242
Management Analyst		C - E	ANNUAL	77,490	81,365	85,433	89,705	94,190	98,899
Associate Planner	110	T/P - NE	HOURLY	40.24	42.25	44.36	46.58	48.91	51.35
Senior Legal Analyst		C - E	BI-WEEKLY	3,219	3,380	3,549	3,726	3,913	4,108
			MONTHLY	6,974	7,323	7,689	8,073	8,477	8,901
			ANNUAL	83,689	87,874	92,268	96,881	101,725	106,811
Supervising Librarian	111	C - E	HOURLY	43.45	45.63	47.91	50.30	52.82	55.46
			BI-WEEKLY	3,476	3,650	3,833	4,024	4,226	4,437
			MONTHLY	7,532	7,909	8,304	8,719	9,155	9,613
			ANNUAL	90,385	94,904	99,649	104,631	109,863	115,356
Environmental Services Coordinator	112	M/M - E	HOURLY	46.93	49.28	51.74	54.33	57.04	59.90
Senior Management Analyst		C - E	BI-WEEKLY	3,754	3,942	4,139	4,346	4,564	4,792
Project Engineer		T/P - E	MONTHLY	8,135	8,541	8,968	9,417	9,888	10,382
Project Manager		T/P - E	ANNUAL	97,615	102,496	107,621	113,002	118,652	124,585
Public Information Officer		C - E							
Senior Planner		T/P - E							
Sustainability Coordinator		M/M - E							

Fair Labor Standards Act Classification

Confidential
Miscellaneous
Technical/Professional
Mid-Management
Executive Management

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**CITY OF GOLETA, CALIFORNIA
SALARY SCHEDULE FY 2019-20**

CLASSIFICATION TITLE	GRADE NO.	EMPLOYMENT CATGY./FLSA	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
Accounting Manager	113	C - E HOURLY	51.15	53.71	56.40	59.22	62.18	65.29
Community Relations Manager		C - E BI-WEEKLY	4,092	4,297	4,512	4,737	4,974	5,223
Economic Development Coord.		C - E MONTHLY	8,867	9,310	9,776	10,264	10,778	11,316
HR / Risk Manager		C - E ANNUAL	106,401	111,721	117,307	123,172	129,331	135,797
Parks and Recreation Manager		M/M - E						
Library Services Manager		M/M - E						
Assistant to the City Manager		C - E						
Deputy City Attorney	114	C - E HOURLY	55.76	58.55	61.47	64.55	67.77	71.16
Supervising Senior Planner		M/M - E BI-WEEKLY	4,461	4,684	4,918	5,164	5,422	5,693
Traffic Engineer		T/P - E MONTHLY	9,665	10,148	10,655	11,188	11,748	12,335
		ANNUAL	115,977	121,776	127,864	134,258	140,971	148,019
City Clerk	115	EM - E HOURLY	60.78	63.82	67.01	70.36	73.87	77.57
Planning Manager		M/M - E BI-WEEKLY	4,862	5,105	5,360	5,628	5,910	6,205
Principal Civil Engineer		M/M - E MONTHLY	10,535	11,061	11,614	12,195	12,805	13,445
Public Works Manager		M/M - E ANNUAL	126,415	132,735	139,372	146,341	153,658	161,341
Senior Project Manager		T/P - E						
Senior Project Engineer		T/P - E						
Parks and Open Space Manager		M/M - E						
Deputy Public Works Director	116	M/M - E HOURLY	66.25	69.56	73.04	76.69	80.52	84.55
		BI-WEEKLY	5,300	5,565	5,843	6,135	6,442	6,764
		MONTHLY	11,483	12,057	12,660	13,293	13,957	14,655
		ANNUAL	137,792	144,682	151,916	159,511	167,487	175,861
Assistant City Attorney	117	EM - E HOURLY	72.21	75.82	79.61	83.59	87.77	92.16
Finance Director		EM - E BI-WEEKLY	5,777	6,065	6,369	6,687	7,022	7,373
Planning Director		EM - E MONTHLY	12,516	13,142	13,799	14,489	15,213	15,974
Neighborhood Services and Public Safety Director		EM - E ANNUAL	150,193	157,703	165,588	173,868	182,561	191,689
Library Director		EM - E						
Public Works Director*	118	EM - E HOURLY	78.71	82.64	86.77	91.11	95.67	100.45
		BI-WEEKLY	6,297	6,611	6,942	7,289	7,654	8,036
		MONTHLY	13,643	14,325	15,041	15,793	16,583	17,412
		ANNUAL	163,711	171,896	180,491	189,516	198,991	208,941
Assistant City Manager	119	EM - E HOURLY	82.64	86.77	91.11	95.67	100.45	105.47
		BI-WEEKLY	6,611	6,942	7,289	7,654	8,036	8,438
		MONTHLY	14,325	15,041	15,793	16,583	17,412	18,282
		ANNUAL	171,896	180,491	189,516	198,991	208,941	219,388

**If also serving as City Engineer, this position will receive a 5% pay differential at each step.*

Fair Labor Standards Act Classification

Confidential	NE =	Non Exempt from overtime
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Technical/Professional		
Mid-Management		
Executive Management		

CITY OF GOLETA, CALIFORNIA ASSISTANT CITY MANAGER

Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are not intended to reflect all duties performed within the job.

DEFINITION

Under general direction of the City Manager, this position serves as the principal assistant to the City Manager and the organization as a whole; provides line direction over assigned major functional operations and departments; acts as City Manager in his or her absence; and performs related duties as assigned.

ESSENTIAL JOB FUNCTIONS

The following duties are typical for positions in this classification. Incumbents may not perform all listed job functions, nor are all listed duties necessarily performed by everyone in this class depending upon business needs and changing business practices:

1. Provides strategic advice to the City Manager, department heads, and other City management staff in accomplishing the City's goals and addressing a wide variety of daily operational issues.
2. Assists the City Manager and the City Council in developing the City's short and long-range strategic goals.
3. Directs and participates in the development and implementation of organizational goals, objectives, and policies.
4. Leads, oversees, and evaluates the effectiveness of major functional operations (e.g., City Clerk, Human Resources, Risk Management, Community Relations, Information Technology, etc.) and assigned operational departments (e.g., Library Department).
5. In the absence of the City Manager, assumes a direct line authority over all departments and activities of the City and attends City Council meetings in the City Manager's stead.
6. Oversees the preparation of the agenda packet for the City Council including the review of all reports and related documents.
7. Establishes departmental priorities within the City Manager's Department and meets with staff to identify and resolve problems, monitor work flow, and review and evaluate work products and outcomes. (just moved)
8. Develops and reviews staff reports related to departmental issues and presents reports to the City Council and other Commissions and Committees.
9. Participates as a member of City's executive management team and engages in decision-making involving strategic planning, policy options, programs, and services.

10. Analyzes staff and contract service effectiveness, the organization of functions, performance benchmarks, and customer satisfaction to identify strategies and tactics for organizational improvement.
11. Responds to and resolves significant organizational and community issues, complaints and concerns, in a fair, responsive and courteous manner.
12. Prepares the department operating and capital improvement program budgets; assists in budget implementation; participates in the forecast of additional funds needed for staffing, equipment, materials and supplies; administers approved budget.
13. Negotiates contracts, agreements, and initiatives.
14. Selects, trains, motivates and evaluates assigned personnel; provides or coordinates staff training; works with employees to address deficiencies and implement discipline procedures.

QUALIFICATIONS GUIDELINES

Education, Experience and Training

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

Education:

- Equivalent to a Bachelor's degree from an accredited college or university with major course work in public policy, public administration, business administration or a related field. A Master's degree in one of the aforementioned fields is preferable.

Experience:

- Five years of increasingly responsible management experience within a local government environment, including strategic planning, project management, personnel leadership, and budgeting accountabilities typical at the department head level or above. Prior experience as a Deputy or Assistant City Manager desirable.

Knowledge and Abilities

Knowledge of:

- Organizational and management practices as applied to the development, implementation, and evaluation of programs, policies and operational needs.
- Principles and practices of organization, administration and personnel management.
- Principles and practices of budget preparation and administration.
- Principles of supervision, training and performance evaluation.
- Pertinent Federal, State and local rules, laws, regulations and ordinances.

Ability to:

- Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.
- Ensure compliance with Federal, State, and local rules, laws, and regulations.
- Interpret and apply pertinent laws, rules and regulations.
- Prepare and monitor departmental operating and/or capital improvement program budgets.
- Supervise, train, and evaluate assigned personnel.
- Communicate clearly and concisely, both verbally and in writing.
- Establish and maintain cooperative and effective working relationships with those contacted in the course of work.
- Exercise effective judgment in policy and personnel matters and consider the needs of all interests and effected parties as well as the long-term impacts on the City.

Special Requirements

- Possession of a valid Class "C" California driver's license with a satisfactory driving record.

PHYSICAL AND MENTAL DEMANDS/WORKING CONDITIONS

The physical and mental demands herein are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform these essential job functions.

- Mental function: Includes reading, writing, mathematical computations, operating a computer, problem solving, managing multiple projects, calmly handling complaints and problems from irate citizens or contractors, decision making under stressful conditions, and executing assignments with minimal supervision/direction and within established deadlines.
- Productivity: Incumbents must perform work in an efficient, effective and timely manner with minimal direction.
- Mobility: Incumbents require sufficient mobility to work in an office setting and operate office equipment. Incumbents may be required to perform light lifting and carrying, and sit, stand, walk for prolonged periods of time.
- Vision: Vision sufficient to read small print, computer screens, and printed documents, and to operate assigned equipment.
- Hearing: Incumbents are required to hear in the normal audio range with or without correction.
- Environment: Normal office setting with some travel to attend meetings or conduct site

investigations. Incumbents may be required to work at both indoor and outdoor environments; individuals may be exposed to noise, dust and inclement weather conditions.

- Other factors: Incumbents may be required to work extended hours including evenings and weekends. Incumbents may be required to travel outside City boundaries to attend meetings.

Date Adopted: May 7, 2013
17,2019

Date Revised: September

CITY OF GOLETA ASSISTANT TO THE CITY MANAGER

Class specifications are intended to present a descriptive list of the range of duties performed by employees in this class. Specifications are not intended to reflect all duties performed within the job.

DEFINITION

Under direction of the City Manager, conducts analyses and makes recommendations on a wide-range of municipal programs, operations, services and policies; resolves highly sensitive and complex issues; coordinates or serves as the City Manager's liaison to a variety of interdepartmental and multi-organizational teams; functions as a member of the City Manager's management team; supervises professional staff and performs other duties as assigned.

DISTINGUISHING CHARACTERISTICS

The Assistant to the City Manager is distinguished from the Senior Management Analyst in that it is a management level position reporting directly to the City Manager and interfacing with internal and external stakeholders on the City Manager's behalf. Duties require considerable confidentiality, initiative, tact, mature and independent judgment, and exceptional interpersonal and organizational skills. It is distinguished from the Assistant City Manager by that position's executive level direct oversight of major functional operations and departments, and its responsibility to act as the City Manager in the City Manager's absence.

ESSENTIAL JOB FUNCTIONS

The following duties are typical for positions in this classification. Incumbents may not perform all listed job functions, nor are all listed duties necessarily performed by everyone in this class depending upon business need and changing business practices:

1. Conducts research and performs analysis on administrative, fiscal, personnel and operational policies, programs, and projects and makes recommendations; ensures the implementation of adopted recommendations.
2. Assists the City Manager in the preparation, coordination, review and presentation of a variety of citywide financial and organizational planning documents including operating and capital improvement budgets, strategic plans, performance measures, and annual work plans; monitors progress of and presents status reports on City Council requests, the City's Strategic Plan, and various department work plans.
3. Reviews Council Agenda staff reports submitted by various City departments for content, consistency with City policies, and format and coordinates changes as necessary.

4. Leads or participates in programs and initiatives with multi-departmental teams and/or outside agencies as assigned.
5. Interacts directly with and acts as a liaison to City Councilmembers responding to questions and preparing letters and reports.
6. Represents the City Manager's Office at various Council meetings, community meetings, and civic events; may be required to make presentations, deliver programming, or provide input.
7. Researches and drafts City policies; presents policy recommendation; and revises policies as necessary; interprets City policies and provides guidance to staff.
8. Prepares requests for proposals, oversees contractor selection processes, negotiates agreements, and prepares contract documents; monitors and supervises professional services and other consultant work.
9. Assists the City Manager and Assistant City Manager with the City Manager's Office budget; participates in the forecast of additional funds needed for staffing, equipment, materials and supplies; administers approved budget.
10. May serves as the liaison to City Council committees and other boards and commissions, as assigned;
11. Tracks local, State and Federal legislative activities including legislative reports for Council action.
12. Selects, trains, motivates and evaluates assigned personnel; provides or coordinates staff training; works with employees to address deficiencies and implement discipline procedures.

QUALIFICATIONS GUIDELINES

Education, Experience and Training

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

Education:

- Equivalent to a Bachelor's degree from an accredited college or university in business administration, public administration or a related field. A Master's in Public Administration or related field is desirable.

Experience:

- Five years of progressively responsible professional administrative and analytical experience in municipal government. Experience as an Assistant to the City

Manager, or equivalent, or as a Senior Administrative Analyst in a larger jurisdiction is strongly desired.

Knowledge and Abilities

Knowledge of:

- Principles, practices and methods of public administration; functions and services of City government and the roles of Manager and City Council.
- Methods of research, program analysis, and report preparation.
- Advanced administration, organization and policy analysis of municipal government.
- Public relations techniques.
- Administration and monitoring of contracts and grants.
- Principles and techniques of budget development and analysis and contract negotiations and management.
- Principles of leadership, supervision, training and performance evaluation.
- Pertinent Federal, State and local rules, laws, regulations and ordinances.

Skill in:

- Writing complex reports and reviewing and preparing Council agenda reports.
- Effectively communicating policy and procedural recommendations and other issues to City Council, commissions, employees, community groups and the public.
- Managing multiple projects

Ability to:

- Perform responsible and difficult administrative work involving the use of independent judgment and personal initiative.
- Analyze problems, identify alternative solutions, present logical conclusions and recommendations, project consequences of proposed actions and implement recommendations in support of goals.
- Prepare clear and concise reports.
- Interpret and apply pertinent Federal, State, and local laws, rules and regulations.
- Supervise, train, and evaluate assigned personnel.
- Communicate clearly and concisely, both verbally and in writing.
- Establish and maintain cooperative and effective working relationships with those contacted in the course of work.
- Exercise effective judgment, tact and diplomacy in policy and personnel matters and consider the needs of all interests and effected parties as well as the long-term impacts on the City
- Perform complex financial analysis involving the interpretation and creation of numerical models and documents.

PHYSICAL AND MENTAL DEMANDS/WORKING CONDITIONS

The physical and mental demands herein are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform these essential job functions.

- Mental function: Includes reading, writing, mathematical computations, operating a computer, problem solving, managing multiple projects, calmly handling complaints and problems from irate citizens or contractors, decision making under stressful conditions, and executing assignments with minimal supervision/direction and within established deadlines.
- Productivity: Incumbents must perform work in an efficient, effective and timely manner with minimal direction.
- Mobility: Incumbents require sufficient mobility to work in an office setting and operate office equipment. Incumbents may be required to perform light lifting and carrying, and sit, stand, walk for prolonged periods of time.
- Vision: Vision sufficient to read small print, computer screens, and printed documents, and to operate assigned equipment.
- Hearing: Incumbents are required to hear in the normal audio range with or without correction.
- Environment: Normal office setting with some travel to attend meetings or conduct site investigations. Incumbents may be required to work at both indoor and outdoor environments; individuals may be exposed to noise, dust and inclement weather conditions.
- Other factors: Incumbents may be required to work extended hours including evenings and weekends. Incumbents may be required to travel outside City boundaries to attend meetings.

Date Adopted:

Date Revised:



**RECOMMENDED SCHEDULE OF AUTHORIZED POSITIONS
FISCAL YEAR 2019/20 AND 2020/21**

Department/Positions	FY 2019/20 Adopted	Reclass	Additions/ Deletions	FY 2019/20 Recommended	FY 2020/21 Adopted	Reclass	Additions/ Deletions	FY 2020/21 Recommended
General Government:								
City Manager								
City Manager	1.00			1.00	1.00			1.00
Executive Assistant	1.00			1.00	1.00			1.00
Deputy City Manager	1.00	(1.00)		-	1.00	(1.00)		-
Assistant City Manager	-	1.00		1.00		1.00		1.00
Assistant to the City Manager	-		1.00	1.00	-	-	1.00	1.00
Sr. Management Analyst	-			-	-			-
Management Analyst	1.00		1.00	2.00	1.00		1.00	2.00
Human Resources Risk Manager	1.00			1.00	1.00			1.00
Human Resources Analyst	1.00			1.00	1.00			1.00
Sr. Office Specialist	-			-	-			-
Management Assistant	2.00			2.00	2.00			2.00
Office Specialist	0.90			0.90	0.90			0.90
City Hall Receptionist	-			-	-			-
Total City Manager	8.90	-	2.00	10.90	8.90	-	2.00	10.90
City Clerk								
City Clerk	1.00			1.00	1.00			1.00
Deputy City Clerk	2.00			2.00	2.00			2.00
Records Technician/Recording Clerk	-			-	-			-
Total City Clerk	3.00	-	-	3.00	3.00	-	-	3.00
City Attorney								
City Attorney	-			-	-			-
Assistant City Attorney	1.00			1.00	1.00			1.00
Deputy City Attorney	-			-	-			-
Sr. Legal Analyst	-			-	-			-
Management Assistant	1.00			1.00	1.00			1.00
Total City Attorney	2.00	-	-	2.00	2.00	-	-	2.00
Community Relations								
Community Relations Manager	1.00			1.00	1.00			1.00
Administrative Assistant	0.75			0.75	0.75			0.75
Total Community Relations	1.75	-	-	1.75	1.75	-	-	1.75
Total General Government	15.65	-	2.00	17.65	15.65	-	2.00	17.65



**RECOMMENDED SCHEDULE OF AUTHORIZED POSITIONS
FISCAL YEAR 2019/20 AND 2020/21**

Department/Positions	FY 2019/20 Adopted	Reclass	Additions/ Deletions	FY 2019/20 Recommended	FY 2020/21 Adopted	Reclass	Additions/ Deletions	FY 2020/21 Recommended
Library - Goleta								
Library Director	1.00			1.00	1.00			1.00
Supervising Librarian	1.00			1.00	1.00			1.00
Library Assistant I (2 Full-Time, 4 Part-Time)	3.50			3.50	3.50			3.50
Library Technician (1 Full-Time, 5 Part-Time)	2.875			2.875	2.875			2.875
Librarian II/Children's Librarian	1.00			1.00	1.00			1.00
Management Assistant	1.00			1.00	1.00			1.00
Total Library - Goleta	10.38	-	-	10.38	10.38	-	-	10.38
Library - Buellton								
Senior Library Technician	1.00			1.00	1.00			1.00
Library Assistant I (2 Part-Time)	0.75			0.75	0.75			0.75
Library Technician (2 Part-Time)	0.75			0.75	0.75			0.75
Total Library - Buellton	2.50	-	-	2.50	2.50	-	-	2.50
Library - Solvang								
Senior Library Technician	1.00			1.00	1.00			1.00
Library Technician (4 Part-Time)	1.500			1.50	1.50			1.50
Total Library - Solvang	2.50	-	-	2.50	2.50	-	-	2.50
Total Library	15.38	-	-	15.38	15.38	-	-	15.38
Finance:								
Accountant	2.00			2.00	2.00			2.00
Accounting Specialist	1.00			1.00	1.00			1.00
Accounting Manager	1.00			1.00	1.00			1.00
Budget Analyst	1.00			1.00	1.00			1.00
Finance Director	1.00			1.00	1.00			1.00
Sr. Office Specialist	1.00			1.00	1.00			1.00
Total Finance	7.00	-	-	7.00	7.00	-	-	7.00



**RECOMMENDED SCHEDULE OF AUTHORIZED POSITIONS
FISCAL YEAR 2019/20 AND 2020/21**

Department/Positions	FY 2019/20 Adopted	Reclass	Additions/ Deletions	FY 2019/20 Recommended	FY 2020/21 Adopted	Reclass	Additions/ Deletions	FY 2020/21 Recommended
Planning & Environmental Review:								
Current Planning								
Planning Director	1.00			1.00	1.00			1.00
Management Assistant	1.00			1.00	1.00			1.00
Permit Technician	1.00			1.00	1.00			1.00
Planning Manager	1.00			1.00	1.00			1.00
Supervising Senior Planner	2.00			2.00	2.00			2.00
Assistant Planner	1.00			1.00	1.00			1.00
Associate Planner †	3.00			3.00	3.00			3.00
Code Compliance Officer	1.00			1.00	1.00			1.00
Management Analyst	-			-	-			-
Office Specialist	0.50			0.50	0.50			0.50
Total Current Planning	11.50	-	-	11.50	11.50	-	-	11.50
Advance Planning								
Advance Planning Manager	1.00			1.00	1.00			1.00
Senior Planner	2.00			2.00	2.00			2.00
Total Advance Planning	3.00	-	-	3.00	3.00	-	-	3.00
Sustainability Program								
Sustainability Coordinator	1.00			1.00	1.00			1.00
Total Sustainability Program	1.00	-	-	1.00	1.00	-	-	1.00
Total Planning & Environmental Review	15.50	-	-	15.50	15.50	-	-	15.50



**RECOMMENDED SCHEDULE OF AUTHORIZED POSITIONS
FISCAL YEAR 2019/20 AND 2020/21**

Department/Positions	FY 2019/20 Adopted	Reclass	Additions/ Deletions	FY 2019/20 Recommended	FY 2020/21 Adopted	Reclass	Additions/ Deletions	FY 2020/21 Recommended
Public Works:								
Administration								
Public Works Director	1.00			1.00	1.00			1.00
Administrative Assistant	-			-	-			-
Management Assistant	0.90			0.90	0.90			0.90
Senior Office Specialist	1.00			1.00	1.00			1.00
Total Administration	2.90	-	-	2.90	2.90	-	-	2.90
Engineering								
Principal Civil Engineer	1.00			1.00	1.00			1.00
Assistant Engineer	1.00			1.00	1.00			1.00
Sr. Engineering Technician	1.00			1.00	1.00			1.00
Public Works Inspector	1.00			1.00	1.00			1.00
Traffic Engineer	1.00			1.00	1.00			1.00
Total Engineering	5.00	-	-	5.00	5.00	-	-	5.00
Facilities Maintenance								
Facilities Maintenance Technician	-			-	1.00			1.00
Total Facilities Maintenance	-	-		-	1.00	-	-	1.00
Parks & Open Spaces								
Parks & Open Spaces Manager	1.00	-		1.00	1.00	-		1.00
Maintenance Worker II	3.00			3.00	3.00			3.00
Maintenance Worker I	1.00			1.00	1.00			1.00
Administrative Assistant	1.00			1.00	1.00			1.00
Total Parks & Open Spaces	6.00	-	-	6.00	6.00	-	-	6.00
Capital Improvement								
Deputy Public Works Director	1.00			1.00	1.00			1.00
Sr. Project Engineer	2.00			2.00	2.00			2.00
Senior Management Analyst	1.00			1.00	1.00			1.00
Assistant Engineer	1.00			1.00	1.00			1.00
Total Capital Improvement	5.00	-	-	5.00	5.00	-	-	5.00
Street Maintenance								
Public Works Manager	1.00			1.00	1.00			1.00
Public Works Supervisor	1.00			1.00	1.00			1.00
Maintenance Worker II	1.00			1.00	1.00			1.00
Maintenance Worker I	1.00			1.00	1.00			1.00
Total Street Maintenance	4.00	-	-	4.00	4.00	-	-	4.00
Solid Waste & Environmental Services								
Environmental Services Coordinator	1.00			1.00	1.00			1.00
Assistant Engineer	1.00			1.00	1.00			1.00
Total Solid Waste & Environmental Services	2.00	-	-	2.00	2.00	-	-	2.00
Total Public Works	24.90	-	-	24.90	25.90	-	-	25.90



**RECOMMENDED SCHEDULE OF AUTHORIZED POSITIONS
FISCAL YEAR 2019/20 AND 2020/21**

Department/Positions	FY 2019/20 Adopted	Reclass	Additions/ Deletions	FY 2019/20 Recommended	FY 2020/21 Adopted	Reclass	Additions/ Deletions	FY 2020/21 Recommended
Neighborhood & Public Safety Services:								
Neighborhood Services								
Neighborhood Serv & Public Safety Director	1.00			1.00	1.00			1.00
Sr. Project Manager	-			-	-			-
Management Assistant	1.00			1.00	1.00			1.00
Management Analyst	1.00			1.00	1.00			1.00
Emergency Services Coordinator	1.00			1.00	1.00			1.00
Parks & Recreation Manager	1.00			1.00	1.00			1.00
Total Neighborhood Services	5.00	-	-	5.00	5.00	-	-	5.00
Economic Development								
Economic Development Coordinator	-			-	-			-
Sr. Project Manager	1.00			1.00	1.00			1.00
Total Economic Development	1.00	-	-	1.00	1.00	-	-	1.00
Total Neighborhood Services & Public Safety	6.00	-	-	6.00	6.00	-	-	6.00
Grand Total:	84.43	-	2.00	86.43	85.43	-	2.00	87.43

† Position changed from "Limited Term" to Permanent in FY19/20

**Schedule of Proposed Authorized Positions has been summarized to reflect positions in the Departments/Programs by majority of time spent
On the next page is a detailed schedule of allocations of how positions are budgeted based on time spent*



RECOMMENDED SCHEDULE OF AUTHORIZED POSITIONS
FISCAL YEAR 2019/20 AND 2020/21

Department/Positions	FY 2019/20 Adopted	Reclass	Additions/ Deletions	FY 2019/20 Recommended	FY 2020/21 Adopted	Reclass	Additions/ Deletions	FY 2020/21 Recommended
<i>*Positions are allocated by budgeted time spent in programs and department:</i>								
General Government:								
City Manager								
City Manager	1.00			1.00	1.00			1.00
Executive Assistant	1.00			1.00	1.00			1.00
Deputy City Manager	1.00	(1.00)		-	1.00	(1.00)		-
Assistant City Manager	-	1.00		1.00	-	1.00		1.00
Assistant to the City Manager	-		1.00	1.00	-	-	1.00	1.00
Sr. Management Analyst	-			-	-			-
Management Analyst	1.00		1.00	2.00	1.00		1.00	2.00
Human Resources Risk Manager	1.00			1.00	1.00			1.00
Human Resources Analyst	1.00			1.00	1.00			1.00
Sr. Office Specialist	-			-	-			-
Management Assistant	2.00			2.00	2.00			2.00
City Hall Receptionist	0.90			0.90	0.90			0.90
Total City Manager	8.90	-	2.00	10.90	8.90	-	2.00	10.90
City Clerk								
City Clerk	1.00			1.00	1.00			1.00
Deputy City Clerk	2.00			2.00	2.00			2.00
Records Technician/Recording Clerk	-			-	-			-
Total City Clerk	3.00	-	-	3.00	3.00	-	-	3.00
City Attorney								
City Attorney	-			-	-			-
Assistant City Attorney	1.00			1.00	1.00			1.00
Deputy City Attorney	-			-	-			-
Sr. Legal Analyst	1.00			1.00	1.00			1.00
Management Assistant	-			-	-			-
Total City Attorney	2.00	-	-	2.00	2.00	-	-	2.00
Community Relations								
Community Relations Manager	1.00			1.00	1.00			1.00
Administrative Assistant	0.75			0.75	0.75			0.75
Total Community Relations	1.75	-	-	1.75	1.75	-	-	1.75
Total General Government	15.65	-	2.00	17.65	15.65	-	2.00	17.65



**RECOMMENDED SCHEDULE OF AUTHORIZED POSITIONS
FISCAL YEAR 2019/20 AND 2020/21**

Department/Positions	FY 2019/20 Adopted	Reclass	Additions/ Deletions	FY 2019/20 Recommended	FY 2020/21 Adopted	Reclass	Additions/ Deletions	FY 2020/21 Recommended
Library - Goleta								
Library Director	1.00			1.00	1.00			1.00
Supervising Librarian	1.00			1.00	1.00			1.00
Library Assistant I (2 Full-Time, 4 Part-Time)	3.50			3.50	3.50			3.50
Library Technician (1 Full-Time, 5 Part-Time)	2.88			2.88	2.88			2.88
Librarian II/Children's Librarian	1.00			1.00	1.00			1.00
Management Assistant	1.00			1.00	1.00			1.00
Total Library - Goleta	10.38	-	-	10.38	10.38	-	-	10.38
Library - Buellton								
Senior Library Technician	1.00			1.00	1.00			1.00
Library Assistant I (2 Part-Time)	0.75			0.75	0.75			0.75
Library Technician (1 Full-Time, 1 Part-Time)	0.75			0.75	0.75			0.75
Total Library - Buellton	2.50	-	-	2.50	2.50	-	-	2.50
Library - Solvang								
Senior Library Technician	1.00			1.00	1.00			1.00
Library Assistant I	-			-	-			-
Library Technician (1 Full-Time, 4 Part-Time)	1.50			1.50	1.50			1.50
Total Library - Solvang	2.50	-	-	2.50	2.50	-	-	2.50
Total Library	15.38	-	-	15.38	15.38	-	-	15.38
Finance:								
Accountant	2.00			2.00	2.00			2.00
Accounting Specialist	1.00			1.00	1.00			1.00
Accounting Manager	1.00			1.00	1.00			1.00
Budget Analyst	1.00			1.00	1.00			1.00
Finance Director	1.00			1.00	1.00			1.00
Management Assistant	-			-	-			-
Sr. Office Specialist	1.00			1.00	1.00			1.00
Total Finance	7.00	-	-	7.00	7.00	-	-	7.00



**RECOMMENDED SCHEDULE OF AUTHORIZED POSITIONS
FISCAL YEAR 2019/20 AND 2020/21**

Department/Positions	FY 2019/20 Adopted	Reclass	Additions/ Deletions	FY 2019/20 Recommended	FY 2020/21 Adopted	Reclass	Additions/ Deletions	FY 2020/21 Recommended
Planning & Environmental Review:								
Current Planning								
Planning Director	0.45			0.45	0.45			0.45
Management Assistant	0.48			0.48	0.48			0.48
Permit Technician	1.00			1.00	1.00			1.00
Planning Manager	1.00			1.00	1.00			1.00
Supervising Senior Planner	2.00			2.00	2.00			2.00
Assistant Planner	1.00			1.00	1.00			1.00
Associate Planner (1 at 2 year term)	3.00			3.00	3.00			3.00
Code Compliance Officer	1.00			1.00	1.00			1.00
Management Analyst	-			-	-			-
Office Specialist	0.50			0.50	0.50			0.50
Total Current Planning	10.43	-	-	10.43	10.43	-	-	10.43
Building & Safety								
Planning Director	0.05			0.05	0.05			0.05
Management Assistant	0.03			0.03	0.03			0.03
Total Building & Safety	0.08	-	-	0.08	0.08	-	-	0.08
Advance Planning								
Planning Director	0.40			0.40	0.40			0.40
Advance Planning Manager	1.00			1.00	1.00			1.00
Senior Planner	2.00			2.00	2.00			2.00
Management Assistant	0.40			0.40	0.40			0.40
Total Advance Planning	3.80	-	-	3.80	3.80	-	-	3.80
Planning Commission & Design Review Board								
Planning Director	0.10			0.10	0.10			0.10
Management Assistant	0.10			0.10	0.10			0.10
Total Planning Commission & Design Review Board	0.20	-	-	0.20	0.20	-	-	0.20
Sustainability Program								
Sustainability Coordinator	1.00			1.00	1.00			1.00
Total Sustainability Program	1.00	-	-	1.00	1.00	-	-	1.00
Total Planning & Environmental Review	15.50	-	-	15.50	15.50	-	-	15.50



**RECOMMENDED SCHEDULE OF AUTHORIZED POSITIONS
FISCAL YEAR 2019/20 AND 2020/21**

Department/Positions	FY 2019/20 Adopted	Reclass	Additions/ Deletions	FY 2019/20 Recommended	FY 2020/21 Adopted	Reclass	Additions/ Deletions	FY 2020/21 Recommended
Public Works:								
Administration								
Public Works Director	0.55			0.55	0.55			0.55
Administrative Assistant	-			-	-			-
Management Assistant	0.80			0.80	0.80			0.80
Management Analyst	-			-	-			-
Senior Management Analyst	0.20			0.20	0.20			0.20
Senior Office Specialist	0.90			0.90	0.90			0.90
Total Administration	2.45	-	-	2.45	2.45	-	-	2.45
Engineering								
Deputy Public Works Director	0.10			0.10	0.10			0.10
Principal Civil Engineer	1.00			1.00	1.00			1.00
Assistant Engineer	1.00			1.00	1.00			1.00
Sr. Engineering Technician	1.00			1.00	1.00			1.00
Public Works Inspector	1.00			1.00	1.00			1.00
Traffic Engineer	1.00			1.00	1.00			1.00
Total Engineering	5.10	-	-	5.10	5.10	-	-	5.10
Facilities Maintenance								
Facilities Maintenance Technician	-		-	-	1.00			1.00
Total Facilities Maintenance	-	-	-	-	1.00	-	-	1.00
Parks & Open Spaces								
Public Works Manager	0.35			0.35	0.35			0.35
Parks & Open Spaces Manager	1.00			1.00	1.00			1.00
Maintenance Worker I	2.00			2.00	2.00			2.00
Public Works Supervisor	0.10			0.10	0.10			0.10
Maintenance Worker II	1.30			1.30	1.30			1.30
Administrative Assistant	0.60			0.60	0.60			0.60
Total Parks & Open Spaces	5.35	-	-	5.35	5.35	-	-	5.35
Capital Improvement								
Deputy Public Works Director	0.70			0.70	0.70			0.70
Public Works Director	0.20			0.20	0.20			0.20
Sr. Project Engineer	2.00			2.00	2.00			2.00
Management Analyst	-			-	-			-
Senior Management Analyst	0.75			0.75	0.75			0.75
Assistant Engineer	1.00			1.00	1.00			1.00
Total Capital Improvement	4.65	-	-	4.65	4.65	-	-	4.65
Street Maintenance								
Public Works Manager	0.65			0.65	0.65			0.65
Public Works Director	0.20			0.20	0.20			0.20
Administrative Assistant	0.40			0.40	0.40			0.40
Lead Maintenance Worker	-			-	-			-
Public Works Supervisor	0.90			0.90	0.90			0.90
Maintenance Worker II	2.70			2.70	2.70			2.70
Maintenance Worker I	-			-	-			-
Total Street Maintenance	4.85	-	-	4.85	4.85	-	-	4.85



**RECOMMENDED SCHEDULE OF AUTHORIZED POSITIONS
FISCAL YEAR 2019/20 AND 2020/21**

Department/Positions	FY 2019/20 Adopted	Reclass	Additions/ Deletions	FY 2019/20 Recommended	FY 2020/21 Adopted	Reclass	Additions/ Deletions	FY 2020/21 Recommended
Solid Waste & Environmental Services								
Environmental Services Coordinator	1.00			1.00	1.00			1.00
Public Works Director	0.05			0.05	0.05			0.05
Deputy Public Works Director	0.20			0.20	0.20			0.20
Administrative Assistant	-			-	-			-
Management Assistant	0.10			0.10	0.10			0.10
Senior Office Specialist	0.10			0.10	0.10			0.10
Management Analyst	-			-	-			-
Senior Management Analyst	0.05			0.05	0.05			0.05
Assistant Engineer	1.00			1.00	1.00			1.00
Total Solid Waste & Environmental Services	2.50	-	-	2.50	2.50	-	-	2.50
Total Public Works	24.90	-	-	24.90	25.90	-	-	25.90
 Neighborhood & Public Safety Services:								
Neighborhood Services								
Neighborhood Serv & Public Safety Director	0.90			0.90	0.90			0.90
Sr. Project Manager	0.25			0.25	0.25			0.25
Economic Development Coordinator	-			-	-			-
Emergency Services Coordinatior	1.00			1.00	1.00			1.00
Management Assistant	1.00			1.00	1.00			1.00
Management Analyst	0.90			0.90	0.90			0.90
Parks & Recreation Manager	-			-	-			-
Total Neighborhood Services	4.05	-	-	4.05	4.05	-	-	4.05
Economic Development								
Economic Development Coordinator	-			-	-			-
Sr. Project Manager	0.75			0.75	0.75			0.75
Total Economic Development	0.75	-	-	0.75	0.75	-	-	0.75
Parks & Recreation								
Neighborhood Serv & Public Safety Director	0.10			0.10	0.10			0.10
Management Assistant	-			-	-			-
Management Analyst	0.10			0.10	0.10			0.10
Parks & Recreation Manager	1.00			1.00	1.00			1.00
Total Parks & Recreation	1.20	-	-	1.20	1.20	-	-	1.20
Total Neighborhood Services & Public Safety	6.00	-	-	6.00	6.00	-	-	6.00
 Grand Total:	84.43	-	2.00	86.43	85.43	-	2.00	87.43
	-			-	-			-

Schedule of FY 2019/20 and 2020/21 Budget Adjustments - Expenditures

Exhibit C

FY 2019/20

Department/ Program Name	Fund	Account Code	Account Name	FY 2019/20 Adopted Budget	Amendment Requests	Type of Request	FY 2019/20 Amended Budget
City Manager's Office	101	5-1200-001	Regular Salaries	\$ 1,069,200.00	\$ 75,900.00	New	\$ 1,145,100.00
City Manager's Office	101	5-1200-058	Benefit Plan Allowance	136,200.00	11,800.00	New	148,000.00
City Manager's Office	101	5-1200-061	Phone Allowance	3,100.00	200.00	New	3,300.00
City Manager's Office	101	5-1200-050	Retirement	126,600.00	10,900.00	New	137,500.00
City Manager's Office	101	5-1200-051	Social Security & Medicare	18,300.00	1,400.00	New	19,700.00
City Manager's Office	101	5-1200-056	Life Insurance	3,100.00	200.00	New	3,300.00
City Manager's Office	101	5-1200-057	Long-Term Disability	5,000.00	400.00	New	5,400.00
Net Total				\$ 100,800.00			\$ 1,462,300.00

Total New Appropriation \$ 100,800.00

FY 2020/21*

Department/ Program Name	Fund	Account Code	Account Name	FY 2018/19 Adopted Budget	Amendment Requests	Type of Request	FY 2018/19 Amended Budget
Net Total				\$	-		

**No additional appropriation for FY 2020/21. Amendments will be recommended during the Mid-Cycle budget review process.*