



Citygate Study

City Manager Dept and
Neighborhood Services & Public Safety Dept

CITY COUNCIL MEETING
SEPTEMBER 17, 2019

Staff:
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Purpose

- Neutral perspective
 - Former executives from other cities
- High level “big picture” view
 - Organizational Structure
 - Operational Functions
 - Staffing Levels
- Enhance organizational effectiveness
- Plan for current and future needs

Process & Timeline

Time	Actions
September 2018	Contract Approved
October 2018	Site Visit 21 Staff & Council Interviews
Winter 2018/19	Review of documents, budget
Spring 2019	Extra Services: Reviewed ThirdWave's I.T. Study
Spring 2019	Preliminary Draft Report
July 2019	Final Report
July & August 2019	Feedback on staff implementation plan

Observations

- Both Departments
 - Conduct heavy day-to-day workload
 - Play vital role in planning for the future
 - Forward-thinking analysis & project planning
 - Strong sense of pride
 - Uniform anxiety over being able to accomplish it all

Observations- City Manager Dept

- Workload & complexity typical of much larger City
- Operational needs vs. high priority project demands
- Strong management practices
- Needs & opportunities identified
 - Additional analytical and project management support
 - Executive-level support CM in overseeing major operations and departments
 - Streamline administrative processes
 - Delegate decision-making down in the organization
 - More direct communication w/ public safety agencies

Observations Neighborhood Svcs & Public Safety

- Key in incubating & accomplishing landmark projects
- “Unique & disparate array” of responsibility
- Parks & open space inventory very large for city this size
- Good management practices
- Needs & opportunities identified
 - Website improvements
 - Creative recreation funding
 - Monitor partners, create new partnership
 - Delegate P&R Commission to management level
 - Public Safety- More data reporting, closer CM communication
 - As agency grows, narrow the department focus

Observations- City overall

- Evolving from “Direction” to “Delegation” Growth Phase
 - Push decision-making down in the organization
 - Define roles & responsibilities to avoid stress
- Experiencing Tension Between
 - Funding reality of Revenue Neutrality Agreement
 - Pressure to provide full-service City
- Need to invest in and better use technology

Citygate Recommendations

Already Implemented or Implementing

- ❑ DCM → ACM with oversight of major functions and operational departments, including Library and Parks & Rec services
 - ACM review of administrative and team process improvements
 - CM & ACM push responsibility down in organization
- ❑ CM Maintains oversight of Finance, PW, PER, and Public Safety
 - Enhance direct communication with Police & Fire liaisons through quarterly meetings and direct major incident contact
 - Work to improve public safety performance data and reporting
- ❑ Add analytical & project management staff (pending Council approval)

Citygate Recommendations

Already Implemented or Implementing

- ❑ Citizen- focused Parks & Recreation website
 - One-stop shopping (Parks, maintenance service requests, planning docs, etc.)
 - Facilitator of partner relationships (GVCC, Girls & Boys, Girsh Park, etc.)
- ❑ Strong recreation lease and relationship management w/ third parties
 - Explore partnerships with school district
- ❑ Finance Related
 - Regularly review fees
 - Long-term forecast modeling of full costs of new projects and services
 - Develop a funding strategy for Parks Master Plan

Citygate Recommendations

Not recommended for implementation at this time

Rearranging organization to accommodate full-service recreation programs

- Combine Parks & Rec, Library, and Parks Maintenance (PW)
 - Move Public Safety to direct report to CM
 - Move Senior Project Manager (econ development, housing, etc.) to CM to augment analytical/project management
- Consider regional special district
- Purchase facility reservation & registration software
- Dedicated resource development (grants) position – Maybe?

Future Considerations

- ❑ Move some NSPS elements such as housing, redevelopment, CDBG, economic development, to a “Community Development” department
 - Model used by many cities, including Santa Barbara
- ❑ Open Space- ways to coordinate the 4 focuses- environmental, recreation, safety (e.g. fire), and maintenance
 - New Open Space Manager in January
- ❑ Consideration of a dedicated grants position to pursue and manage outside grants
- ❑ Recreation- policy and funding for programming and facility management (Facilitator? Direct provider?)

Staff Recommendation to Council

- ☐ Update job description of ACM (no cost)
- ☐ Add ATCM position and approve budget March 2020
- ☐ Add Management Analyst and approve budget March 2020
- ☐ Support filling the Management Assistant in NSPS (already budgeted)
 - New active centralized management of City Assist
- ☐ Informally support staffing boards and commissions with management
- ☐ Informally support exploring possible grants position