



TO: Mayor and Councilmembers

FROM: Michelle Greene, City Manager

CONTACT: Kristine Schmidt, Assistant City Manager

SUBJECT: Organizational Changes

RECOMMENDATION:

- A. Approve a reorganization affecting the Planning and Environmental Review Department, Neighborhood Services and Public Safety Department, City Manager's Department, and Finance Department and creating a new General Services Department.
- B. Adopt Resolution No. 20-___, 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 Years 2021/22 and 2022/23 to reclassify the Planning and Environmental Review Director to "Community Development Director", reclassify the Neighborhood Services and Public Safety Director to "Neighborhood Services Director", reclassify the Library Director to "Library Director (Assistant Neighborhood Services Director)", and reclassify the Principal Project Manager to the "General Services Director" with related salary changes and amendments to approved job specifications effective July 31, 2021.

BACKGROUND:

On February 18, 2020, during the Fiscal Year 2020/21 Budget Planning process, Council considered and approved the following organizational changes:

- Moved the Affordable Housing function from Neighborhood Services and Public Safety (NSPS) Department to a new program in the existing Planning and Environmental Review Department (PER);
- Created a new Senior Housing Analyst position in the Affordable Housing program;
- Allocated the PER Director and administrative support to a new "Administration" program for budgeting purposes;
- Added a Management Assistant to the Sustainability Program.

At that time, staff also recommended the following changes to recognize the widening scope of the PER department and to align the City's organizational structure with commonly established municipal practices:

- Rename the department the "Community Development Department" to recognize its more diverse function and to align it with the standard for departments of similar scope in other cities;
- Retitle the Planning and Environmental Review Director position to "Community Development Director", with its compensation tied to the labor market for comparable Community Development Director positions (an increase of one salary range).

While expressing conceptual support, Council asked for additional information about these changes before proceeding, including more information about what other cities do. Council also expressed interest about the organization of the Neighborhood Services and Public Safety Department (NSPS) and the remaining scope of that department.

The further consideration of these issues was put on hold with the advent of the COVID-19 pandemic. Both new positions (Senior Housing Analyst and Sustainability Management Assistant) were frozen unfilled, and staff turned its attention to the COVID-19 crisis.

However, with the lifting of the hiring freeze in the recent budget cycle adoption and the recent departure of the longtime Neighborhood Services and Public Safety (NSPS) Director, the time is ideal to consider organizational changes. The recommended PER Department changes from February 2020 have been supplemented with additional recommended changes affecting the NSPS and City Manager's departments, as well as the Finance Department, and reallocating and reclassifying existing positions to create a new General Services Department.

DISCUSSION:

The following changes are recommended to the City's organizational structure. If approved by Council, position reclassifications would be effective immediately to allow timely recruitment under the new structure, and changes related to accounting, the general ledger, and the chart of accounts would be made to the Fiscal Year 2021/22 adopted budget through a subsequent budget adjustment process.

Recommendation: Change Planning & Environmental Review to "Community Development" Department

This was the original recommendation presented to the City Council in early 2020. The recommended change in title from "Planning & Environmental Review" to "Community Development" aligns the City with commonly established municipal practice. It recognizes the changing nature of that department. The scope of the department now includes the creation and preservation of affordable housing stock, and a robust environmental policy component, focusing primarily on energy conservation, sustainability and self-sufficiency. Both of these functions are closely aligned with, but separate from, traditional community

planning and building activity. The department is assuming a broader responsibility to assist Council and the public in formulating and implementing policies which balance environmental, economic and social needs for the present and future.

It is common for other agencies to include the housing function in the same department as planning and building functions, and to call the department "Community Development." In fact, when staff surveyed 59 other cities in the tri-county area and beyond (see Attachment 1), a significant majority of cities (78%), and virtually all of the cities with their own planning division, have a department called Community Development. The majority of cities with a Community Development Department (54%) also specifically include an affordable housing function in that department.

At the February 18, 2020 meeting, "Community Services" was mentioned as a possible alternate title for PER, however a review of standard industry practice shows that city "Community Services" departments tend almost universally to be responsible for functions more akin to our Neighborhood Services functions (see Attachment 3). Staff recommends the names "Community Development Department" and "Community Development Director" as most consistent with established municipal practice and therefore more recognizable to people in the profession and those who are associated with the profession. However, if Council wishes to retain a direct reference to the environmental element of community development in the department title, staff offer the alternatives of "Community Development and Environmental Review Department" or "Community Development and Sustainability Department"¹ as alternatives².

Recommendation: Move Public Safety to City Manager Department

A 2019 Management Study performed by Citygate (Attachment 2) of the Neighborhood Services and Public Safety Department (NSPS) recommended several structural changes that were not implemented at the time. One of these recommendations was to move the public safety functions of NSPS directly under the City Manager's department. At the time, staff did not recommend moving forward with this recommendation, as we had an NSPS Director with significant expertise and passion for public safety functions and well-established professional connections to the County Fire and Sheriff personnel. However, we did commit to revisit this recommendation in the event of staff turnover.

With the departure of the NSPS Director, staff believe that the timing is right to move the public safety functions under the direct management of the City Manager's Department. In recommending this direct City Manager oversight, Citygate identified the goal of ensuring a relationship of trust and unfiltered communication between the City Manager and police and fire liaisons, a shared vision and philosophy toward public safety, and mutual support at the highest organizational level. Since the NSPS Director left in early February of 2021, the City Manager has been overseeing public safety and meeting regularly with the police and fire liaisons, and this has been conducive to those goals. Since the Citygate recommendation was last considered, other staff have become

¹ The City of Davis has a "Community Development and Sustainability Department."

² Staff note that environmental programs exist in other departments, too (e.g., the Environmental Services program and Butterfly Habitat Management function in Public Works).

available in the City Manager's division to support this oversight, such as the new Community Relations Manager (formerly with the County Sheriff's department) for communications/PIO and the Assistant to the City Manager (added in 2020) for contracting and reporting. When the management analyst position in the City Manager's Office, which was subject to the hiring freeze,) is filled, the capacity in the City Manager's Office will be available for sustainable ongoing management of this function. This would include overseeing, the animal services contract with the County and the parking enforcement function.

Recommendation: Combine Parks and Recreation and Library functions into "Neighborhood Services" Department

Another recommendation of the Citygate study that was not implemented was to combine library and parks and recreation functions into a new "Neighborhood Services" department. As mentioned above, staff surveyed 59 other cities in the tri-county area and beyond. Our survey showed that Neighborhood Services Departments, which are more commonly referred to as "Community Services" departments or some variation thereof, usually include the parks and/or recreation function (76%). Like in the City of Goleta, these departments also tend to have a diverse variety of community-facing priorities assigned to them (but rarely public safety). A significant portion of the cities who run their own library (40%) assign library management to their Community Services department (See Attachment 3).

Combining the library, parks and recreation (including community center oversight), and other neighborhood services is a logical next step in the evolution of the City's departments in staff's estimation. The Citygate report identified these as "quality-of-life" services with a "common alignment within a comprehensive program of community services that promote the community's unique spirit and identity." These are highly valued services with frequent and ongoing patron engagement. Staff recommends including Emergency Services in this category, as that function is heavily focused on organizational and community readiness, education and training, and volunteer response. Emergency operations functions would be closely coordinated with the City Manager's Office, as they are now. The Monarch Butterfly Docent Program and Volunteer Network would remain in this department. Homeless programs and City grant programs (CDBG, City, intergovernmental and support to other agencies programs) would remain in Neighborhood Services. The "CityAssist" centralized customer service system would also logically fall in this category, too.

Combining these library and neighborhood services recognizes their common day-to-day quality-of-life objectives and will align executive and administrative assistance in support for shared goals. The Neighborhood Services Director could focus on the implementation of the various community planning documents such as the Parks, Facilities and Playgrounds Master Plan, Recreation Needs Analysis, Homeless Strategic Plan, and Library Strategic Plan (coming this year). This would include any new recreation roles that Council wants to assume, such as management of the community center or direct recreation programming. The position could also focus closely on finances. The Library Department has become one of the most complicated departmental budgets to plan and

administer due both to the need to track multiple funding sources (County per capital, Measure L, Goleta General Fund) and the calculation of direct cost and overhead related to the City's management of the libraries in Buellton and Solvang. Consolidating the two departments will consolidate financial planning and administration support for both functions at the department level, relieving an existing burden on the Finance department and the Library Director. Administrative staff can cross-train and share support duties for staff, customer service, and the Library and Parks and Recreation Commissions.

Staff is not recommending that parks maintenance or open space planning and maintenance be moved to Neighborhood Services, though this was recommended by Citygate, though we did give it serious consideration. This is chiefly for continuity of supervision, as the City has a single maintenance crew in Public Works performing streets, parks and open space maintenance and we are not in a position to split that staff. There is also a connection of these functions to the maintenance of street and other public trees, which falls under the responsibilities of Public Works. Finally, staff believe that because the maintenance of parks and open spaces is more functional/operational, it is more appropriate for Public Works than for the Neighborhood Services' parks planning and community use functions. However, staff will continue to track that Citygate recommendation and realignment of these functions could be considered in the future, particularly if the City is ever in the position to have a separate grounds maintenance staff.

Recommendation: Move Economic Development to the City Manager's Department

The Citygate study recommended that the economic development and property management functions of NSPS be moved out of Neighborhood Services to the City Manager's Department, and it makes sense from a structural perspective. Citygate noted that many of the job duties of the current Principal Project Manager³ position (economic development, property acquisition, facility-related capital improvement project (CIP) management) could be achieved within the City Manager's Department, and that the high-level skills of this classification could be more effectively deployed in a central role in the organization. Citygate noted that in smaller cities, it is common for economic development activities to be overseen and 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.

In staff's experience, it is not uncommon to have economic development in the City Manager's Department. Our survey of 59 other cities in the tri-county area and beyond showed that the economic development function is in the City Manager's Department in about half of these agencies (with Community Development Departments also being a

³ At the time of the Citygate study, the position was titled "Senior Project Manager. In recent years, in addition to its economic development and department financial responsibilities, this position had been drawn more deeply into property and facility acquisition (City Hall, project-related properties) and facility capital projects management (Train Station, Fire Station 10). In fall 2019, after the Citygate study was complete, this position was reclassified to a management-level "Principal Project Manager" to recognize the high level of responsibility, accountability, and interfaces of the position, but Citygate's reasoning remains relevant to the current "Principal Project Manager" position

common location for Economic Development). With the refined focus of the Neighborhood Services Department on those quality-of-life services, like library and parks and recreation, bringing economic development into the City Manager's department makes structural sense. Staff envision that economic development and the implementation of the Economic Development Strategic Plan, though managed from the City Manager's Office, will be a team effort involving staff from multiple departments.

Recommendation: Create a New General Services Department

Staff are recommending that Council approve the creation of a new General Services Department to address unmet needs that will consist of the following functions:

- Facilities Management;
- Fleet Management;
- Purchasing
- Information & Communications Technology; and
- Other functions later determined.

The functions listed above have been identified as important programs to which we have not been able to devote the attention they deserve under our current structure, as explained further below. The focus of the General Services Department will be to ensure that all City staff have the space, resources, and equipment that they need to carry out their primary mission. General Services departments and/or divisions exist in cities and counties throughout California and frequently include one or more of these functions. One example is the County of Santa Barbara, whose General Services Department includes a range of functions that are very similar to what is proposed here: Facility Management, Real Estate Services, and Capital Projects; Vehicle Operations; Information & Communications Technology; and Purchasing & Surplus Property. Another example is the County of Santa Cruz, whose major functions include facilities maintenance, construction management, fleet services, and the central purchasing division. Other agencies include a variety of different functions under the heading of a General Services department (For example, the cities of Los Angeles, Torrance, Riverside, Santa Clarita, Clovis, Dana Point, and the counties of Kern, San Joaquin, Sonoma, Yolo, and Sutter, to name a few).

Staff has for some time been aware of an unmet need related to the management of the City's growing portfolio of public facilities (City Hall, the Goleta Valley Library, the Goleta Community Center, the Corporation Yard, the former Direct Relief Facility/future Train Depot, the Historic Stowe House, the Historic Train Depot, and minor facilities in parks, such as the Stow Grove house). These facilities need dedicated attention and a long-term vision to keep them safe and healthy and to preserve and/or upgrade them for community use for the next 50 years. The Principal Project Manager position was reclassified in December 2019 with the hope that we could use this position and its related expertise to address these needs. The position has not yet fully assumed these duties, as the pandemic hit and the citywide hiring freeze required the position to focus on other duties, but it is still an important unmet function.

In addition, as was emphasized in the Public Works Department's Work Program Workshop on April 27, 2021, we do not have staff dedicated to maintenance of these

facilities, which has created a strain on oversubscribed Public Works staff from Streets and/or Parks and Open Spaces. A Facilities Maintenance Technician position was approved for June 2020 but has not been filled due to the citywide hiring freeze. In the recommended new structure, this position would report to the new General Services Division and would perform and/or help oversee contractors performing facilities maintenance.

The areas related to Facilities Management that would be covered in General Services include:

- Real Property Acquisition and Disposition: Negotiate property purchases and leases related to City facilities and City projects. Oversee the disposition of excess property as appropriate.
- Real Property Management/Tenant Relations: Provide long-term vision and oversight for all City facilities. Negotiate leases on City properties and serve as the landlord/property manager to these lessees.
- Building Maintenance & Replacement: Operational, maintenance and construction services to maintain a clean, safe and functional environment in which to conduct City business. This includes setting the maintenance and replacement schedules for each facility and establishing related funding plans.
- Capital Improvements: In cooperation with the newly approved Capital Improvement Program Manager in Public Works, manage the design and construction of projects on City facilities ranging from capital renewal, tenant improvements, code upgrades, major maintenance, energy efficiency upgrades, and renewable energy installations; apply for available grants.
- Custodial and landscaping services (contracted) and periodic inspections.
- Building security.
- ADA/Section 504 Compliance.⁴

Fleet Management involves the maintenance and scheduled replacement of the City's fleet of vehicles. Maintenance staff dedicated to Streets and/or Parks and Open Spaces have performed this work as they can, but this has been difficult under their other workload. The General Services Department would be responsible for purchasing vehicles, tracking the assignment of vehicles, setting maintenance and replacement schedules and establishing related funding plans, contracting for and coordinating vehicle maintenance, purchasing vehicles, and contracting for/performing routine cleaning.

This department would oversee the City's Information Technology function. This involves implementing the I.T. Strategic Plan by working with departments and our IT contractor to scope, prioritize and implement new technologies, and overseeing the contract for day-to-day helpdesk and hardware replacement (currently with Synergy). The HR/Risk Manager has been managing this function, but it really needs to be supported at a level commensurate with its importance to City services now and in the future, and the Human Resources and Risk Management demands have also increased as staffing has

⁴ Staff note that if the City were to take a more active role in the management of the Goleta Community Center, the General Services Department would also be well positioned to support Neighborhood Services in that role, allowing them to focus on program enhancement and community support.

increased. Council approved the creation of a Management Analyst- Information Technology effective in March 2020 to be focused 50% on Information Technology and 50% on general management support. This position, which has not yet been filled due to the hiring freeze, would report to the new General Services Division when hired and the non-IT capacity would assist with other department functions. This change will allow the existing support services division in the City Manager's Office to refocus on its core responsibilities of Human Resources and Risk Management, as well as the new Diversity, Equity and Inclusion Initiatives.

Finally, this department would oversee Purchasing. In this role they would advise departments on preparing quote, bid and proposal packages and advertising and soliciting for competitive bids to supply goods equipment, materials and services. They will assist departments with creating contracts and purchase orders. They will purchase general supplies and office supplies for facilities and departments citywide. They will monitor State contracts for cooperative purchases, keep bidders' lists, and assist with disposal of surplus property. This will relieve this responsibility from an accountant in the Finance Department who has seen a large increase in professional accounting work due to new computer systems and online processes, as was communicated to Council with the Finance Department Work Program. The new department would initially consist of the following positions:

- Existing position: General Services Director (reclassification of Principal Project Planner)
- Existing position: Management Analyst (moved from City Manager's Office. 50% Information Technology, 50% other)
- Existing position: Facilities Maintenance Technician (moved from Public Works)
- Partial Position: Continue existing I.T. invoice processing provided by a Management Assistant in Support Services.

Staff will evaluate staffing needs moving forward. In particular, depending on the facilities and fleet-related workload, it may make sense to add a purchasing position given the complexity of procurement rules and significant need for department support in this area.

Recommendation: Move certain functions from NSPS to Finance

There are several functions previously performed by NSPS that we recommend moving to the Finance Department. This would include the remaining functions of the former Redevelopment Agency under the Successor Agency, which at this point primarily consist of financial reporting and reconciliation. Community Development would support the Finance Department in these efforts. Should state-supported redevelopment come back in any significant way in the future, the Community Development Department and Finance Department would be the departments to naturally pick up these functions.

Licensing review and approval functions performed by NSPS would also go to Finance. This would include general business licenses and specialty business permits and licenses such as: Firearms, Massage Technicians and Establishments, Taxicabs, Tobacco Retailing, Short-Term Vacation Rentals, and Cannabis business license review and approvals. Licensing review would also include Live Scan reviews for the specialty license

types that require it, such as with Massage Technicians and Establishments and Cannabis. Additionally, Finance would review and prepare staff reports for Council approval for items related to the California Department of Alcohol Beverage Control (ABC) license. The overall business license routing process would maintain its routing and review process with the other applicable departments. This includes Risk Management (only if insurance is required), Planning, Code Enforcement, Building and Safety, and Finance for final approval and issuance. Finance already plays a role in issuing these types of licenses areas and will now have final approval to issue license which was previously with NSPS. Additional workload in this area would be absorbed by the Management Assistant position that has already been added to the Finance Department as part of the Fiscal Year 2021-22 Budget.

Summary: Revised Allocation of Functions

The proposed reorganization will result in an allocation of functions as follows:

New Functions of "Community Development Department"	New Functions of "Neighborhood Services" Department	New Functions of "General Services Department"
<ul style="list-style-type: none"> Affordable Housing Program (new, already Council-approved) Sustainability (Energy) Program (enhanced, already Council-approved) Hydrogen Sulfide (H₂S) Liaison (new) 	<ul style="list-style-type: none"> Library Services (new) 	<ul style="list-style-type: none"> City Facilities Management <ul style="list-style-type: none"> Property Acquisition & Disposition (new) City Facility Long Range Planning & Capital Project Mgmt. (new) City Facility Maintenance (new) City Facility property management/ tenant relations (new) City Fleet Management (new) Information & Communications Technology (new) Purchasing (new)
Functions Retained for Community Development Department	Functions Retained for Neighborhood Services Department	Functions Retained for General Services Department
Current Planning Advance Planning	Parks (Planning, CIP, Use) Recreation & Community Center Homelessness Special Events Emergency Services/CERT Grants Programs CityAssist (Citywide)	N/A

New Functions of City Manager Department	New Functions Finance Department	New Functions Public Works Department
<ul style="list-style-type: none"> • Oversee Sheriff contract, County Fire liaison (new) • Oversee Animal Control Contract (new) • Oversee Parking Enforcement Contract (new) • Economic Development Team (new) 	<ul style="list-style-type: none"> • Successor Agency to the RDA (enhanced) • Business Licensing (enhanced) 	<ul style="list-style-type: none"> • Citywide Capital Improvement Program Coordination⁵ (enhanced, already Council-approved)
Functions Retained for CM Department	Functions Retained for Finance Department	Functions Retained for Public Works Department
Central Management City Clerk Human Resources Community Relations Council Support Budget Oversight	Financial Administration Budget & Financial Analysis Accounting Treasury Debt Payroll Accounts Payable Debt Management Business Licenses	Engineering Capital Projects Streets Maintenance Parks Maintenance Open Space Management Street Lighting Maintenance Environmental Services

Summary: Staffing Adjustments

The following staffing adjustments are recommended, and reflected in the Attached Organizational Chart (Attachment 4):

1. A recent labor market survey showed that the Community Development Director position is commonly aligned closely to the Public Works Director as the top non-safety department director positions (Attachment 5). The increase to the salary range for the reclassified Community Development Director to Range 118 will align the salary at 5% below the current Public Works Director, who receives a 5% special pay as the City Engineer. The position will be 5% below the Assistant City Manager.
2. The Neighborhood Services and Public Safety Director will be retitled to Neighborhood Services Director and its salary will remain unchanged.
3. The Library Director will continue as the City's Library Director and chief librarian, but with reduced administrative and executive role in the organization, allowing that position to focus on the direct management of library services. The position will carry the classification title of Library Director (Assistant Neighborhood Services Director) in recognition of its expertise, direct supervision and oversight of a significant portion of the Neighborhood Services Department's staff, and scope of operations in three branch library locations. The existing Library Director's salary will be "Y-rated" (frozen) at the existing level until the top of the new classification

⁵ The already approved Capital Improvement Program Manager and assigned staff will centrally coordinate and support the Capital Improvement Program and projects citywide, regardless of the project sponsor department [e.g., Public Works (streets, open spaces), Neighborhood Services (parks) or General Services (facilities)].

catches up to that salary rate through regular cost-of-living adjustments to the salary range.

4. Staff currently assigned to the Library Department will be moved to a new Library Division in the Neighborhood Services Department. The Management Assistant assigned to the Library will continue to support the Library Director with operations (purchasing, etc.) and the Neighborhood Services Director with finances (budget, etc.).
5. The Principal Project Manager will be reclassified to the General Services Director with the salary set at range 117, an increase of two salary ranges, the same as the Neighborhood Services Director and other department directors. Should the current Principal Project Manager remain in this position, he will be reclassified. Should he be selected as the Neighborhood Services Director, a recruitment will be conducted to fill the General Services Director position.
6. The existing Facilities Maintenance Technician will be moved to the General Services Department.
7. The existing Management Analyst- Information Technology will be moved from the City Managers Division to the General Services Department.

New classification specifications for the revised positions (Community Development Director, Neighborhood Services Director, Library Director (Assistant Neighborhood Services Director)) are included with the implementing Resolution (Attachment 6).

Future Considerations

As the City of Goleta matures and grows, and staff turnover occurs, it is to be expected that we will occasionally reorganize. Staff believe that the proposed structure is logical now and for the foreseeable future, but we should always remain nimble and open to change to optimize operations. Functions that tend to move between major departments in other cities, or even be allocated to their own department, depending on the needs of the particular organization, include Sustainability/Energy, Environmental Services/Solid Waste, Stormwater Management, Risk Management, Transportation Planning and Programs, Parks and Open Space Maintenance, Park and Open Space Management, Urban Forest Management, etc.

FISCAL IMPACTS:

As these recommendations primarily involve reallocating existing budgeted positions, the costs are not very large for the scope of the change at this time. The table below summarizes the direct fiscal impact for the personnel being recommended for reclassification:

Total Estimated Cost:

Change	Net Annualized Budget Cost
Adjust Community Development Director (PER Director): From Grade/Range 117 to 118	\$20,500
Reclass Principal Project Manager to "General Services Director": From Grade/Range 115 to 117	\$35,900
Reclass Library Director to "Library Director (Assistant Neighborhood Services Director)": From Grade/Range 117 to 116	\$(18,700)
"FULLY LOADED" ADDITIONAL BUDGET COST	\$ 37,700

If approved, these position reclassifications would be effective immediately to allow timely recruitment under the new structure. Changes related to accounting, the general ledger, and the chart of accounts would not be made to the Fiscal Year 2021/22 adopted budget until the subsequent first or second quarter budget adjustment process. Because the Neighborhood Services Director and General Services Director positions will not be filled permanently until after a recruitment, there will likely be FY 2021/22 salary savings.

As mentioned earlier in the report, staff will evaluate staffing needs moving forward with the new General Services Department. In particular, depending on the facilities and fleet-related workload, it may make sense to add a purchasing position given the complexity of procurement rules and significant need for department support in this area. Staff may return at a future date to make recommended staffing changes to ensure resources are adequate.

Staff will also return with any needed amendments to the Municipal Code and other ordinances related to these changes.

ALTERNATIVES:


Council could decline to proceed with the changes or request additional information from staff.

Reviewed By:**Legal Review By:****Approved By:**


Kristine Schmidt
Assistant City Manager



Michael Jenkins
City Attorney



Michelle Greene
City Manager

ATTACHMENTS:

1. Survey of Communities (Community Development)
2. Staff Report Regarding the Citygate Report, September 2019
3. Survey of Communities (Neighborhood Services)
4. Proposed Organizational Chart
5. Compare Director Salary Alignment in Public Works and Community Development
6. Resolution with updated the salary schedules and Classification Specs
7. Presentation

ATTACHMENT 1:

Survey of Communities (Community Development)

	A	B	C	D	E	F	G
	JURISDICTION	POPULATION	GEOGRAPHICAL SIZE	FORM OF GOVERNMENT	HAS COMMUNITY DEVELOPMENT DEPARTMENT (Y/N)	DIVISIONS INCLUDED IN COMMUNITY DEVELOPMENT	DIRECTOR TITLE
1							
2	SLO COUNTY						
3	Arroyo Grande	17,876	5.84 sq mi, 15.1 km	General Law City	Y	Planning, Building, Engineering (functions as development review, and handles encroachment and other permits), Economic Development, Code Enforcement, Parking Enforcement, Storm Water, Sustainability, CRM System, Community Grant Program, CIP	Director of Community Development
4	Atascadero	30,405	25.64 sq mi, 66.4 km	General Law City	Y	Building, Planning, Permits, Economic Development	Community Development Director
5	El Paso de Robles	31,244	19.12 sq mi, 49.5 km	General Law City	Y	Planning, Building, Engineering, Housing	Community Development Director
6	Grover Beach	13,533	2.31 sq mi, 6.0 km	General Law City	Y	Building, CDBG, Economic Development, Housing, Planning, Short-term Vacation Rentals, Code Enforcement	Community Development Director
7	Morro Bay	10,439	5.30 sq mi, 13.7 km	General Law City	Y	Planning, Building, Code Enforcement, GP/LCP	Community Development Director
8	Pismo Beach	8,239	3.6 sq. mi, 9.3 km	General Law City	N	N/A	N/A
9	San Luis Obispo	46,802	12.78 sq. mi, 33.1 km	Charter City	Y	Planning and Zoning, Building and Safety, Engineering, Code Enforcement, Neighborhood Grants, Housing, Historic Preservation	Community Development Director
11	SB COUNTY						
12	Goleta	30,821	7.92 sq mi, 20.53 km	General Law City	N	N/A	N/A
13	Buellton	5,453	1.58 sq mi, 4.1 km	General Law City	N	N/A	N/A
14	Carpinteria	13,680	2.59 sq mi, 6.7 km	General Law City	Y	Planning, Building & Safety, Animal Control, Oil & Gas, Affordable Housing/Housing, and Code Compliance	Community Development Director
16	Guadalupe	7,839	1.31 sq mi, 3.4 km	General Law City	N	N/A	N/A
17	Lompoc	43,649	11.60 sq. mi, 30.0 km	General Law City	Y	Includes Planning, Economic Development Division, Building Division, CDBG/Housing Division, Recreation Division, Storm Water, Code Compliance, RDA Successor Agency	Community Development Director
18	Santa Barbara	93,532	19.47 sq mi, 50.4 km	Charter City	Y	Includes Planning, Building & Safety, Housing and Human Services and Administrative Functions.	Community Development Director
19	Santa Maria	107,356	22.76 sq mi, 58.9 km	Charter City	Y	Includes Planning, Building, CDBG, HOME, Economic Development and neighborhood revitalization efforts	Director of Community Development
20	Solvang	5,822	2.43 sq mi, 6.3 km	Charter City	Sort of?	Includes Planning, Zoning, environmental review and economic development. No housing program	Director of Planning and Economic Development
22	VENTURA COUNTY						
23	Camarillo	69,880	19.53 sq mi, 50.6 km	General Law City	Y	Includes zoning and planning, building and safety, housing and CDBG, code compliance and redevelopment	Director of Community Development
24	Fillmore	15,925	3.36 sq mi, 8.7 km	General Law City	N	N/A	N/A
25	Moorpark	37,020	12.58 sq mi, 32.6 km	General Law City	Y	Includes building and safety, code compliance and planning	Community Development Director
26	Ojai	7,769	4.39 sq mi, 11.4 km	General Law City	Y	Includes Planning, Building & Safety, Code Compliance	Community Development Manager
27	Oxnard	209,879	26.89 sq mi, 69.6 km	General Law City	Y	Includes Planning, Building, development review, engineering, economic development, traffic engineering, transportation planning, inspections and Code Compliance	Community Development Director
28	Port Hueneme	23,526	4.45 sq mi, 11.5 km	Charter City	Y	Includes Building and Safety, Business Assistance Program, Code Compliance, Animal Control, Neighborhood Preservation, parking, Building & Zoning	Community Development Director/City Planner
29	San Buenaventura	108,170	21.65 sq mi, 56.1 km	Charter City	Y	Includes Building and Safety, code enforcement, planning, housing	Community Development Director

	A	B	C	D	E	F	G
30	Santa Paula	30,779	4.59 sq mi, 11.9 km	General Law City	Y, Community and Economic Development	Includes economic development, planning, building & safety, code compliance, historical preservation	Community Development Director
31	Simi Valley	127,716	41.48 sq mi, 107.4 km	General Law City	Y, "Environmental Services"	Environmental Services functions as their Community Development Department, and it includes planning, building & Safety, housing, CDBG.	Environmental Service Director
32	Thousand Oaks	129,557	55.03 sq mi, 142.5 km	General Law City	Y	Includes animal control, CDBG, building, code compliance, development review, housing, planning, trails and open space.	Community Development Director
34	MONTEREY COUNTY						
35	Carmel-by-the-Sea	3,987	1.08 sq mi, 2.8 km	General Law City	N - Community Planning and Building	Planning, Building, and Code Compliance	Director of Community Planning and Building
36	Del Rey Oaks	1,734	0.48 sq mi, 1.2 km	General Law City	N	N/A	N/A
37	Gonzales	8,677	1.92 sq. mi, 5.0 km	General Law City	Y	Includes processing development applications and permits, building assistance, Downtown Revitalization, grant applications and administration, and affordable housing programs	Community Development Director/Building Official
38	Greenfield	18,009	2.14 sq mi, 5.5 km	General Law City	N - Community Services Department	Planning and Building Division	Community Services Director
39	King City	14,724	3.84 sq mi, 9.9 km	Charter City	Y	Includes planning functions and historic corridor revitalization planning	Community Development Director
40	Marina	22,957	8.88 sq mi, 23.0 km	Charter City	Y	Planning and Building Division	Community Development Director
41	Monterey	28,448	8.47 sq mi, 21.9 km	Charter City	Y	Includes planning, building, sustainability, housing, property management and code compliance.	Community Development Director
42	Pacific Grove	15,883	2.86 sq mi, 7.4 km	Charter City	Y	Planning, Building, Housing, Code Compliance	Community Development Department Director
43	Salinas	162,797	23.18 sq mi, 60.0 km	Charter City	Y	Plan and Project Implementation, Advanced Planning, Current Planning, Permit Services, Code Enforcement, and Housing and Community Development	Community Development Director
44	Seaside	33,776	9.24 sq mi, 23.9 km	General Law City	N - Community and Economic Development Department	Includes CDBG and economic development functions. However, Planning is a separate department, this doesn't align with the standard model of a Community Development Department.	There is an Economic Development Director and a Community Development Director
45	Soledad	26,079	4.41 sq mi, 11.4 km	General Law City	Y - Community and Economic Development Department	Economic Development, Building and Safety, Housing, Planning, Redevelopment	Community and Economic Development Director
47	LA COUNTY/OTHER						
48	Agoura Hills	20,842	7.79 sq mi, 20.0 km	General Law City	Y - Planning and Community Development	functions include zoning compliance, business license application processing, CDBG, development review, code enforcement, open space management, and affordable housing	Community Development Director
49	Arcadia	58,891	10.93 sq mi, 28.3 km	Charter City	N?	They have a Development Services Department that includes four divisions: Administration, Community Development (building, planning, code services, and business licenses), Economic Development, and Engineering.	N/A
50	Artesia	16,919	1.62 sq mi, 4.2 km	General Law City	N	N/A	N/A
51	Azusa	51,513	9.66 sq mi, 25.0 km	General Law City	Y - Economic and Community Development	Building, Business Licensing, Community Improvement, and Planning	Director of Economic and Community Development
52	Bell	36,556	2.50 sq mi, 6.5 km	Charter City	Y	Building and Safety, Code Compliance, Economic Development, Engineering, Housing, Planning, Public Works	Community Development Director
53	Bell Gardens	42,972	2.46 sq mi, 6.4 km	General Law City	Y	Includes Business Licenses, CDBG, Code Enforcement, Building and Safety, and Planning	Director of Community Development
54	Beverly Hills	34,627	5.71 sq mi, 14.8 km	General Law City	Y	Planning, Development Services, Community Preservation, Transportation Planning and Traffic Engineering, and Rent Stabilization	Community Development Director
55	Calabasas	24,239	12.90 sq mi, 33.4 km	General Law City	Y	Planning/Environmental, Building and Safety	Community Development Director
56	Claremont	36,511	13.35 sq mi, 34.6 km	General Law City	N	N/A	

	A	B	C	D	E	F	G
57	Commerce	13,021	6.54 sq mi, 16.9 km	General Law City	N	They have a Department of Economic Development and Planning	Director of Economic Development and Planning
58	Covina	48,876	7.03 sq mi, 18.2 km	General Law City	Y	Includes Building and Safety, Code Enforcement, and "Covina Opportunity" (economic development)	Director of Community Development
59	Cudahy	24,264	1.18 sq mi, 3.1 km	General Law City	Y	Planning, Building and Safety, Engineering, and Housing	Community Development Manager
60	Culver City	40,173	5.11 sq mi, 13.2 km	Charter City	Y	Advance Planning, Building and Safety, Code Enforcement Services, Current Planning, Economic Development, Housing	Community Development Director
61	Glendora	52,122	19.39 sq mi, 50.2 km	General Law City	Y	Includes a Planning and Building Division; also includes economic development, affordable housing, and transportation	Community Development Director
62	Hermosa Beach	19,847	1.53 sq mi, 3.7 km	General Law City	Y	Includes planning, building and safety, code enforcement, CDBG, and other development-related services	Community Development Director
63	Manhattan Beach	35,922	3.94 sq mi, 10.2 km	General Law City	Y	Building and Safety; Planning and Zoning; Code Enforcement and Residential Construction Officer; Traffic, Parking, Right-of-Way, Trees; Environmental Sustainability; General Information (Public Records Requests, Records Archive Information, Construction Community Updates and History, Ordinance Updates, etc.)	Community Development Director
64	Malibu	12,046	19.78 sq mi, 51.2 km	General Law City	N	N/A	N/A
65	Monrovia	38,529	13.60 sq mi, 35.2 km	General Law City	Y	Includes building, business services, code enforcement, historic preservation	Community Development Director
66	Redondo Beach	68,473	6.20 sq mi, 16.1 km	Charter City	Y	Building and Safety, Planning	Community Development Director
67	Rosemead	55,097	5.16 sq mi, 13.4 km	General Law City	Y	Building and Safety, Business License, Code Enforcement, Economic Development, Housing, Planning	Director of Community Development
68	San Dimas	34,584	15.04 sq mi, 39.0 km	General Law City	Y	responsible for long-range planning; regional planning and coordination; development review, analysis, and compliance; historic preservation; economic development; planning and implementing programs to enhance and maintain open space; housing; and residential energy programs	Community Development Director
69	Walnut	30,551	8.99 sq mi, 23.3 km	General Law City	Y	Planning and Zoning; Building and Safety; Engineering; Code Enforcement; Housing Rehabilitation Program; Economic Development; Coyote Management	Community Development Director
70	West Hollywood	36,660	1.89 sq mi, 4.9 km	General Law City	N	N/A	N/A
71	Westlake Village	8,378	5.19 sq mi, 13.4 km	General Law City	N	N/A	N/A
72							
73	TOTAL NUMBER OF CITIES SURVEYED	59					
74	TOTAL NUMBER OF CITIES WITH COMMUNITY DEVELOPMENT DEPARTMENTS	42	71.19%	Includes cities with similar department names (e.g. Community and Economic Development)			
75	NUMBER CITIES WITH CD DEPARTMENT THAT INCLUDES AFFORDABLE HOUSING SECTION	23	54.76%				

ATTACHMENT 2:

Staff Report Regarding the Citygate Report, September 2019



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.

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Independent Operational and Organizational Assessment for the City Manager and Neighborhood Services and Public Safety Departments

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.

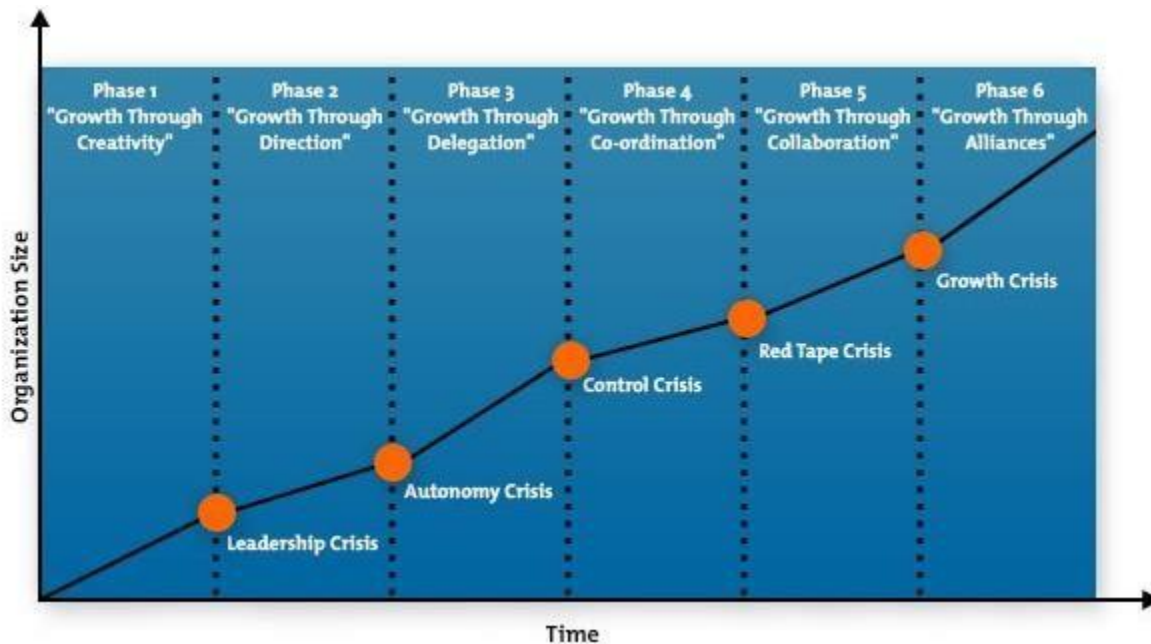
Citygate sought to understand how staff members, all part of seemingly productive departments, were individually and collectively managing to accomplish projects and daily workloads, yet still expressed similar concerns about lack of time and resources necessary to meet new and additional demands.

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

City of Goleta

Independent Operational and Organizational Assessment for the City Manager and Neighborhood Services and Public Safety Departments

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.

City of Goleta

Independent Operational and Organizational Assessment for the City Manager and Neighborhood Services and Public Safety Departments

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.

City of Goleta

Independent Operational and Organizational Assessment for the City Manager and Neighborhood Services and Public Safety Departments

Section 1—Introduction

City of Goleta

Independent Operational and Organizational Assessment for the City Manager and Neighborhood Services and Public Safety Departments

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.

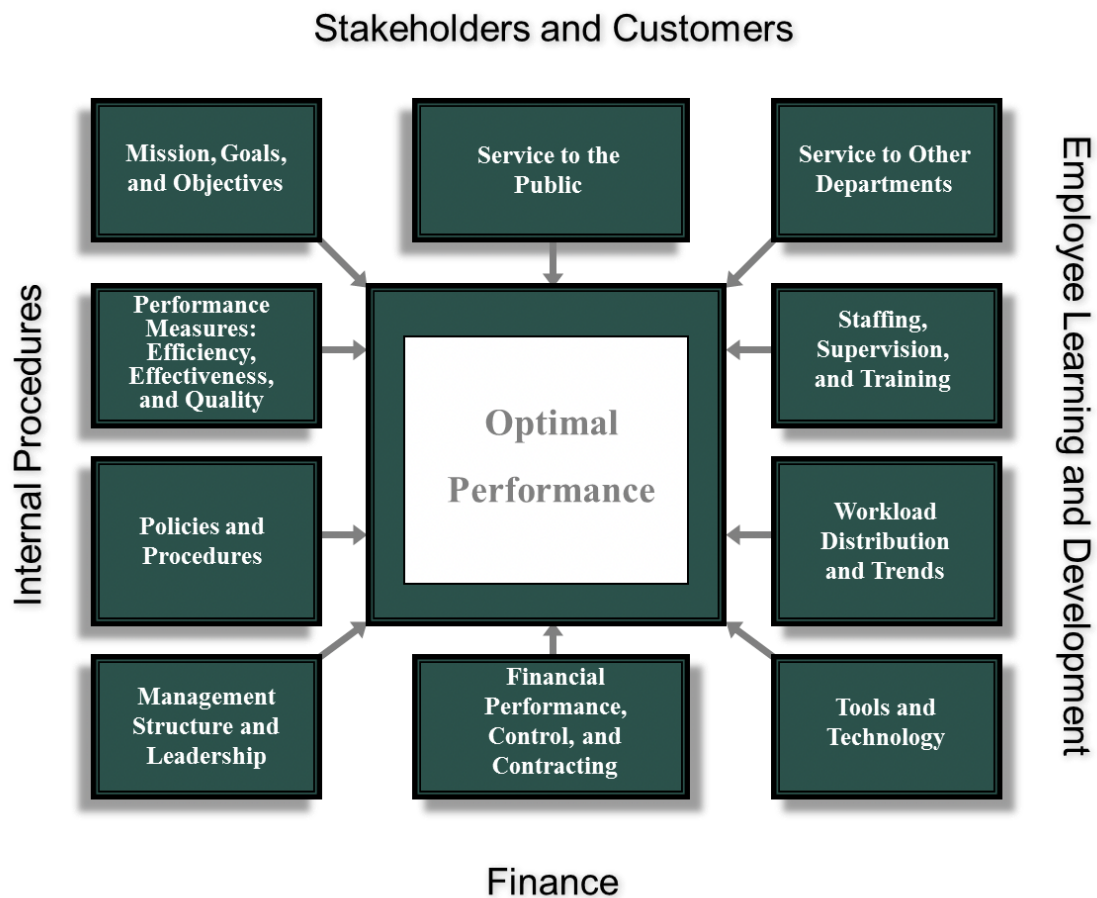


1.2 KEY ASSESSMENT FACTORS UTILIZED IN THIS STUDY

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



City of Goleta

*Independent Operational and Organizational Assessment for the City Manager and Neighborhood
Services and Public Safety Departments*

Section 1—Introduction

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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.¹ 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.^{2 3} 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.”

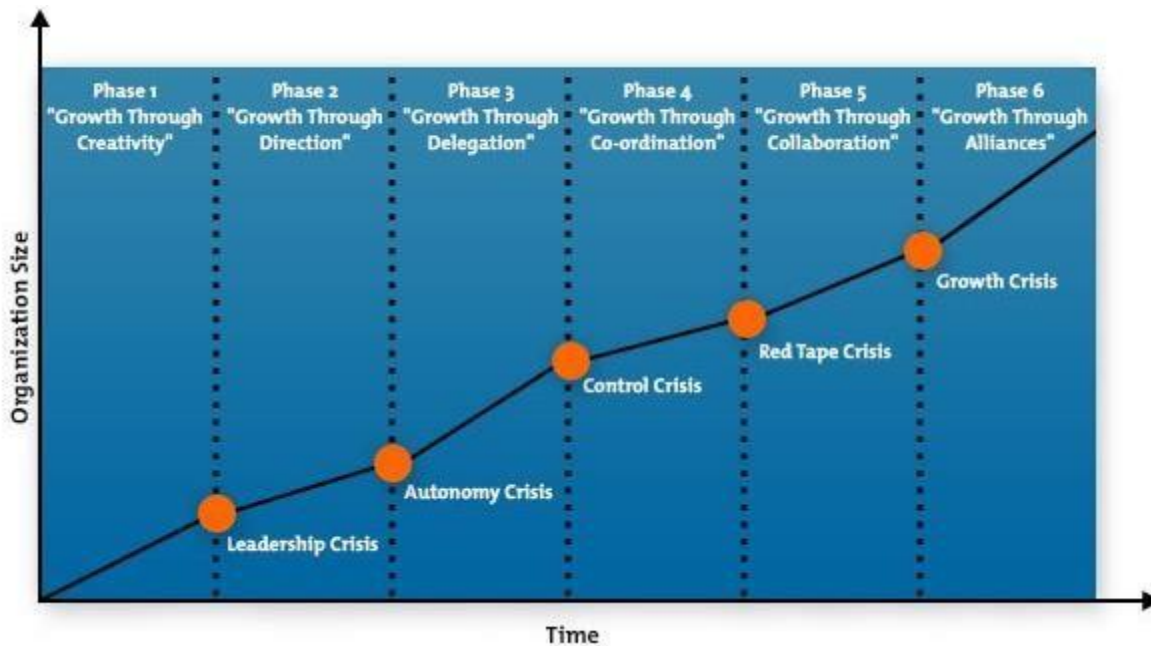
¹ Areavibes – 2019

² World Population Review – 2017

³ World Population Review – 2017

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

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:⁴

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.

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.

⁴ More detailed information from the model can be obtained at <https://hbr.org/1998/05/evolution-and-revolution-asorganizations-grow>.

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.”⁵

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,

⁵ <https://hbr.org/1998/05/evolution-and-revolution-as-organizations-grow>.

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lowerlevel 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

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.

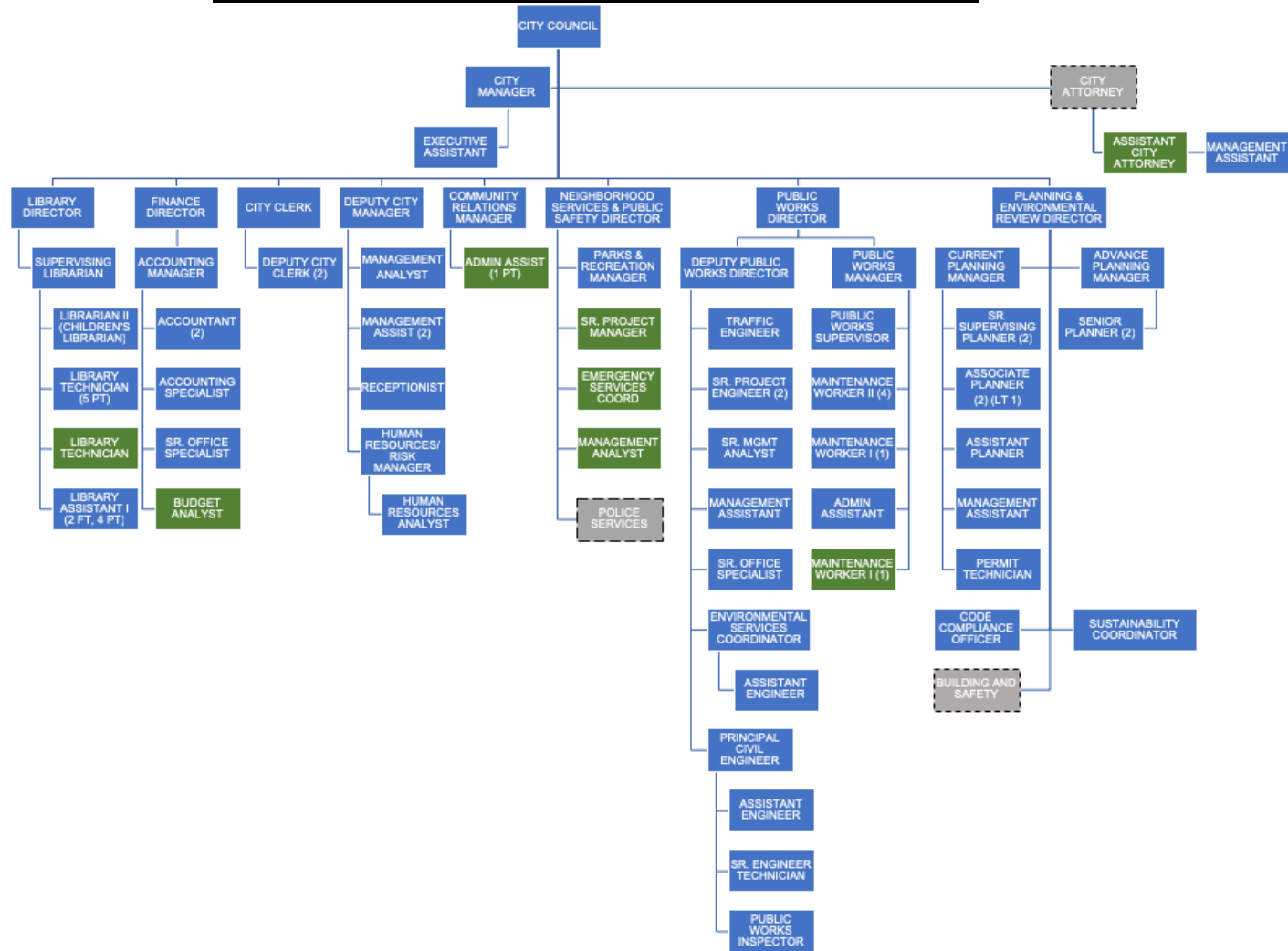
Discussion of the City Manager's Department will be presented in two parts. Part one is a discussion of the City Manager's executive office and its personnel. Part two is a discussion of the organizational support duties housed in the City Manager's Department. The executive office workflow is highly 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.

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



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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.

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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:⁶

- **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.

⁶ Descriptions from City of Goleta FY 2017/2018 and 2018/2019 Budget.

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- **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

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➤ Redevelopment Agency and CDBG activities in which the City has participated

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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

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Senior Project Manager	Economic development and related activities	Economic Development Property Acquisition Support Successor Agency Admin Affordable Housing Capital Improvement Projects Finance Liaison
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Operational and Organizational Assessment

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



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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

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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.

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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 longterm 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.

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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.”⁷

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 wellstructured contract with a county sheriff’s department or an adjacent/proximal police

⁷ Davis, J. Chief of police (2004). Successful Implementation of Technology, Key Note speech, National Institute of Justice (NIJ), San Diego.

department, with clear and measurable goals and objectives, to be an operationally and fiscally sound option.

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."⁸ 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.⁹ 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.¹⁰

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.)

⁸ 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.

⁹ University Staff, (2019). *Supervisor Definitions – Administrative, Functional and Tertiary*, University Human Resources, University of Iowa

¹⁰ <https://hr.uiowa.edu/tools-departments/supervisor-definitions>, retrieved 03/18/2019.

¹³ **Section 3 – Operational and Organizational Assessment**

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

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.¹¹ 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.¹²

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

¹¹ Gould, R. ICMA-CM (2016). *The Manager-Police Chief Relationship – Build a respectful, supportive managerchief relationship to ensure public trust and confidence*, International City Managers Association (ICMA) ICMA.org, pg 1.

¹² <https://icma.org/articles/pm-magazine/manager-police-chief-relationship>.

individual ultimately responsible for City service delivery and the Sheriff's Lieutenant, supported by demonstrated competency, trust, and respect previously discussed.

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, shiftbased 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.

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.

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.

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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

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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.

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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

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.

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Section 4 Opportunities to Improve Organizational Efficiency and Effectiveness

The organizational chart for the City of San Jose, 2015, is structured as follows:

- City Manager**
 - Assistant to the City Manager**
 - Assistant City Manager**
 - Senior Project Manager**
 - Management Analyst**
 - Receptionist**
 - City Clerk**
 - Deputy City Clerk (2)**
 - Community Relations Manager**
 - Human Resources/Risk Manager**
 - Human Resources Analyst**
 - Human Resources Management Assistant**
 - Management Assistant**
 - Information Technology Services**
- Planning and Environmental Review**
- Neighborhood Services**
 - Management Analyst**
 - Emergency Services Coordinator**
 - Parks and Recreation**
 - Library Services**
 - Other Neighborhood Services**
- Police Services**
- Fire Services**

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

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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

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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.

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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.

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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 longterm 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.

r the City Manager and Neighborhood

- 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 fiveyear 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.

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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 programming.

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.

Section 6 Strategic Action Plan

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

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#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

Strategic Action Plan

Recommendation	Section	Priority and Timeline Ranking	Benefits	Responsible Parties
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#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 longterm 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

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A Critical
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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

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#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
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Strategic Action Plan

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

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#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

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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

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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

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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

LEGEND

A Critical
B Important
C Beneficial

ATTACHMENT 3:

Survey of Communities (Neighborhood Services)

JURISDICTION	POPULATION	GEOGRAPHICAL SIZE	FORM OF GOVERNMENT	HAS COMMUNITY SERVICES (Y/N)	DIVISIONS INCLUDED IN COMMUNITY SERVICES	CITY RUNS LIBRARY	NOTES
SLO COUNTY							
Arroyo Grande	17,876	5.84 sq mi, 15.1 km	General Law City	N	N/A	No	Recreation Services is its own department. County library.
Atascadero	30,405	25.64 sq mi, 66.4 km	General Law City	Y	Recreation, Zoo, leagues, volunteers, skate park, community center.	No	Public Works Department includes Parks. County library.
El Paso de Robles	31,244	19.12 sq mi, 49.5 km	General Law City	Y	Recreation, Parks Maintenance, Facilities, Library	Yes	
Grover Beach	13,533	2.31 sq mi, 6.0 km	General Law City	N	N/A	No	Independent volunteer library.
Morro Bay	10,439	5.30 sq mi, 13.7 km	General Law City	N	N/A	No	Has Recreation Services. County library.
Pismo Beach	8,239	3.6 sq. mi, 9.3 km	General Law City	N	N/A	No	County library.
San Luis Obispo	46,802	12.78 sq. mi, 33.1 km	Charter City	N	N/A	No	County library, City P&R Dept manages library meeting rooms.
SB COUNTY							
Goleta	30,821	7.92 sq mi, 20.53 km	General Law City	N	N/A	Yes	
Buellton	5,453	1.58 sq mi, 4.1 km	General Law City	N	N/A	No	Library managed by Goleta.
Carpinteria	13,680	2.59 sq mi, 6.7 km	General Law City	N	N/A	No	Library managed by City of SB.
Guadalupe	7,839	1.31 sq mi, 3.4 km	General Law City	N	N/A	No	Library managed by Santa Maria.
Lompoc	43,649	11.60 sq. mi, 30.0 km	General Law City	N	N/A	Yes	Separate Library Department.
Santa Barbara	93,532	19.47 sq mi, 50.4 km	Charter City	N	N/A	Yes	Separate Library Department.
Santa Maria	107,356	22.76 sq mi, 58.9 km	Charter City	N	N/A	Yes	Separate Library Department.
Solvang	5,822	2.43 sq mi, 6.3 km	Charter City	N	N/A	No	Library managed by Goleta.
VENTURA COUNTY							
Camarillo	69,880	19.53 sq mi, 50.6 km	General Law City	N	N/A	Yes	Fleet and facilities are in Admin. Services, and so is Library.
Fillmore	15,925	3.36 sq mi, 8.7 km	General Law City	N	N/A	No	County Library.
Moorpark	37,020	12.58 sq mi, 32.6 km	General Law City	Y (Parks, Recreation and Community Services Dept.)	Includes recreation programming, parks and facilities maintenance, a senior center, library, a lighting and landscape district, and housing programs	Yes	
Ojai	7,769	4.39 sq mi, 11.4 km	General Law City	N	N/A	No	County Library.
Oxnard	209,879	26.89 sq mi, 69.6 km	General Law City	Y	Includes Library, recreation, community services and performing arts and museum, teen and senior centers	Yes	There is a housing program, but it is unclear in which department.
Port Hueneme	23,526	4.45 sq mi, 11.5 km	Charter City	Y, but as a division in the CMO	Includes recreation, programming, parks and park maintenance, facilities maintenance, community center and museum.	No	County library.
San Buenaventura	108,170	21.65 sq mi, 56.1 km	Charter City	N, but Parks, Recreation and Community Partnerships	Includes recreation programmin, arts and events, facilities and parks, urban forestry	No	County library.
Santa Paula	30,779	4.59 sq mi, 11.9 km	General Law City	N	N/A	No	Library is special district.

Attachment 3
Survey of Communities
Neighborhood/Community Services
4/9/2021

Simi Valley	127,716	41.48 sq mi, 107.4 km	General Law City	Y (new)	Code Enforcement and the Crossing Guards. Youth and senior services, access to the arts, non-profit collaboration, <u>library services</u> , social service awareness, transportation services, animal services, compliance with various State mandates, and regional coordination. Solid waste.	Yes	
Thousand Oaks	129,557	55.03 sq mi, 142.5 km	General Law City	N	N/A	Yes	There is a separate library department. PParcs and Recreation are provided through a special district.
MONTEREY COUNTY							
Carmel-by-the-Sea	3,987	1.08 sq mi, 2.8 km	General Law City	Y - Community Activities Department	Includes special events, film permits, parking stall permits, rental of community room, and oversight of Farmers' Market. Library.	Yes	The Community Activities Department is led by a Library and Community Activities Director. Parks is part of Public Works. No recreation programming.
Del Rey Oaks	1,734	0.48 sq mi, 1.2 km	General Law City	N	N/A	No	County library.
Gonzales	8,677	1.92 sq. mi, 5.0 km	General Law City	N	N/A	No	County library.
Greenfield	18,009	2.14 sq mi, 5.5 km	General Law City	N	N/A	No	County library.
King City	14,724	3.84 sq mi, 9.9 km	Charter City	N	N/A	No	County library.
Marina	22,957	8.88 sq mi, 23.0 km	Charter City	N	N/A	No	County library.
Monterey	28,448	8.47 sq mi, 21.9 km	Charter City	N	N/A	Yes	Separate Library Department.
Pacific Grove	15,883	2.86 sq mi, 7.4 km	Charter City	N	N/A	No	Monterey runs their Library.
Salinas	162,797	23.18 sq mi, 60.0 km	Charter City	Y - Recreation and Community Services Department	Includes recreation programs and library services	Yes	The Recreation and Community Services Department is led by a Library and Community Services Director.
Seaside	33,776	9.24 sq mi, 23.9 km	General Law City	N	NA	No	County Library.
Soledad	26,079	4.41 sq mi, 11.4 km	General Law City	N		No	Parks and Recreation is a division within the city's Public Works Department. County Library.
Unincorporated Monterey County	107,946						
LA COUNTY/OTHER							
Agoura Hills	20,842	7.79 sq mi, 20.0 km	General Law City	Y - Community Services/Parks and Recreation	Includes parks maintenance, senior services, recreational and educational classes, day camps, community special events, transportation, and sports leagues	No	County library.
Arcadia	58,891	10.93 sq mi, 28.3 km	Charter City	Y - Recreation and Community Services	Includes senior services, parks and facilities, class registration, and homeless services.	Yes	Has separate Library department.
Artesia	16,919	1.62 sq mi, 4.2 km	General Law City	N	N/A	No	County library. Public Works Department provides maintenance services only.
Azusa	51,513	9.66 sq mi, 25.0 km	General Law City	N	N/A	Yes	This city has a Recreation Department as well as a Library Department.
Bell	36,556	2.50 sq mi, 6.5 km	Charter City	Y	Parks and Facilities, Recreation Services, Transit Services	No	County library.
Bell Gardens	42,972	2.46 sq mi, 6.4 km	General Law City	Y - Recreation and Community Services	Includes sports, veterans park, youth center, senior services, and community garden	No	County library.
Beverly Hills	34,627	5.71 sq mi, 14.8 km	General Law City	Y	Includes Administrative Support, Community and Cultural Events, Human Services, <u>Library Services</u> , and Recreation Services	Yes	
Calabasas	24,239	12.90 sq mi, 33.4 km	General Law City	Y	Includes provision of sports, education, culture, entertainment and other leisure activities for the community.	Yes	Separate Library Department.
Claremont	36,511	13.35 sq mi, 34.6 km	General Law City	Y	Administration, Motor Fleet, Sanitation, Maintenance/Landscape, Cemetery	No	County library. Human Services Department does Parks and Rec.

Attachment 3
Survey of Communities
Neighborhood/Community Services
4/9/2021

Commerce	13,021	6.54 sq mi, 16.9 km	General Law City	Y - Public Safety and Community Services	Public Safety (Sheriff's Dept), Code Enforcement, Emergency Preparedness, and Social Services	Yes	Separate Library Department, Parks and Recreation Department.
Covina	48,876	7.03 sq mi, 18.2 km	General Law City	N ? (P&R and Library "Departments" are under one Director)	N/A	Yes	Parks and Recreation, Housing, and Library all appear to be separate functions. NOTE: Single Parks & Recreation/Library Director.
Cudahy	24,264	1.18 sq mi, 3.1 km	General Law City	Y - Public Safety and Services Y - Parks, Recreation and Community Services	Includes Maintenance, Municipal Enforcement, and Code Enforcement	No	Park and Rec appears to be included in the City's Community Development Department. County library.
Culver City	40,173	5.11 sq mi, 13.2 km	Charter City		Includes recreation and picnic permits, senior and social services, and park maintenance	No	County library.
Glendora	52,122	19.39 sq mi, 50.2 km	General Law City	Y	Manages Recreation, Human Services, and Teen Center programs; provides social, recreational, and cultural opportunities	Yes	Separate Library Department.
Hermosa Beach	19,847	1.53 sq mi, 3.7 km	General Law City	Y - Community Resources - Parks and Recreation	Includes recreation programming, facility and open space management, contract management (e.g. special events, classes, farmers markets, sports leagues), and permit processing	No	County library.
Manhattan Beach	35,922	3.94 sq mi, 10.2 km	General Law City	N	N/A	No	County library.
Malibu	12,046	19.78 sq mi, 51.2 km	General Law City	Y	Their Community Services Department (formerly called Parks and Recreation) provides parks and recreation programming and facilities management and maintenance	No	County library.
Monrovia	38,529	13.60 sq mi, 35.2 km	General Law City	Y "Public Services"	Public Services Department including Library, Recreation/Leisure, Streets, Parks, Water, Sewer, facility and equipment maintenance, Hillside Wilderness Preserve and Capital Improvement program.	Yes	Library in Community Services Dept
Redondo Beach	68,473	6.20 sq mi, 16.1 km	Charter City	Y	Recreation, Cultural Arts, Senior and Family Services, Housing, Transit, Administration and Passports	Yes	Separate Library Department.
Rosemead	55,097	5.16 sq mi, 13.4 km	General Law City	N	N/A	No	County Library.
San Dimas	34,584	15.04 sq mi, 39.0 km	General Law City	N	N/A	No	County Library.
Walnut	30,551	8.99 sq mi, 23.3 km	General Law City	Y	Includes parks, recreation, trails, gymnasium, senior center, and teen center	No	County Library.
West Hollywood	36,660	1.89 sq mi, 4.9 km	General Law City	N	N/A	No	They have a Facilities and Recreation Services Department. County Library.

Attachment 3
Survey of Communities
Neighborhood/Community Services
4/9/2021

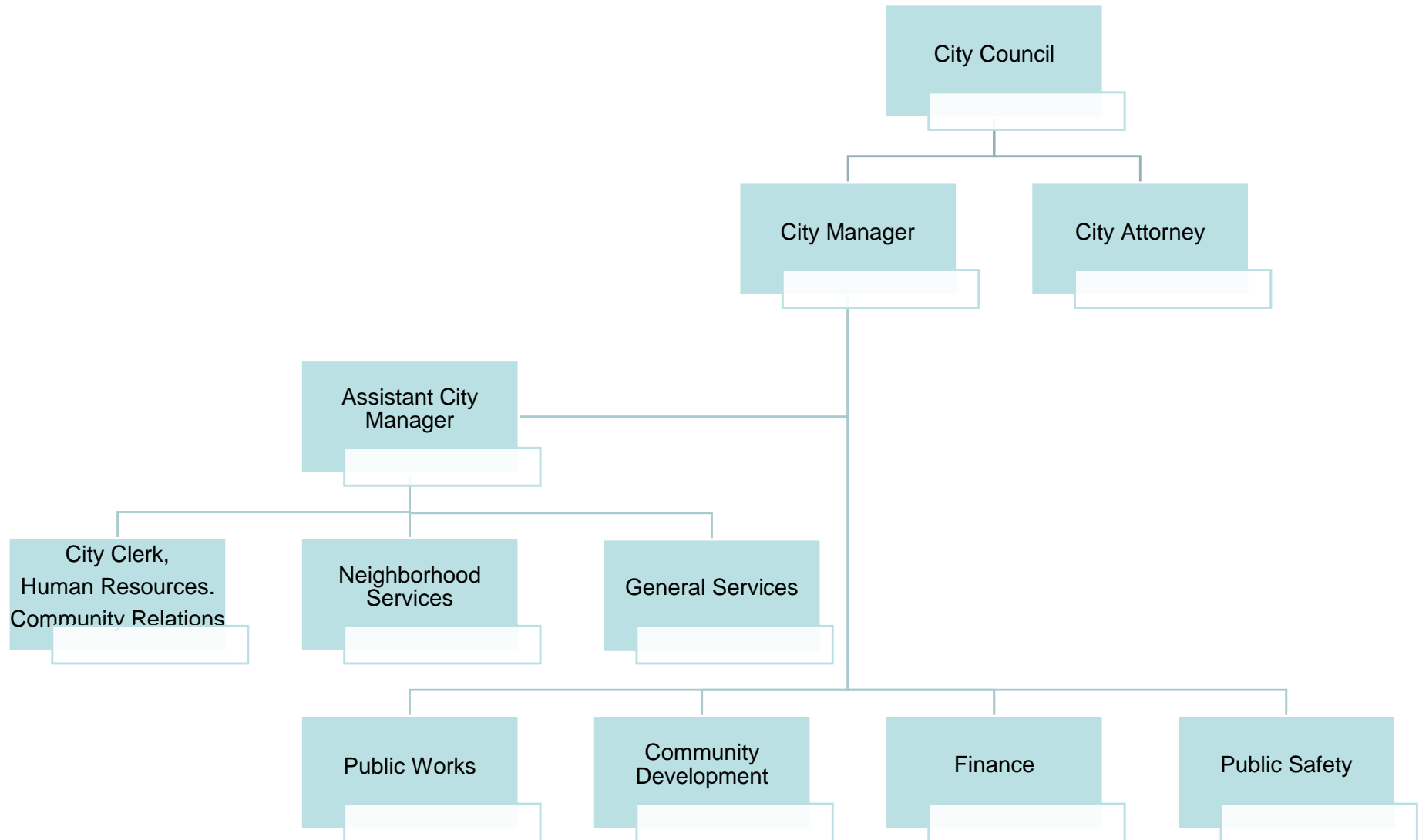
Westlake Village	8,378	5.19 sq mi, 13.4 km	General Law City	Y - Parks and Recreation/Community Services Department	Includes city newsletter, city special events, field trips, city/schools program, community services grant program, senior and youth recreation programs - through an agreement with Conejo Recreation and Park District, and rental of civic center community rooms	No	County Library.
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TOTAL NUMBER OF CITIES SURVEYED	59		
TOTAL NUMBER OF CITIES WITH COMMUNITY SERVICES DEPARTMENTS	24		
NUMBER OF CITIES WITH COMMUNITY SERVICES DEPARTMENTS THAT INCLUDE PARKS & REC	19	79%	Percent cities with CSD that include recreation and/or parks
TOTAL NUMBER OF CITIES WITH COMMUNITY SERVICES DEPT THAT RUN THEIR OWN LIBRARY	13		
NUMBER OF CITIES WITH LIBRARY MANAGED UNDER COMMUNITY SERVICES DEPARTMENT	8	62%	Percent cities that include their City-run library therein

ATTACHMENT 4:

Proposed Organizational Chart

City Department Organization



ATTACHMENT 5:

Compare Director Salary Alignment in Public Works and Community Development

Quick Market Salary Comparison

3/1/2021 Updated

Note: Express survey comparing salaries ONLY for quick comparison. A salary-only survey provides useful, but limited data. A full total compensation survey would be necessary to draw an actual compensation comparison between different agencies. Comparable agencies are those recommended in Segal Study, 2015

Agency	Public Works Director		PW to CD Differential	Community Development Director (CDD)	
	Title	Max Pay		Title	MaxPay
1 Agoura Hills	PWD/City Eng	\$185,100.00	0%	CDD	\$185,100.00
2 Arroyo Grande	PW Director	\$154,380.00	0%	CDD	\$154,380.00
3 Buellton	PW Director	\$119,376.00	0%	Planning Director	\$119,376.00
4 Camarillo	PW Director	\$221,747.00	7%	CDD	\$206,828.00
5 Carpinteria	PW Director	\$148,015.00	0%	CDD	\$148,015.00
6 Hermosa Beach	PW Director	\$176,928.00	9%	CDD	\$162,840.00
7 Laguna Beach	ACM/PW Director	\$216,420.00	0%	CDD	\$216,420.00
8 Lompoc (2018 Data)	PW Director (Max)	\$152,064.00		None Noted (ACM oversees)	
9 Malibu	PW Director	\$196,220.00	8%	CDD	\$182,419.00
10 Manhattan Beach	PW Director	\$208,236.00	0%	CDD	\$208,236.00
11 Monterey	PW Director	\$195,360.00	9%	CDD	\$179,712.00
12 Moorpark	PW Director	\$178,812.00	0%	CDD	\$178,812.00
13 Morrow Bay	PW Director	\$157,334.00	4%	CDD	\$151,677.00
14 Oxnard	PW Director	\$249,624.00	18%	CDD	\$211,677.00
15 Palos Verdes	PWD/Community Develop Director	\$158,088.00	0%	PWD/Community Develop Director	\$158,088.00
16 Paso Robles	PW Director	\$174,912.00	0%	CDD	\$174,912.00
17 Port Hueneme	PW Director	\$164,174.00	7%	CDD	\$153,420.00
18 Rancho Palos Verdes	PW Director	\$196,784.00	0%	CDD	\$196,784.00
19 Rolling Hills Estates	CDD/PW Dir	\$195,432.00	0%	CDD/PW Dir	\$195,432.00
20 San Luis Obispo	PW Director	\$173,914.00	0%	CDD	\$173,914.00
21 Santa Barbara	PW Director	\$217,256.00	8%	CDD	\$201,006.00
22 Santa Maria	PW Director/City Eng	\$185,978.00	-6%	CDD	\$197,938.00
23 Santa Paula	PW Director/City Eng*	\$144,016.00	8%	CDD	\$133,300.00
24 Seaside	PW Director/City Eng	\$161,642.00	27%	CDD	\$127,478.00
25 Simi Valley	PW Director	\$188,552.00	9%	Environmental Services Director*	\$173,030.00
26 Solana Beach	PW Dir/Engineer	\$190,584.00	0%	CDD	\$190,584.00
27 Solvang	PW Dir/Engineer	\$150,816.00	28%	Dir Planning/ Economic Devel	\$118,140.00
28 Thousand Oaks	PW Director	\$233,052.00	5%	CDD	\$221,736.00
29 Ventura	PW Director	\$201,073.60	0%	CDD	\$201,073.60
30 Westlake Village	None noted			Dir Planning/Bld	\$206,100.00
31 County of San Luis Obispo	PW Director	\$173,914.00	0%	CDD	\$173,914.00
32 County of Santa Barbara	Public Work Dir (Dept Corp Ldr/Exec)*	\$197,931.10	0%	Planning & Bldg(Dept Corp Ldr/Exec)*	\$197,931.10
33 County of Ventura	PW Director	\$224,932.00	0%	Dir Resource Mgmt	\$224,932.00

	Public Works Director	PW to CD Differential	Community Development Director
Median	\$185,539	0%	\$181,066
75th Percentile (2015 Goal)	\$198,717		\$201,023
Goleta Current	\$219,388	14%	\$191,689

Goleta PW Includes 5% City Engineer Pay

** Note: We have tried to include any special pay the PW or CD Director might get where that could easily be determined. However, without further study this may not be complete.

ATTACHMENT 6:

Resolution with updated the salary schedules and Classification Specs

RESOLUTION NO. 21-____

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 2021/22 AND 2022/23 TO RECLASSIFY THE PLANNING AND ENVIRONMENTAL REVIEW DIRECTOR TO “COMMUNITY DEVELOPMENT DIRECTOR”, RECLASSIFY THE NEIGHBORHOOD SERVICES AND PUBLIC SAFETY DIRECTOR TO “NEIGHBORHOOD SERVICES DIRECTOR”, RECLASSIFY THE LIBRARY DIRECTOR TO “LIBRARY DIRECTOR (ASSISTANT NEIGHBORHOOD SERVICES DIRECTOR)”, AND RECLASSIFY THE PRINCIPAL PROJECT MANAGER TO THE “GENERAL SERVICES DIRECTOR” WITH RELATED SALARY CHANGES AND CHANGES TO APPROVED JOB SPECIFICATIONS EFFECTIVE JULY 31, 2021.

WHEREAS, the 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 2021/22 and Fiscal Year 2022/23, which included a schedule of authorized positions, personnel classifications, and compensation ranges; and

WHEREAS, on June 15, 2021, the City Council adopted said recommended authorized positions and appropriations for the City of Goleta Operating and CIP Budget for Fiscal Year 2021/22 and Fiscal Year 2022/23; and

WHEREAS, the City Council has reviewed the proposed recommended authorized positions, personnel classifications specifications, compensation ranges, and budget adjustments for Fiscal Year 2021/22 and 2022/23 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 included herein as Exhibit A and Exhibit B, respectively, for Fiscal Year 2021/22 and Fiscal Year 2023/23 is amended to include new classification specifications, and reclassification of the Planning and Environmental Review Director to Community Development Director, reclassification of the Principal Project Manager to General Services Director, reclassification of the Library Director to Library Director (Assistant Neighborhood Services Director), and

modifying the Neighborhood Services & Public Safety Director class specification to Neighborhood Services Director is 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 2021/22 and Fiscal Year 2022/23 included herein as Exhibit C is hereby approved and adopted to supersede any prior schedule of authorized positions effective July 31, 2021.

SECTION 3.

The City Manager is directed to return to the City Council for approval of mid-year adjustments to the City of Goleta Operating and CIP Budget for Fiscal Year 2021/22 to reflect these changes.

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 20th day of July 2021.

PAULA PEROTTE, MAYOR

ATTEST:

APPROVED AS TO FORM:

DEBORAH S. LOPEZ
CITY CLERK

MICHAEL JENKINS
CITY ATTORNEY

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

I, DEBORAH S. LOPEZ, City Clerk of the City of Goleta, California, DO
HEREBY CERTIFY that the foregoing Resolution No. 21-____ was duly adopted by
the City Council of the City of Goleta at a regular meeting held on the 20th day of
July 2021, by the following vote of the Council:

AYES: COUNCILMEMBERS

NOES: COUNCILMEMBERS

ABSENT: COUNCILMEMBERS

(SEAL)

DEBORAH S. LOPEZ
CITY CLERK

**CITY OF GOLETA, CALIFORNIA
SALARY SCHEDULE FY 2021-22**

CLASSIFICATION TITLE	GRADE NO.	CATEGORY B.U. / FLSA		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
City Hall Receptionist	100	G / 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	G / NE	HOURLY	20.51	21.53	22.61	23.74	24.92	26.17
Records Technician/Recording Clerk		G / NE	BI-WEEKLY	1,640	1,722	1,809	1,899	1,994	2,094
Library Assistant I		G / 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	G / NE	HOURLY	21.94	23.04	24.19	25.40	26.67	28.00
Office Specialist		G / NE	BI-WEEKLY	1,755	1,843	1,935	2,032	2,134	2,240
Library Assistant II		G / 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	G / NE	HOURLY	23.48	24.65	25.88	27.18	28.54	29.96
Library Technician		G / NE	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	G / NE	HOURLY	25.36	26.62	27.95	29.35	30.82	32.36
Permit Technician		G / NE	BI-WEEKLY	2,028	2,130	2,236	2,348	2,466	2,589
Senior Library Technician		G / E	MONTHLY	4,395	4,615	4,845	5,088	5,342	5,609
Facilities Maintenance Technician		G / NE	ANNUAL	52,739	55,375	58,144	61,051	64,104	67,309
Administrative Assistant	105	G(*) / NE	HOURLY	27.38	28.75	30.19	31.70	33.28	34.95
Lead Maintenance Worker		G / NE	BI-WEEKLY	2,191	2,300	2,415	2,536	2,663	2,796
Public Affairs Assistant		G / 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
Assistant Engineering Technician		G / NE							
Public Works Supervisor	106	M / NE	HOURLY	29.57	31.05	32.61	34.24	35.95	37.74
Librarian II		M / NE	BI-WEEKLY	2,366	2,484	2,608	2,739	2,876	3,020
Associate Engineering Technician		G / NE	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	G / 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		G(*) / NE	MONTHLY	5,536	5,813	6,104	6,409	6,729	7,066
Senior Engineering Technician		G / NE	ANNUAL	66,435	69,757	73,245	76,907	80,753	84,790
Accountant	108	G(*) / 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		G / NE	MONTHLY	5,979	6,278	6,592	6,922	7,268	7,631
Deputy City Clerk		M / E	ANNUAL	71,750	75,338	79,105	83,060	87,213	91,573
Executive Assistant		C / E							
Public Works Inspector		G / NE							
Assistant Engineer*	109	G / NE	HOURLY	37.25	39.12	41.07	43.13	45.28	47.55
Emergency Services Coordinator		G / 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
Human Resources Analyst/DEI Officer		C / E	ANNUAL	77,490	81,365	85,433	89,705	94,190	98,899
Management Analyst		M(*) / E							
Environmental Services Specialist		M / NE							
Associate Planner	110	G / 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
Associate Engineer**	111	G / NE	HOURLY	43.45	45.63	47.91	50.30	52.82	55.46
Supervising Librarian		M / E	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 / 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 Manager		M / E	MONTHLY	8,135	8,541	8,968	9,417	9,888	10,382
Public Information Officer		C / E	ANNUAL	97,615	102,496	107,621	113,002	118,652	124,585
Senior Planner		M / E							
Sustainability Coordinator		M / E							

Effective: July 1, 2021
Revised: July 1, 2021
February 18, 2020
January 4, 2020
December 3, 2019
July 6, 2019
January 5, 2019

CITY OF GOLETA, CALIFORNIA
SALARY SCHEDULE FY 2021-22
M / E

Senior Housing Analyst

Category or Bargaining Unit

C = Confidential

G = General Unit

M = Miscellaneous Unit

M/M = Mid-Management

M/C = Conf. Management

E = Executive Management

* May be confidential, depending on assignment

Fair Labor Standards Act Classification

NE = Non Exempt from overtime

E = Exempt from overtime

CLASSIFICATION TITLE	GRADE NO.	CATEGORY B.U./FLSA		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
Accounting Manager	113	M/C / E	HOURLY	51.15	53.71	56.40	59.22	62.18	65.29
Community Relations Manager		M/C / E	BI-WEEKLY	4,092	4,297	4,512	4,737	4,974	5,223
Economic Development Coord.		M / E	MONTHLY	8,867	9,310	9,776	10,264	10,778	11,316
HR / Risk Manager		M/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		M/C / E							
Senior Engineer**		M / E							
Sustainability Manager		M/M / E							
Deputy City Attorney	114	C / E	HOURLY	55.76	58.55	61.47	64.55	67.77	71.16
Supervising Senior Planner		M / E	BI-WEEKLY	4,461	4,684	4,918	5,164	5,422	5,693
Traffic Engineer		M / 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	E - 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 Engineer - grandfathered class		M - E							
Principal Project Manager		M/M / E							
Parks and Open Space Manager		M/M / E							
CIP 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
Library Director (Asst. Neighborhood Services Director)		M/M / E	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	E / E	HOURLY	72.21	75.82	79.61	83.59	87.77	92.16
Finance Director		E / E	BI-WEEKLY	5,777	6,065	6,369	6,687	7,022	7,373
Neighborhood Services Director		E / E	MONTHLY	12,516	13,142	13,799	14,489	15,213	15,974
General Services Director		E / E	ANNUAL	150,193	157,703	165,588	173,868	182,561	191,689
Public Works Director***	118	E / E	HOURLY	78.71	82.64	86.77	91.11	95.67	100.45
Community Development Director		E / E	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	E / 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
City Manager			ANNUAL	253,074					

**If certified as an Engineer-in-Training (EIT) in the State of California, this position will receive a 5% pay differential at each step.*

***If registered as Civil Engineer in the State of California, this position will receive a 5% pay differential at each step.*

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

Category

C = Confidential

G = General Unit

M = Miscellaneous Unit

M/M = Mid-Management

M/C = Conf. Management

E = Executive Management

* May be confidential, depending on assignment

Fair Labor Standards Act Classification

NE = Non Exempt from overtime

E = Exempt from overtime

Effective: July 1, 2021
Revised : July 1, 2021
February 18, 2020
January 4, 2020
December 3, 2019
July 6, 2019
January 5, 2019

CITY OF GOLETA COMMUNITY DEVELOPMENT DIRECTOR

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 general direction of the City Manager, plans, organizes, and oversees the programs, services, and operations of the Community Development Department, including planning, building, zoning, redevelopment, affordable housing, and neighborhood preservation; presents proposals and recommendations to a number of advisory boards, including City Council and the general public; serves as a member of the Executive Management Team; and performs related duties as assigned.

CLASS CHARACTERISTICS

This position reports to the City Manager and provides direction to all City departments on community development, planning, and building and safety matters. This is a department head position that reports directly to the City Manager and oversees the work of managers and professional staff, with broad responsibility for staffing, budgeting, program development, and policy administration for the entire department.

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. Provide exemplary customer service to all individuals by demonstrating a willingness to be attentive, understanding, responsive, fair, courteous and respectful, and to actively participate in maintaining a positive customer service environment.
2. Plans, organizes, directs, and manages the activities of the Community Development Department through division managers; develops and implements policies and procedures; reviews recommendations and actions of staff.
3. Oversees the development, evaluation, and implementation of operational policies and procedures; identifies areas for organizational improvement.
4. Formulates long-range strategic plans; provides vision and leadership to improve organizational effectiveness and ensure program conformance to federal, state, and city laws, regulations, and policies; prepares and directly administers a variety of technical and narrative reports.

5. Represents the Community Development Department before the City Council, commissions and other governmental bodies on controversial items.
6. Recommends and explains Community Development policies to City Manager, Council members, commission members, community groups and the general public; serves as a liaison to these groups.
7. Directs the development and administration of the departmental budget; reviews budget proposals of division heads; directs the preparation of reports on the budgetary and staffing requirements of proposed policies and projects.
8. Selects and evaluates Community Development employees working with division heads; assigns projects; coordinates work of subordinates and has general accountability for the effectiveness of all operations and department activities; and takes corrective action on significant employee relations problems.
9. Presents Community Development policies, programs and procedures to public officials and private agencies, community groups and the general public to explain or amplify department actions; coordinates departmental activities and serves as liaison with federal, county, and local agencies that govern community development activities.
10. Plans, organizes, and directs the activities of the Affordable Housing Implementation Program; develops and implements policies and procedures; reviews recommendations and actions of staff.
11. Manages major citywide development projects and programs such as Current Planning, Sustainability, Advance Planning, Affordable Housing, Code Enforcement Programs, and Building and Safety.
12. Serves as member of the Executive Management Team.

QUALIFICATIONS GUIDELINES

Education, Experience and Training

A typical way of obtaining the knowledge, skills and abilities outlined above is obtaining a Bachelor's degree in public administration, civil engineering, or a related field, and eight or more years of increasingly responsible experience in related planning, housing, redevelopment, building inspection, code enforcement, and related community services, including five years of supervisory and management experience. A Master's degree in Urban Planning, Public Administration, or a related field is desirable.

Knowledge and Abilities

Knowledge of:

- Contract law; contract administration practices; and roles and functions of Boards and Committees in setting policies.
- Laws, ordinances, rules, and regulations related to planning, land use, permit review, building, electrical, mechanical, and related codes and regulations, including the

Uniform Building Code, California Environmental Quality Act (CEQA), and City Municipal Code.

- Americans with Disabilities Act (ADA) requirements related to public accessibility and accommodations.
- Principles, practices, and techniques of community development, urban planning, housing rehabilitation, affordable housing development, construction methods and materials, and zoning activities.
- Current developments, current literature, and sources of information related to redevelopment and community development services, planning and administration.
- Methods, materials, techniques, and practices employed in facilities design and construction; planning, building inspection, and code enforcement standards and practices.
- Public budgeting systems; debt issuance and long-term financing alternatives; financial planning and budgeting practices.
- Strategic planning principles; theories of management and organization.
- Leadership principles; principles of human behavior.
- Principles of staffing, selection, training, supervision, evaluation and discipline.
- Principles of intergovernmental and community relations; marketing principles; media relations; customer service principles.
- Project management, benchmarking, and program evaluation practices.
- Negotiating techniques.

Ability to:

- Plan, institute, and direct a wide variety of programs and policies to meet community economic, demographic and developmental needs.
- Develop departmental goals, objectives, and performance measures.
- Analyze and interpret laws, codes, regulations and standards related to planning, zoning, safety, and redevelopment.
- Develop, review and approve revenue and expenditure projections; present program priorities, and present and control department budget.
- Solicit community and organization involvement in Community Development programs.
- Evaluate and lead analyses of departmental programs and services.

- Communicate the City's development policies with clarity and diplomacy.
- Manage the selection, training, evaluation and disciplining of departmental staff and resolution of interpersonal conflicts.
- Establish and maintain cooperative relationships with officials of public and private agencies, community groups and the general public, as well as with City staff, co-workers, City Council, commissions, media, business groups, financial institutions, regulators, and other parties.
- Prepare clear, concise and complete correspondence, reports, and other written materials.
- Evaluate the delivery of programs throughout the department in order to determine whether new programs are needed, or existing programs should be modified or potentially assumed by other service and volunteer groups.
- Exercise independent judgment and initiative within established guidelines.
- Prepare and deliver effective public presentations.
- Work independently.

Special Requirements

- A valid Class C California driver's license and the ability to maintain insurability under the City's Vehicle Insurance Policy. Ability to work standby or attend meetings during nonbusiness hours.

PHYSICAL AND MENTAL DEMANDS/WORKING CONDITIONS

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

Physical Demands

While performing the duties of this class, the employee is regularly required to sit, stand, walk, talk, and hear, both in person and by telephone; use hands to finger, handle, feel or operate standard office equipment; and reach with hands and arms. The employee occasionally lifts and carries records and documents weighing less than 20 pounds. Specific vision abilities required by this job include close vision and the ability to adjust focus.

Mental Demands

While performing the duties of this class, the employee is regularly required to use oral and written communication skills; read and interpret complex data; thoroughly analyze and solve problems; exercise sound judgment in the absence of specific guidelines; use math and

mathematical reasoning; establish priorities and work on multiple assignments and projects concurrently; meet intense and changing deadlines given continual interruptions; and interact appropriately with staff, management, City officials, Commission representatives, media, community groups, patrons, and others in the course of work.

Work Environment

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. The employee works in office conditions; the noise level is usually quiet. Occasional driving is required to attend meetings at various City facilities, meeting sites, and public and private events.

Date Adopted:

CITY OF GOLETA GENERAL SERVICES DIRECTOR

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, provides oversight of the General Services Department; responsible for the planning, organization, and administration of Department projects and programs, including facilities management, maintenance and improvements; real estate services; vehicle fleet services; information & communications technology; purchasing & surplus property and other general service programs and activities; develops and oversees the department's personnel, budget and finances; serves as a member of the City's executive team; and performs other related duties as assigned.

CLASS CHARACTERISTICS

The General Services Director is considered a Department Director with responsibility for directing the activities of a Department within the City. Positions at this class level serve as a member of the City's executive management team and provide advice and counsel to the City Manager regarding strategic policy and problem-solving relating to the assigned Department and the City overall. The incumbent is responsible for accomplishing the City's goals and objectives related to assigned program areas and for supervising the work of all Department staff.

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. Assumes full management responsibility for the General Services department; oversees the planning, organization, and administration of Department projects and programs, including facilities management, maintenance, and improvements; real estate services; vehicle fleet services; information & communications technology; purchasing & surplus property and other general service programs and activities.
2. Formulates, recommends, and implements Department policies, procedures, goals, priorities and objectives to provide timely, quality, and economical resources and services to the City organization in a safe, reliable and efficient manner.
3. Oversees a full range of property related functions including: negotiating the purchase and sale of real property and vehicles; negotiating and administering leases and other real property agreements and acting as the landlord/property manager in tenant relations with internal and external tenants; creating and implementing maintenance and replacement schedules and related funding plans for City buildings and vehicles; procuring and managing a variety of contracts related to the cleaning, upkeep, equipping and operation of City facilities, vehicles, and related equipment and appurtenances; and ensuring ADA/Section 504 access and other regulatory compliance in City buildings and vehicles.
4. Provides long-range planning for the development of City facilities; leads or participates in the planning, design, financing and construction of all capital projects related to City-owned buildings.

5. Oversees the City's purchasing function; ensures citywide understanding and compliance with state and local purchasing rules, competitive bid requirements, and surplus property procedures; assists departments with the preparation of purchasing documents including requisitions, requests for proposals, bid specification and packages, contracts, and purchase orders, etc.; assists departments in negotiating favorable terms and securing appropriate contracting approvals; implements citywide computer and analog contract management systems.
6. Oversees the Information Technology function including: chairing the I.T. Executive Steering Committee to identify and prioritize current and future technology needs citywide; updating and implementing the I.T. Strategic Plan; I.T. hardware inventory purchasing and replacement programs and related financial planning; managing software procurement projects from needs analysis through go-live; negotiating and managing a full range of contracted information technology support services; establishing and enforcing performance metrics for contract I.T. services.
7. Oversees the planning, development, and delivery of a wide variety of programs within the Department's responsibility; identifies organizational needs and directs staff in delivery of programs.
8. Directs the preparation and implementation of the Department's operating and capital improvement budgets, work programs, and strategic plans; makes budget presentations and justifies submissions; provides long-range financial planning for department programs, projects, and needs; approves department fees, purchases, contracts, and expenditures.
9. Ensures all resources within each program area are properly allocated and managed.
10. Continuously monitors and evaluates the efficiency and effectiveness of programs and services delivery methods, based on desired outcomes. Assess workloads, administrative support systems, and internal working relationships to identify opportunities for improvement.
11. Attends meetings of the City Council and various other boards, commissions, committees and other public organizations, as needed.
12. Directly supervises management, professional, operational, and/or clerical staff; oversees and approves the recruitment, selection, training and evaluation of Department staff accordance with the City's personnel rules, policies and labor contract provisions; recommends disciplinary action, as needed.
13. Identifies grant and other funding opportunities; prepares grant applications and administers grant.
14. Assists in resolving work problems and interpreting administrative policies to subordinates, other departments, consultants, contractors, and the public.
15. Prepares and presents verbal and written reports to City Council, County Board of Supervisors, Commissions, governmental agencies and community groups.
16. Represents the General Services Department to other departments, elected officials, and outside agencies including community organizations; develops community resources; coordinates assigned activities with those of other departments and outside agencies and organizations.

17. Explains, justifies, and defends department programs, policies, and activities; negotiates and resolves sensitive and controversial issues; Responds to and resolves difficult and sensitive citizen inquiries and complaints.
18. Attends and participates in professional group meetings; monitors state and federal legislation pertaining to issues affecting the Department and/or City projects; maintains awareness of new trends and developments in assigned areas of responsibility; incorporates new developments as appropriate.

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 administration, business administration, urban planning, engineering or a related field. A Master's degree in one of the aforementioned fields is preferable.

Experience:

- Ten years of increasingly responsible experience in local government administration, urban planning, engineering, facilities management, capital project management, or similar functions. Five years of supervisory experience. Experience overseeing complex operations and capital projects and preparing a department budget is highly desirable.

Knowledge and Abilities

Knowledge of:

- Principles of municipal government management, organization, administration, and operations.
- Principles of financial analysis including financial terms and cost benefit analysis; principles and practices of municipal budget preparation and administration.
- Facilities maintenance standards, methods, materials, equipment, and costs.
- Terminology, methods, practices and techniques used in architecture, planning, engineering, and construction; reading and interpreting architectural and civil engineering designs as they relate to municipal buildings, including interpreting construction designs and plans.
- Public agency procurement and contracting management and administration; methods and manner of public agency property acquisition.
- Grant writing and administration; capital project financing, particularly in a public agency
- Principles and practices of strategic planning and workload management.
- Theories of management and organization; leadership principles; principles of human behavior.

- Familiarity with planning terminology and permitting processes.
- Pertinent federal, state and local laws, codes and regulations.
- Principles and practices of project and program management in assigned areas of responsibility.
- Principles of personnel selection, supervision, training, and performance evaluation.
- Methods and techniques of effective report preparation and presentation.
- Modern office methods, practices, procedures, and equipment, including computer hardware and software necessary for word processing, graphic presentation, mapping, and database management.

Ability to:

- Oversee varied complex and specialized citywide functions, such as facilities, vehicle fleet, information technology, and purchasing programs.
- Perform responsible, complex, and specialized current and long-term planning assignments.
- Prepare financial reports and analyses, prepare and review economic feasibility studies, provide recommendations.
- Interpret and apply federal, state, and local laws, codes, regulations, policies, procedures, and standards pertaining to the planning process.
- Oversee parks capital projects, interpret maps, site and building plans and specifications; research, analyze and summarize planning data.
- Establish and maintain cooperative relationships with officials of public and private agencies, community groups and the general public, as well as with City Staff, co-workers, City Council, commissions, media, business groups, financial institutions, regulators, and other parties.
- Solicit community involvement in department programs, enhance cooperative working relationships among all interested persons.
- Analyze problems, identify alternative solutions, project consequences of proposed actions, and provide recommendations.
- Make presentations of ideas and recommendations to staff, the City Council, Planning Commission, Design Review Board, advisory committees, and other official groups; prepare clear and visual displays; present ideas persuasively.
- Prepare clear and concise reports, correspondence, and other written materials; plan and organize work.
- Exercise sound judgment.
- Plan, organize and execute assignments independently and within established deadlines.

- Supervise, train, and evaluate assigned personnel.
- Work effectively and tactfully with dissatisfied citizens and others; deal constructively with conflict and develop effective resolutions.
- Understand and carry out verbal and written instructions; express ideas clearly and concisely verbally and in writing; read, understand, and apply complex materials.
- Establish and maintain professional and cooperative working relationships with those contacted in the course of work.
- Use a computer and software applications such as, word processing, spreadsheets, database management, and graphics presentations.

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:

Date Revised:

**CITY OF GOLETA
LIBRARY DIRECTOR
(Assistant Neighborhood
Services Director)**

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 general direction of the Neighborhood Services Director, provides oversight of the Library Division; oversees, and controls the delivery of Library programs, services and resources at three branch locations and satellite locations, including Reference Services, Support Services, Youth Services, branch services, and administrative services; recommends Library Division budget, personnel, and policy decisions; assesses community needs and maintains relations with library support groups and contributors; assists the Neighborhood Services Director in the management of the Neighborhood Services Department and serves as the Director in his or her absence; and performs related duties as assigned.

CLASS CHARACTERISTICS

The Library Director (Assistant Neighborhood Services Director) is responsible for the overall organization, staffing, and operations of the public library, a major division of the Neighborhood Services Department, and the creation and attainment of Library Division goals and objectives. This is a high-level management position that reports to the Neighborhood Services Director and oversees the work of other managers and professional staff. The Library Director (Assistant Neighborhood Services Director) is distinguished from the Library Services Manager classification by its broader scope of functional responsibility and decision-making authority in matters affecting the prioritization of departmental services and community relations, by its responsibility to represent the Library at the regional level, and its responsibility to recommend budget, personnel and policy decisions to the Neighborhood Services Director. It is distinguished from the Neighborhood Services Director by that position's broader responsibility for Neighborhood Services Department operations, its control of the Department budget, finances and capital assets, and its participation on the City's executive team. This position provides leadership assistance to the Neighborhood Services Director in the planning, coordination and management of the entire Department, as directed, and serves as the Director in his or her 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. Oversees Library operations, and controls the delivery of Library programs, services and resources.
2. Develops, implements and revises Library rules, procedures and policies; reviews actions and conduct of subordinates, recommends corrective action and maintains effective discipline throughout the Library.
3. Oversees the recruitment, selection, training and evaluation of Library Division staff and disciplinary processes in accordance with the City's personnel rules, policies and labor contract provisions.
4. Works with the Neighborhood Services Director, community representatives, City management, and staff to establish Library goals, objectives and service needs and evaluate the effectiveness of Library services; initiates meetings and focus groups to identify work plans and priorities, and potential solutions to issues.
5. Studies and analyzes library systems and procedures; directs and initiates improvements working with staff and other internal and external parties.
6. Directs, evaluates, and presents monthly and annual library service reports, studies, evaluation reviews, and statistical summaries.
7. Researches and monitors developments related to library operations, evaluates their impact and recommends improvements; provides assistance to staff in resolving day-to-day problems and meeting goals and timetables.
8. Coordinates Library activities and maintains liaisons with other library foundations, regional bodies, and service groups.
9. Represents the Library Division before the City Council, Library Commission, County Library Advisory Committee, Black Gold Cooperative, and other governmental bodies; prepares and presents special studies and reports concerning Library programs and activities.
10. Assists the Neighborhood Services Director in developing organizational and staffing structure for the division and evaluates the effectiveness of departmental work processes, systems and procedures.
11. Assists the Neighborhood Services Director in the preparation of the Library Division budget, including operating budget, collections, capital outlay, and grants programs; evaluates actual expenditures in relation to department goals and service priorities.
12. Represents the Library Division before various community groups, develops and implements the division's community relation efforts.

QUALIFICATIONS GUIDELINES

Education, Experience and Training

A typical way of obtaining the knowledge, skills and abilities outlined above is graduation from an ALA accredited college or university with a master's degree in Library Science; and seven or more years of progressively responsible professional and managerial library experience, supplemented by three or more years of supervisory experience.

Knowledge and Abilities

Knowledge of:

- Theories, principles and practices of modern library management, including current developments in librarianship and in managing the delivery of library services.
- Modern library operations, policies, methods, and procedures.
- Collection development, including print, audiovisual and electronic resources selection and cataloging procedures.
- General and specialized reference materials, bibliographic sources, online databases, and the field of book publishing.
- Automated library information systems, resources, and tools.
- Patron advisory methods and practices.
- Strategic planning principles; theories of management and organization; leadership principles.
- Principles of staffing, selection, training, supervision, evaluation, and discipline.
- Financial planning and budgeting practices; grant administration practices.
- Project management, benchmarking, and program evaluation practices.
- Negotiating techniques.

Ability to:

- Create and interpret library policies and make resources and services available to the public in accepted media.
- Plan, implement and direct a wide variety of library programs and services.
- Assess patron needs and available resources and development programs to serve those needs.
- Prepare clear, concise and comprehensive correspondence, reports and other written materials; provide training and support to staff and volunteers.

- Work closely with other library management team members and staff to provide comprehensive services to library patrons and solve a broad range of service delivery, programmatic and administrative problems.
- Establish and maintain cooperative working relationships with City officials, Commission, management, staff, community groups, media, patrons and others encountered in the course of work.
- Perform management level financial analysis and administer the division budget.
- Utilize standard word processing and Web browser software.
- Prepare and deliver effective public presentations.
- Work independently.

Special Requirements

- A valid Class C California driver's license and the ability to maintain insurability under the City's Vehicle Insurance Policy. Ability to work standby or attend meetings during nonbusiness hours.

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.

Physical Demands

While performing the duties of this class, the employee is regularly required to sit, stand, walk, talk, and hear, both in person and by telephone; use hands to finger, handle, feel or operate standard office equipment; and reach with hands and arms. The employee occasionally lifts and carries records and documents weighing less than 20 pounds. Specific vision abilities required by this job include close vision and the ability to adjust focus.

Mental Demands

While performing the duties of this class, the employee is regularly required to use oral and written communication skills; read and interpret complex data; thoroughly analyze and solve problems; exercise sound judgment in the absence of specific guidelines; use math and mathematical reasoning; establish priorities and work on multiple assignments and projects concurrently; meet intense and changing deadlines given continual interruptions; and interact appropriately with staff, management, City officials, Commission representatives, media, community groups, patrons, and others in the course of work.

Work Environment

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. The employee works in office conditions; the noise level is usually quiet. Occasional driving is required to attend meetings at various City facilities, meeting sites, and public and private events.

Date Adopted:

CITY OF GOLETA NEIGHBORHOOD SERVICES DIRECTOR

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, provides oversight of the Neighborhood Services Department; responsible for the planning, organization, and administration of Department projects and programs, including parks, recreation, libraries, homeless programs, emergency preparedness, City grantmaking programs, and the Community Development Block Grant program; develops and oversees the department's personnel, budget and finances; serves as a member of the City's executive team; and performs other related duties as assigned.

CLASS CHARACTERISTICS

The Neighborhood Services Director is considered a Department Director with responsibility for directing the activities of a Department within the City. Positions at this class level serve as a member of the City's executive management team and provide advice and counsel to the City Manager regarding strategic policy and problem-solving relating to the assigned Department and the City overall. The incumbent is responsible for accomplishing the City's goals and objectives related to assigned program areas and for supervising the work of all Department staff.

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. Assumes full management responsibility for the Neighborhood Services department; oversees the planning, organization, and administration of Department projects and programs, including parks, recreation, libraries, homelessness programs, emergency preparedness, City grantmaking programs, and the Community Development Block Grant program.
2. Formulates, recommends, and implements Department policies, procedures, goals, priorities, and objectives that will offer positive experiences for residents and visitors and foster human development, health and wellness, cultural unity, environmental stewardship, safety and security, and enhance community identity.
3. Oversees the planning, development, and delivery of a wide variety of programs within the Department's responsibility; identifies community needs and directs staff in delivery of programs.
4. Directs the preparation and implementation of the Department's operating and capital improvement budgets, work programs, and strategic plans; makes budget presentations and justifies submissions; provides long-range financial planning for department programs, projects, and needs; approves department fees, purchases, contracts, and expenditures.
5. Ensures all resources within each division are properly allocated and managed.

6. Provides long-range planning for the development of City parks, recreation, and library facilities; leads or participates in capital project planning and capital project management.
7. Serves as Assistant Emergency Services Director and oversees City emergency preparedness activities and services in close coordination with the City Manager's Office.
8. Continuously monitors and evaluates the efficiency and effectiveness of programs and services delivery methods, based on desired outcomes. Assess workloads, administrative support systems, and internal working relationships to identify opportunities for improvement.
9. Attends meetings of the City Council, the Planning Commission, Parks and Recreation Commission, Library Commission and various other boards, commissions, committees and other public organizations, as needed.
10. Directly supervises management, professional, operational, and/or clerical staff; oversees and approves the recruitment, selection, training and evaluation of Department staff accordance with the City's personnel rules, policies and labor contract provisions; recommends disciplinary action, as needed.
11. Identifies grant and other funding opportunities; prepares grant applications and administers grant; implements City's own grantmaking programs for non-profit and other entities serving the community, including a competitive application process.
12. Assists in resolving work problems and interpreting administrative policies to subordinates, other departments, consultants, contractors and the public.
13. Prepares and presents verbal and written reports to City Council, County Board of Supervisors, Commissions, governmental agencies and community groups.
14. Represents the Neighborhood Services Department to other departments, elected officials, and outside agencies including community organizations; develops community resources; coordinates assigned activities with those of other departments and outside agencies and organizations.
15. Explains, justifies, and defends department programs, policies, and activities; negotiates and resolves sensitive and controversial issues; Responds to and resolves difficult and sensitive citizen inquiries and complaints.
16. Attends and participates in professional group meetings; monitors state and federal legislation pertaining to issues affecting the Department and/or City projects; maintains awareness of new trends and developments in assigned areas of responsibility; incorporates new developments as appropriate.

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 administration, business administration, library administration, or a related field. A Master's degree in one of the aforementioned fields is preferable.

Experience:

- Ten years of increasingly responsible experience in local government administration, parks and recreation, libraries, or similar community-facing quality-of-life departments. Five years of supervisory experience. Experience overseeing complex operations and preparing a department budget is highly desirable.

Knowledge and Abilities

Knowledge of:

- Principles of municipal government management, organization, administration, and operations.
- Principles of financial analysis including financial terms and cost benefit analysis; principles and practices of municipal budget preparation and administration.
- Implementation of Federal and State emergency incident response requirements.
- Administration, implementation and preparation of applications for Federal, State grants including Community Development Block Grants.
- Public agency procurement and contracting management and administration.
- Principles and practices of strategic planning and workload management.
- Theories of management and organization; leadership principles; principles of human behavior.
- Familiarity with planning terminology and permitting processes.
- Pertinent federal, state and local laws, codes and regulations.
- Principles and practices of project and program management in assigned areas of responsibility.
- Principles of personnel selection, supervision, training and performance evaluation.
- Methods and techniques of effective report preparation and presentation.
- Modern office methods, practices, procedures and equipment, including computer hardware and software necessary for word processing, graphic presentation, mapping, and database management.

Ability to:

- Oversee a range of specialized functions, such as libraries, parks, recreation programs, and grant programs.
- Perform responsible, complex and specialized current and long-term planning assignments.
- Prepare financial reports and analyses, prepare and review economic feasibility studies, provide recommendations.

- Interpret and apply federal, state, and local laws, codes, regulations, policies, procedures, and standards pertaining to the planning process.
- Oversee parks capital projects, interpret maps, site and building plans and specifications; research, analyze and summarize planning data.
- Establish and maintain cooperative relationships with officials of public and private agencies, community groups and the general public, as well as with City Staff, co-workers, City Council, commissions, media, business groups, financial institutions, regulators, and other parties.
- Solicit community involvement in department programs, enhance cooperative working relationships among all interested persons.
- Analyze problems, identify alternative solutions, project consequences of proposed actions, and provide recommendations.
- Make presentations of ideas and recommendations to staff, the City Council, Planning Commission, Design Review Board, advisory committees, and other official groups; prepare clear and visual displays; present ideas persuasively.
- Prepare clear and concise reports, correspondence, and other written materials; plan and organize work.
- Exercise sound judgment.
- Plan, organize and execute assignments independently and within established deadlines.
- Supervise, train and evaluate assigned personnel.
- Work effectively and tactfully with dissatisfied citizens and others; deal constructively with conflict and develop effective resolutions.
- Understand and carry out verbal and written instructions; express ideas clearly and concisely verbally and in writing; read, understand, and apply complex materials.
- Establish and maintain professional and cooperative working relationships with those contacted in the course of work.
- Use a computer and software applications such as, word processing, spreadsheets, database management, and graphics presentations.

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:

Date Revised:

**CITY OF GOLETA, CALIFORNIA
SALARY SCHEDULE FY 2022-23**

CLASSIFICATION TITLE	GRADE NO.	CATEGORY B.U. / FLSA		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
City Hall Receptionist	100	G / 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	G / NE	HOURLY	20.51	21.53	22.61	23.74	24.92	26.17
Records Technician/Recording Clerk		G / NE	BI-WEEKLY	1,640	1,722	1,809	1,899	1,994	2,094
Library Assistant I		G / 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	G / NE	HOURLY	21.94	23.04	24.19	25.40	26.67	28.00
Office Specialist		G / NE	BI-WEEKLY	1,755	1,843	1,935	2,032	2,134	2,240
Library Assistant II		G / 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	G / NE	HOURLY	23.48	24.65	25.88	27.18	28.54	29.96
Library Technician		G / NE	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	G / NE	HOURLY	25.36	26.62	27.95	29.35	30.82	32.36
Permit Technician		G / NE	BI-WEEKLY	2,028	2,130	2,236	2,348	2,466	2,589
Senior Library Technician		G / E	MONTHLY	4,395	4,615	4,845	5,088	5,342	5,609
Facilities Maintenance Technician		G / NE	ANNUAL	52,739	55,375	58,144	61,051	64,104	67,309
Administrative Assistant	105	G(*) / NE	HOURLY	27.38	28.75	30.19	31.70	33.28	34.95
Lead Maintenance Worker		G / NE	BI-WEEKLY	2,191	2,300	2,415	2,536	2,663	2,796
Public Affairs Assistant		G / 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
Assistant Engineering Technician		G / NE							
Public Works Supervisor	106	M / NE	HOURLY	29.57	31.05	32.61	34.24	35.95	37.74
Librarian II		M / NE	BI-WEEKLY	2,366	2,484	2,608	2,739	2,876	3,020
Associate Engineering Technician		G / NE	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	G / 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		G(*) / NE	MONTHLY	5,536	5,813	6,104	6,409	6,729	7,066
Senior Engineering Technician		G / NE	ANNUAL	66,435	69,757	73,245	76,907	80,753	84,790
Accountant	108	G(*) / 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		G / NE	MONTHLY	5,979	6,278	6,592	6,922	7,268	7,631
Deputy City Clerk		M / E	ANNUAL	71,750	75,338	79,105	83,060	87,213	91,573
Executive Assistant		C / E							
Public Works Inspector		G / NE							
Assistant Engineer*	109	G / NE	HOURLY	37.25	39.12	41.07	43.13	45.28	47.55
Emergency Services Coordinator		G / 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
Human Resources Analyst/DEI Officer		C / E	ANNUAL	77,490	81,365	85,433	89,705	94,190	98,899
Management Analyst		M(*) / E							
Environmental Services Specialist		M / NE							
Associate Planner	110	G / 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
Associate Engineer**	111	G / NE	HOURLY	43.45	45.63	47.91	50.30	52.82	55.46
Supervising Librarian		M / E	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 / 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 Manager		M / E	MONTHLY	8,135	8,541	8,968	9,417	9,888	10,382
Public Information Officer		C / E	ANNUAL	97,615	102,496	107,621	113,002	118,652	124,585
Senior Planner		M / E							
Sustainability Coordinator		M / E							

Effective: July 1, 2022
Revised: July 20, 2021
February 18, 2020
January 4, 2020
December 3, 2019
July 6, 2019
January 5, 2019

CITY OF GOLETA, CALIFORNIA
SALARY SCHEDULE FY 2022-23
M / E

Senior Housing Analyst

Category or Bargaining Unit

C = Confidential

G = General Unit

M = Miscellaneous Unit

M/M = Mid-Management

M/C = Conf. Management

E = Executive Management

* May be confidential, depending on assignment

Fair Labor Standards Act Classification

NE = Non Exempt from overtime

E = Exempt from overtime

CLASSIFICATION TITLE	GRADE NO.	CATEGORY B.U./FLSA		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
Accounting Manager	113	M/C / E	HOURLY	51.15	53.71	56.40	59.22	62.18	65.29
Community Relations Manager		M/C / E	BI-WEEKLY	4,092	4,297	4,512	4,737	4,974	5,223
Economic Development Coord.		M / E	MONTHLY	8,867	9,310	9,776	10,264	10,778	11,316
HR / Risk Manager		M/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		M/C / E							
Senior Engineer**		M / E							
Sustainability Manager		M/M / E							
Deputy City Attorney	114	C / E	HOURLY	55.76	58.55	61.47	64.55	67.77	71.16
Supervising Senior Planner		M / E	BI-WEEKLY	4,461	4,684	4,918	5,164	5,422	5,693
Traffic Engineer		M / 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	E - 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 Engineer - grandfathered class		M - E							
Principal Project Manager		M/M / E							
Parks and Open Space Manager		M/M / E							
CIP 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
Library Director (Asst. Neighborhood Services Director)		M/M / E	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	E / E	HOURLY	72.21	75.82	79.61	83.59	87.77	92.16
Finance Director		E / E	BI-WEEKLY	5,777	6,065	6,369	6,687	7,022	7,373
Neighborhood Services Director		E / E	MONTHLY	12,516	13,142	13,799	14,489	15,213	15,974
General Services Director		E / E	ANNUAL	150,193	157,703	165,588	173,868	182,561	191,689
Public Works Director***	118	E / E	HOURLY	78.71	82.64	86.77	91.11	95.67	100.45
Community Development Director		E / E	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	E / 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
City Manager			ANNUAL	253,074					

**If certified as an Engineer-in-Training (EIT) in the State of California, this position will receive a 5% pay differential at each step.*

***If registered as Civil Engineer in the State of California, this position will receive a 5% pay differential at each step.*

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

Category

C = Confidential

G = General Unit

M = Miscellaneous Unit

M/M = Mid-Management

M/C = Conf. Management

E = Executive Management

* May be confidential, depending on assignment

Fair Labor Standards Act Classification

NE = Non Exempt from overtime

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Effective: July 1, 2022
Revised: July 20, 2021
February 18, 2020
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December 3, 2019
July 6, 2019
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**SCHEDULE OF AUTHORIZED POSITIONS
FISCAL YEAR 2021/22 AND 2022/23**

Department/Positions	FY 21/22 & 22/23 Adopted	Program Reallocation	Reclass	Additions/ Deletions	FY 21/22 & 22/23 Proposed
General Government:					
City Manager					
City Manager	1.00				1.00
Assistant City Manager	1.00				1.00
Deputy City Manager	-				-
Assistant to the City Manager	1.00				1.00
Human Resources Risk Manager	1.00				1.00
Senior Management Analyst	-				-
Management Analyst	2.00	(1.00)			1.00
Human Resources Analyst	1.00				1.00
Human Resources Analyst/DEI Officer	1.00				1.00
Executive Assistant	1.00				1.00
Management Assistant	1.00				1.00
Sr. Office Specialist	-				-
Office Specialist	0.90				0.90
City Hall Receptionist	-				-
Total City Manager	10.90	(1.00)	-	-	9.90
City Clerk					
City Clerk	1.00				1.00
Deputy City Clerk	2.00				2.00
Records Technician/Recording Clerk	-				-
Total City Clerk	3.00	-	-	-	3.00
City Attorney					
City Attorney	-				-
Assistant City Attorney	1.00				1.00
Deputy City Attorney	-				-
Sr. Legal Analyst	-				-
Management Assistant	1.00				1.00
Total City Attorney	2.00	-	-	-	2.00
Community Relations					
Community Relations Manager	1.00				1.00
Management Assistant (2 Part-Time)	1.00				1.00
Administrative Assistant	-				-
Total Community Relations	2.00	-	-	-	2.00
Total General Government	17.90	(1.00)	-	-	16.90
Library Services					
Library - Goleta					
Library Director	1.00	(1.00)			-
Supervising Librarian	1.00	(1.00)			-
Management Assistant	1.00	(1.00)			-
Librarian II/Children's Librarian	1.00	(1.00)			-
Library Technician (1 Full-Time, 5 Part-Time)	2.88	(2.88)			-
Library Assistant I (2 Full-Time, 4 Part-Time)	3.50	(3.50)			-
Total Library - Goleta	10.38	(10.38)	-	-	-
Library - Buellton					
Senior Library Technician	1.00	(1.00)			-
Library Technician (2 Part-Time)	0.75	(0.75)			-
Library Assistant I (2 Part-Time)	0.75	(0.75)			-
Total Library - Buellton	2.50	(2.50)	-	-	-
Library - Solvang					
Senior Library Technician	1.00	(1.00)			-
Library Technician (4 Part-Time)	1.50	(1.50)			-
Total Library - Solvang	2.50	(2.50)	-	-	-
Total Library	15.38	(15.38)	-	-	-



**SCHEDULE OF AUTHORIZED POSITIONS
FISCAL YEAR 2021/22 AND 2022/23**

Department/Positions	FY 21/22 & 22/23 Adopted	Program Reallocation	Reclass	Additions/ Deletions	FY 21/22 & 22/23 Proposed
General Services:					
General Services Administration					
General Services Director			1.00		1.00
Management Analyst		1.00			1.00
Total General Services Administration	-	1.00	1.00	-	2.00
City Facilities and Fleet Management					
Facilities Maintenance Technician		1.00			1.00
Total City Facilities Management	-	1.00	-	-	1.00
Total General Services	-	2.00	1.00	-	3.00
Finance:					
Finance Administration					
Finance Director	1.00				1.00
Accounting Manager	1.00				1.00
Accountant	2.00				2.00
Budget Analyst	1.00				1.00
Management Assistant	1.00				1.00
Accounting Specialist	2.00				2.00
Senior Office Specialist	1.00				1.00
Total Finance	9.00	-	-	-	9.00
Community Development:					
Current Planning					
Planning Director	-				-
Planning Manager	1.00				1.00
Supervising Senior Planner	2.00				2.00
Associate Planner	4.00				4.00
Management Analyst	-				-
Code Compliance Officer	2.00				2.00
Assistant Planner	-				-
Management Assistant	-				-
Permit Technician	1.00				1.00
Office Specialist	0.50				0.50
Total Current Planning	10.50	-	-	-	10.50
Advance Planning					
Planning Manager	1.00				1.00
Senior Planner	2.00				2.00
Total Advance Planning	3.00	-	-	-	3.00
Sustainability Program					
Sustainability Manager	1.00				1.00
Sustainability Coordinator	-				-
Management Assistant	1.00				1.00
Total Sustainability Program	2.00	-	-	-	2.00
Housing Program					
Senior Housing Analyst	1.00				1.00
Total Housing Program	1.00	-	-	-	1.00
Administration					
Planning Director	1.00		(1.00)		-
Community Development Director	-		1.00		1.00
Management Assistant	1.00				1.00
Total Administration	2.00	-	-	-	2.00
Total Community Development	18.50	-	-	-	18.50



**SCHEDULE OF AUTHORIZED POSITIONS
FISCAL YEAR 2021/22 AND 2022/23**

Department/Positions	FY 21/22 & 22/23 Adopted	Program Reallocation	Reclass	Additions/ Deletions	FY 21/22 & 22/23 Proposed
Public Works:					
Administration					
Public Works Director	1.00				1.00
Deputy Public Works Director	1.00				1.00
Senior Management Analyst	1.00				1.00
Management Analyst	1.00				1.00
Management Assistant	1.00				1.00
Administrative Assistant	-				-
Senior Office Specialist	-				-
Total Administration	5.00	-	-	-	5.00
Engineering					
Principal Civil Engineer	1.00				1.00
Traffic Engineer	1.00				1.00
Assistant Engineer	1.00				1.00
Public Works Inspector	1.00				1.00
Senior Engineering Technician	1.00				1.00
Total Engineering	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
Management Assistant	-				-
Public Works Supervisor	1.00	-	-		1.00
Lead Maintenance Worker	-				-
Administrative Assistant	1.00				1.00
Maintenance Worker II	1.00				1.00
Maintenance Worker I	2.00				2.00
Total Parks & Open Spaces	6.00	-	-	-	6.00
Capital Improvement					
Deputy Public Works Director	-				-
CIP Manager	1.00				1.00
Sr. Project Engineer	2.00				2.00
Senior Management Analyst	-				-
Management Analyst	-				-
Assistant Engineer	2.00				2.00
Total Capital Improvement	5.00	-	-	-	5.00
Street Maintenance					
Public Works Manager	1.00				1.00
Public Works Supervisor	-				-
Senior Office Specialist	1.00				1.00
Lead Maintenance Worker	-				-
Maintenance Worker II	3.00				3.00
Maintenance Worker I	-				-
Total Street Maintenance	5.00	-	-	-	5.00
Solid Waste & Environmental Services					
Environmental Services Coordinator	1.00				1.00
Environmental Services Specialist	1.00				1.00
Assistant Engineer	-				-
Total Solid Waste & Environmental Services	2.00	-	-	-	2.00
Total Public Works	29.00	(1.00)	-	-	28.00



**SCHEDULE OF AUTHORIZED POSITIONS
FISCAL YEAR 2021/22 AND 2022/23**

Department/Positions	FY 21/22 & 22/23 Adopted	Program Reallocation	Reclass	Additions/ Deletions	FY 21/22 & 22/23 Proposed
Neighborhood Services:					
Neighborhood Services					
Neighborhood Serv & Public Safety Director	1.00				1.00
Senior Project Manager	-				-
Emergency Services Coordinator	1.00				1.00
Management Analyst	1.00				1.00
Management Assistant	1.50				1.50
Total Neighborhood Services	4.50	-	-	-	4.50
Economic Development					
Principal Project Manager	1.00		(1.00)		-
Senior Project Manager	-				-
Economic Development Coordinator	-				-
Total Economic Development	1.00	-	(1.00)	-	-
Parks & Recreation					
Parks & Recreation Manager	1.00				1.00
Total Parks & Recreation	1.00	-	-	-	1.00
Library - Goleta					
Library Director		1.00	(1.00)		-
Library Director (Assistant Neighborhood Services Director)		-	1.00		1.00
Supervising Librarian		1.00			1.00
Management Assistant		1.00			1.00
Librarian II/Children's Librarian		1.00			1.00
Library Technician (1 Full-Time, 5 Part-Time)		2.88			2.88
Library Assistant I (2 Full-Time, 4 Part-Time)		3.50			3.50
Total Library - Goleta	-	10.38	-	-	10.38
Library - Buellton					
Senior Library Technician		1.00			1.00
Library Technician (2 Part-Time)		0.75			0.75
Library Assistant I (2 Part-Time)		0.75			0.75
Total Library - Buellton	-	2.50	-	-	2.50
Library - Solvang					
Senior Library Technician		1.00			1.00
Library Technician (4 Part-Time)		1.50			1.50
Total Library - Solvang	-	2.50	-	-	2.50
Total Neighborhood Services	6.50	15.38	(1.00)	-	20.88
Grand Total:	96.275	-	-	-	96.275



**SCHEDULE OF AUTHORIZED POSITIONS
FISCAL YEAR 2021/22 AND 2022/23**

Department/Positions	FY 21/22 & 22/23 Adopted	Program Reallocation	Reclass	Additions/ Deletions	FY 21/22 & 22/23 Proposed
<p><i>*Schedule of Proposed Authorized Positions has been summarized to reflect positions in the Departments/Programs by majority of</i> <i>On the next page is a detailed schedule of allocations of how positions are budgeted based on time spent</i></p> <p><i>*Positions are allocated by budgeted time spent in programs and department:</i></p>					
General Government:					
City Manager					
City Manager	1.00				1.00
Assistant City Manager	1.00				1.00
Deputy City Manager	-				-
Assistant to the City Manager	1.00				1.00
Human Resources Risk Manager	1.00				1.00
Senior Management Analyst	-				-
Management Analyst	2.00	(1.00)			1.00
Human Resources Analyst	1.00				1.00
Human Resources Analyst/DEI Officer	1.00				1.00
Executive Assistant	1.00				1.00
Management Assistant	1.00				1.00
Sr. Office Specialist	-				-
Office Specialist	0.90				0.90
City Hall Receptionist	-				-
Total City Manager	10.90	(1.00)	-	-	9.90
City Clerk					
City Clerk	1.00				1.00
Deputy City Clerk	2.00				2.00
Records Technician/Recording Clerk	-				-
Total City Clerk	3.00	-	-	-	3.00
City Attorney					
City Attorney	-				-
Assistant City Attorney	1.00				1.00
Deputy City Attorney	-				-
Sr. Legal Analyst	-				-
Management Assistant	1.00				1.00
Total City Attorney	2.00	-	-	-	2.00
Community Relations					
Community Relations Manager	1.00				1.00
Management Assistant	1.00				1.00
Administrative Assistant	-				-
Total Community Relations	2.00	-	-	-	2.00
Total General Government	17.90	(1.00)	-	-	16.90



**SCHEDULE OF AUTHORIZED POSITIONS
FISCAL YEAR 2021/22 AND 2022/23**

Department/Positions	FY 21/22 & 22/23 Adopted	Program Reallocation	Reclass	Additions/ Deletions	FY 21/22 & 22/23 Proposed
Library Services					
Library - Goleta					
Library Director	1.00	(1.00)			-
Supervising Librarian	1.00	(1.00)			-
Management Assistant	1.00	(1.00)			-
Librarian II/Children's Librarian	1.00	(1.00)			-
Library Technician (1 Full-Time, 5 Part-Time)	2.875	(2.88)			-
Library Assistant I (2 Full-Time, 4 Part-Time)	3.50	(3.50)			-
Total Library - Goleta	10.38	(10.38)	-	-	-
Library - Buellton					
Senior Library Technician	1.00	(1.00)			-
Library Technician (2 Part-Time)	0.75	(0.75)			-
Library Assistant I (2 Part-Time)	0.75	(0.75)			-
Total Library - Buellton	2.50	(2.50)	-	-	-
Library - Solvang					
Senior Library Technician	1.00	(1.00)			-
Library Technician (4 Part-Time)	1.50	(1.50)			-
Total Library - Solvang	2.50	(2.50)	-	-	-
Total Library	15.38	(15.38)	-	-	-
General Services:					
General Services Administration					
General Services Director			1.00		1.00
Management Analyst		0.50			0.50
Total General Services Administration	-	0.50	1.00	-	1.50
City Facilities and Fleet Management					
Facilities Maintenance Technician		1.00			1.00
Total City Facilities Management	-	1.00	-	-	1.00
Information and Communications					
Management Analyst		0.50			0.50
Total City Facilities Management	-	0.50	-	-	0.50
Total General Services	-	2.00	1.00	-	3.00
Finance:					
Finance Administration					
Finance Director	1.00				1.00
Accounting Manager	1.00				1.00
Budget Analyst	1.00				1.00
Accountant	2.00				2.00
Management Assistant	1.00				1.00
Accounting Specialist	2.00				2.00
Senior Office Specialist	1.00				1.00
Total Finance	9.00	-	-	-	9.00



**SCHEDULE OF AUTHORIZED POSITIONS
FISCAL YEAR 2021/22 AND 2022/23**

Department/Positions	FY 21/22 & 22/23 Adopted	Program Reallocation	Reclass	Additions/ Deletions	FY 21/22 & 22/23 Proposed
Community Development:					
Current Planning					
Planning Director	-				-
Planning Manager	1.00				1.00
Supervising Senior Planner	2.00				2.00
Associate Planner	4.00				4.00
Management Analyst	-				-
Code Compliance Officer	2.00				2.00
Assistant Planner	-				-
Management Assistant	-				-
Permit Technician	1.00				1.00
Office Specialist	0.50				0.50
Total Current Planning	10.50	-	-	-	10.50
Building & Safety					
Planning Director	-				-
Management Assistant	-				-
Total Building & Safety	-	-	-	-	-
Advance Planning					
Planning Director	-				-
Planning Manager	1.00				1.00
Senior Planner	2.00				2.00
Management Assistant	-				-
Total Advance Planning	3.00	-	-	-	3.00
Planning Commission & Design Review Board					
Planning Director	-				-
Management Assistant	-				-
Total Planning Commission & Design Review Board	-	-	-	-	-
Sustainability Program					
Sustainability Manager	1.00				1.00
Sustainability Coordinator	-				-
Management Assistant	1.00				1.00
Total Sustainability Program	2.00	-	-	-	2.00
Housing Program					
Senior Housing Analyst	1.00				1.00
Total Housing Program	1.00	-	-	-	1.00
Administration					
Planning Director	1.00		(1.00)		-
Community Development Director			1.00		1.00
Management Assistant	1.00				1.00
Total Administration	2.00	-	-	-	2.00
Total Community Development	18.50	-	-	-	18.50



**SCHEDULE OF AUTHORIZED POSITIONS
FISCAL YEAR 2021/22 AND 2022/23**

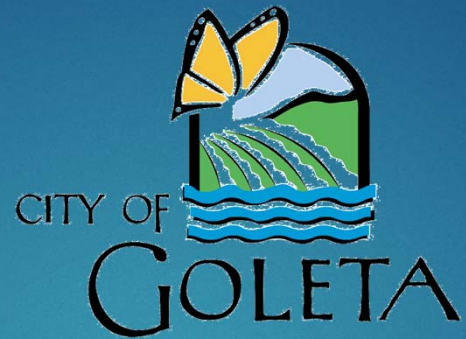
Department/Positions	FY 21/22 & 22/23 Adopted	Program Reallocation	Reclass	Additions/ Deletions	FY 21/22 & 22/23 Proposed
Public Works:					
Administration					
Public Works Director	1.00				1.00
Deputy Public Works Director	0.50				0.50
Senior Management Analyst	0.50				0.50
Management Analyst	0.50				0.50
Management Assistant	1.00				1.00
Administrative Assistant	-				-
Senior Office Specialist	-				-
Total Administration	3.50	-	-	-	3.50
Engineering					
Deputy Public Works Director	0.25				0.25
Principal Civil Engineer	1.00				1.00
Traffic Engineer	1.00				1.00
Management Analyst	0.25				0.25
Assistant Engineer	1.25				1.25
Public Works Inspector	1.00				1.00
Sr. Engineering Technician	1.00				1.00
Management Assistant	-				-
Administrative Assistant	-				-
Total Engineering	5.75	-	-	-	5.75
Facilities Maintenance					
Facilities Maintenance Technician	1.00	(1.00)			-
Total Facilities Maintenance	1.00	(1.00)	-	-	-
Parks & Open Spaces					
Public Works Manager	-				-
Parks & Open Spaces Manager	1.00				1.00
Public Works Supervisor	0.50				0.50
Lead Maintenance Worker	-				-
Administrative Assistant	0.50				0.50
Senior Office Specialist	0.30				0.30
Maintenance Worker II	1.00				1.00
Maintenance Worker I	2.00				2.00
Total Parks & Open Spaces	5.30	-	-	-	5.30
Capital Improvement					
Public Works Director	-				-
Deputy Public Works Director	0.25				0.25
CIP Manager	1.00				1.00
Sr. Project Engineer	2.00				2.00
Senior Management Analyst	0.50				0.50
Management Analyst	0.25				0.25
Assistant Engineer	1.50				1.50
Senior Office Specialist	0.30				0.30
Total Capital Improvement	5.80	-	-	-	5.80
Street Lighting					
Assistant Engineer	0.25				0.25
Total Street Lighting	0.25	-	-	-	0.25
Street Maintenance					
Public Works Director	-				-
Public Works Manager	1.00				1.00
Management Assistant	-				-
Administrative Assistant	0.50				0.50
Public Works Supervisor	0.50				0.50
Lead Maintenance Worker	-				-
Senior Office Specialist	0.40				0.40
Maintenance Worker II	3.00				3.00
Maintenance Worker I	-				-
Total Street Maintenance	5.40	-	-	-	5.40



**SCHEDULE OF AUTHORIZED POSITIONS
FISCAL YEAR 2021/22 AND 2022/23**

Department/Positions	FY 21/22 & 22/23 Adopted	Program Reallocation	Reclass	Additions/ Deletions	FY 21/22 & 22/23 Proposed
Solid Waste & Environmental Services					
Public Works Director	-				-
Deputy Public Works Director	-				-
Environmental Services Coordinator	1.00				1.00
Environmental Services Specialist	1.00				1.00
Senior Management Analyst	-				-
Assistant Engineer	-				-
Management Analyst	-				-
Management Assistant	-				-
Administrative Assistant	-				-
Senior Office Specialist	-				-
Total Solid Waste & Environmental Services	2.00	-	-	-	2.00
Total Public Works	29.00	(1.00)	-	-	28.00
Neighborhood Services:					
Neighborhood Services Administration					
Neighborhood Serv & Public Safety Director	0.90				0.90
Principal Project Manager	0.25		(0.25)		-
Senior Project Manager	-				-
Emergency Services Coordinator	1.00				1.00
Management Analyst	0.90				0.90
Management Assistant	1.40				1.40
Total Neighborhood Services	4.45	-	(0.25)	-	4.20
Economic Development					
Principal Project Manager	0.75		(0.75)		-
Senior Project Manager	-				-
Economic Development Coordinator	-				-
Total Economic Development	0.75	-	(0.75)	-	-
Parks & Recreation					
Neighborhood Serv & Public Safety Director	0.10				0.10
Parks & Recreation Manager	1.00				1.00
Management Analyst	0.10				0.10
Management Assistant	0.10				0.10
Total Parks & Recreation	1.30	-	-	-	1.30
Library - Goleta					
Library Director		1.00	(1.00)		-
Library Director (Assistant Neighborhood Services Director)		-	1.00		1.00
Supervising Librarian		1.00			1.00
Management Assistant		1.00			1.00
Librarian II/Children's Librarian		1.00			1.00
Library Technician (1 Full-Time, 5 Part-Time)		2.88			2.88
Library Assistant I (2 Full-Time, 4 Part-Time)		3.50			3.50
Total Library - Goleta	-	10.38	-	-	10.38
Library - Buellton					
Senior Library Technician		1.00			1.00
Library Technician (2 Part-Time)		0.75			0.75
Library Assistant I (2 Part-Time)		0.75			0.75
Total Library - Buellton	-	2.50	-	-	2.50
Library - Solvang					
Senior Library Technician		1.00			1.00
Library Technician (4 Part-Time)		1.50			1.50
Total Library - Solvang	-	2.50	-	-	2.50
Total Neighborhood Services	6.50	15.38	(1.00)	-	20.88
Grand Total:	96.275	-	-	-	96.275

Attachment 7
Presentation



Department Reorganization

CITY COUNCIL MEETING
JULY 20, 2021

1

July 20

Sources of Recommendations

- ▶ New focus on Affordable Housing and enhanced Sustainability
- ▶ CityGate Study of NSPS and City Manager Departments (2019)
- ▶ Opportunity to rethink operations with departure of former NSPS Director
- ▶ Survey of the structures of 59 other cities in tri-counties
- ▶ Important citywide operations that need more focused attention (Property Management, Facilities Maintenance, Fleet Maintenance, Information Technology, Purchasing, etc.)
- ▶ Anticipated future offerings (Recreation Needs, Parks Master Plan, Homelessness Plan, Community Center, etc.)

July 20, 2021, City Council Meeting

Recommendations

Change Planning & Environmental Review to “Community Development” Department

- ▶ Over time, department is less transactional with broader responsibility.
 - ▶ Rolling out City-specific documents
 - ▶ Addition of Affordable Housing functions
 - ▶ Increased staff and focus in Sustainability
- ▶ Survey of 59 tri-counties cities: almost all cities with their own Planning and Building function call the department “Community Development”

Recommendations

Move Public Safety to City Manager Department

- ▶ Police, Fire and associated functions Key recommendation of the CityGate Study
 - ▶ Unfiltered communication
 - ▶ Build direct relationship between Police Chief, Fire Chief and City Manager
 - ▶ Shared vision and philosophy
 - ▶ Mutual support at the highest organizational level
- ▶ Exit of NSPS Director makes timing right
- ▶ CM is supported by new staff resources

Recommendations

Combine Parks and Recreation and Library functions into “Neighborhood Services” Department

- ▶ Parks & Recreation, Library, Community Emergency Readiness, Homelessness Programs, Community Grants/CDBG, “City Assist” response
- ▶ Key recommendation of CityGate Study
 - ▶ Quality of Life Services
 - ▶ Common alignment-- services that promote Goleta’s unique spirit and identity
 - ▶ Highly valued services, frequent and ongoing patron engagement
 - ▶ Opportunities for shared administration, strategies, branding and communications

Recommendations

Move Economic Development to the City Manager's Department and

- ▶ Economic Development
 - ▶ Key recommendation of CityGate Study
 - ▶ Survey of 59 agencies: Economic Development in City Manager Dept is common
 - ▶ Will facilitate a citywide team approach
- ▶ General Services Department

Recommendations

Create a new General Services Department

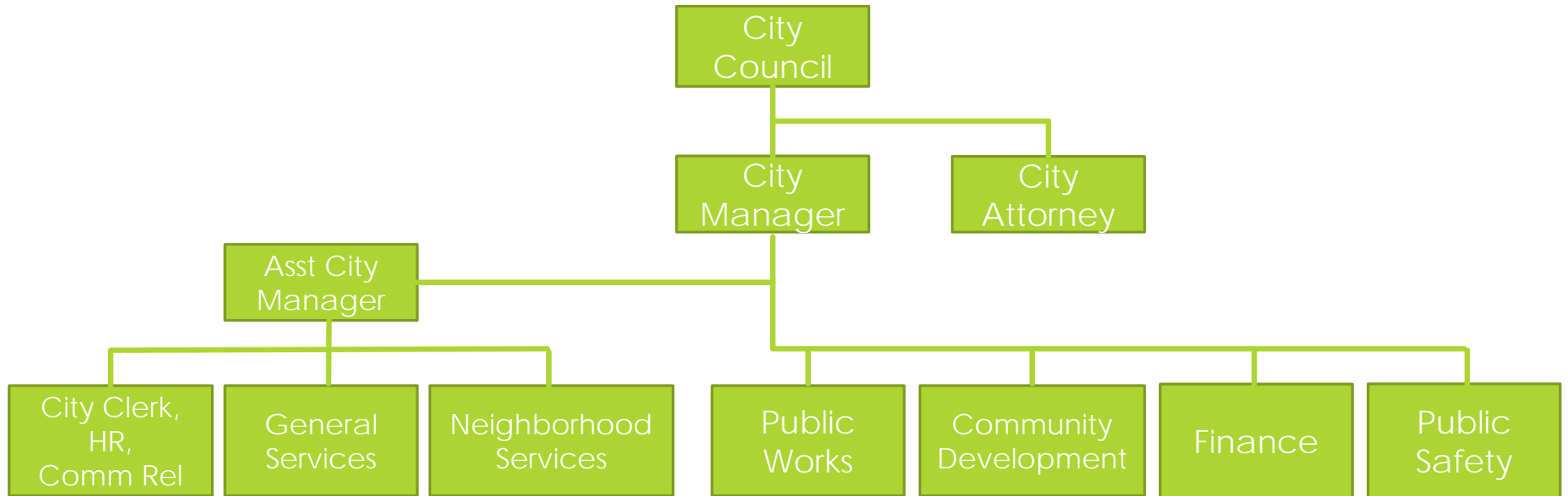
- ▶ Focus to ensure space, resources, and equipment for departments to carry out their primary mission
- ▶ Addresses those areas identified as needing more focused attention
 - ▶ Property/Tenant Management, Facilities Maintenance, Fleet Maintenance, Information Technology, Purchasing, etc.
- ▶ Can be accomplished with reassignment of already budgeted staff
 - ▶ Principal Project Manager (reclass to Director), Management Analyst, Facilities Maintenance Technician, & part-time Management Assistant

Recommendations

Move certain functions from NSPS to Finance

- ▶ Finance already plays major role in these areas
 - ▶ Remaining RDA Successor agency functions
 - ▶ Licensing functions
 - ▶ Firearms, Massage Technicians and Establishments, Taxicabs, Tobacco Retailing, Short-term Vacation Rentals, and Cannabis business license review and approvals
- ▶ New Management Assistant approved for FY 2021/22 will help absorb workload

City Department Organization



Staffing Adjustments

- ▶ Rename PER Director “Community Development Director” (range 117 to 118)
- ▶ Rename NSPS Director to “Neighborhood Services Director”, no salary adjustment
- ▶ Rename Library Director to “Library Director (Assistant Neighborhood Services Director)” (range 117 to 116)
- ▶ Reclassify Principal Project Manager to “General Services Director” (range 115 to range 117)

Change	Budget Cost
Adjust Community Development Director	\$20,500
Reclass to “General Services Director”:	\$35,900
Reclass to “Library Director (Asst Neighborhood Services Director)”	\$(18,700)
“FULLY LOADED” ANNUALIZED BUDGET COST	\$37,700

QUESTIONS?