

CITY OF LA VISTA
MAYOR AND CITY COUNCIL REPORT
APRIL 1, 2014 AGENDA

Subject:	Type:	Submitted By:
DISCUSSION — REORGANIZATION PLAN	RESOLUTION ORDINANCE ◆ RECEIVE/FILE	BRENDA S. GUNN CITY ADMINISTRATOR

SYNOPSIS

A discussion item has been placed on the agenda for the Mayor and Council to consider a reorganization plan strategy intended to create a more productive, efficient personnel structure that will enable us to better serve both citizens and employees.

FISCAL IMPACT

While the proposed reorganization was not financially motivated, it is anticipated that the recommended changes will have a positive fiscal impact in terms of total compensation. There will be some one-time costs associated with the reorganization such as additional/updated furnishings and building remodeling.

RECOMMENDATION

Direction from the City Council is being requested.

BACKGROUND

No one symptom makes by itself a case for major structural change, rather a reorganization is the right thing to do when the current form of the organization is not meeting the needs of its customers. The recommended reorganization is the result of considerable deliberation focused on improving organizational shortcomings and ensuring efficiency within the current resources available. Specific goals of the reorganization plan include:

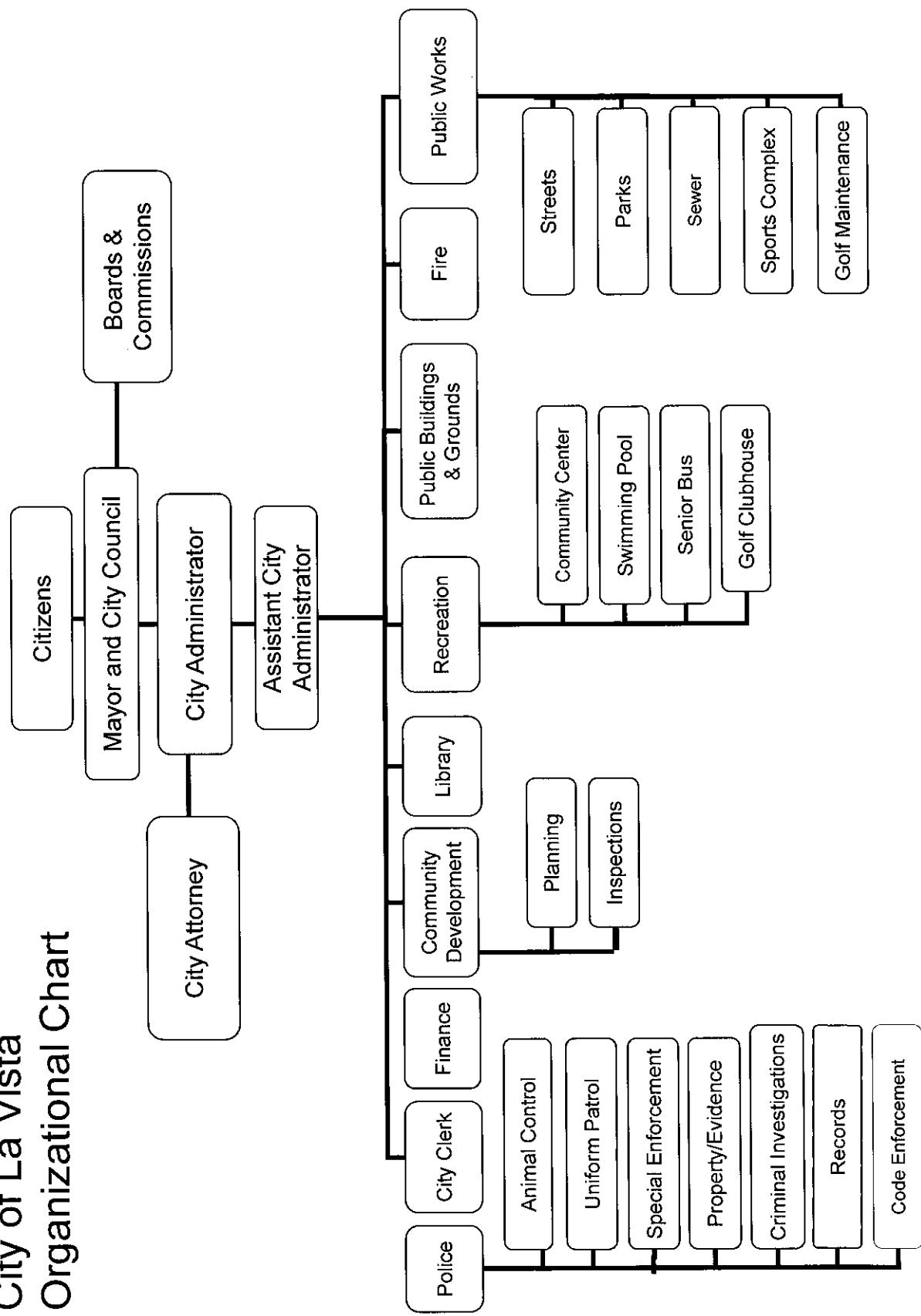
1. Improving internal operations
2. Ensuring effective allocation of resources
3. Increasing accountability
4. Fostering collaboration
5. More even distribution of direct reports

A copy of the reorganization plan draft is attached for review. It should be noted that this document was also provided to all City employees on February 25, 2014.

City of La Vista

REORGANIZATION PLAN — APRIL 2014

City of La Vista Organizational Chart



Purpose of Reorganization

No one symptom makes by itself a case for major structural change, rather, a reorganization is the right thing to do when the current form of the organization is not meeting the needs of its customers. The recommended reorganization is the result of considerable deliberation focused on improving organizational shortcomings and ensuring efficiency within the current resources available. Specific goals of the reorganization include:

1. Improving internal operations
2. Ensuring effective allocation of resources
3. Increasing accountability
4. Fostering collaboration
5. More even distribution of direct reports

A recent employee survey confirmed that some of our **internal services** are not **currently meeting** their needs. There are likely several reasons for this including lack of dedicated resources, **ineffective communication**, lack of collaboration resulting in **absence** of follow through, unreliable quality and inability to pursue new initiatives.

The City Administrator currently has 11 direct reports in **addition** to the Mayor and eight members of the City Council. This results in lack of time for regular and ongoing face time with direct reports, delayed performance reviews, **difficulty maintaining a broad focus** and limited opportunities to connect with employees and external institutions.

Reorganization Plan Recommendations

1. Retitle Assistant City Administrator to Assistant City Administrator/Director of Community Services
2. Retitle Police Chief to Police Chief/Director of Public Safety
 - Position description will include serving as Chief of Police
3. Retitle Public Works Director to Director of Public Works
4. Create Director of Administrative Services Position (Implement June 1, 2014)
 - To oversee and supervise the City Clerk's office and internal services such as Human Resources, Finance, Insurance/Risk Management and Information Technology
 - Reclassify and reassign current Police Captain to the position
5. Establish divisions included in each function area and identify Managing Director.

A. Public Safety

Police, Fire, 911 Communications, Emergency Management, Animal Control — (Police Chief/Director of Public Safety)

B. Public Works

Engineering, Streets, Sewer, Parks & Grounds, Building Maintenance, Fleet Maintenance — (Director of Public Works)

C. Community Services

Community Development, Library, Recreation, Public Transportation, Communications — (Assistant City Administrator/Director of Community Services)

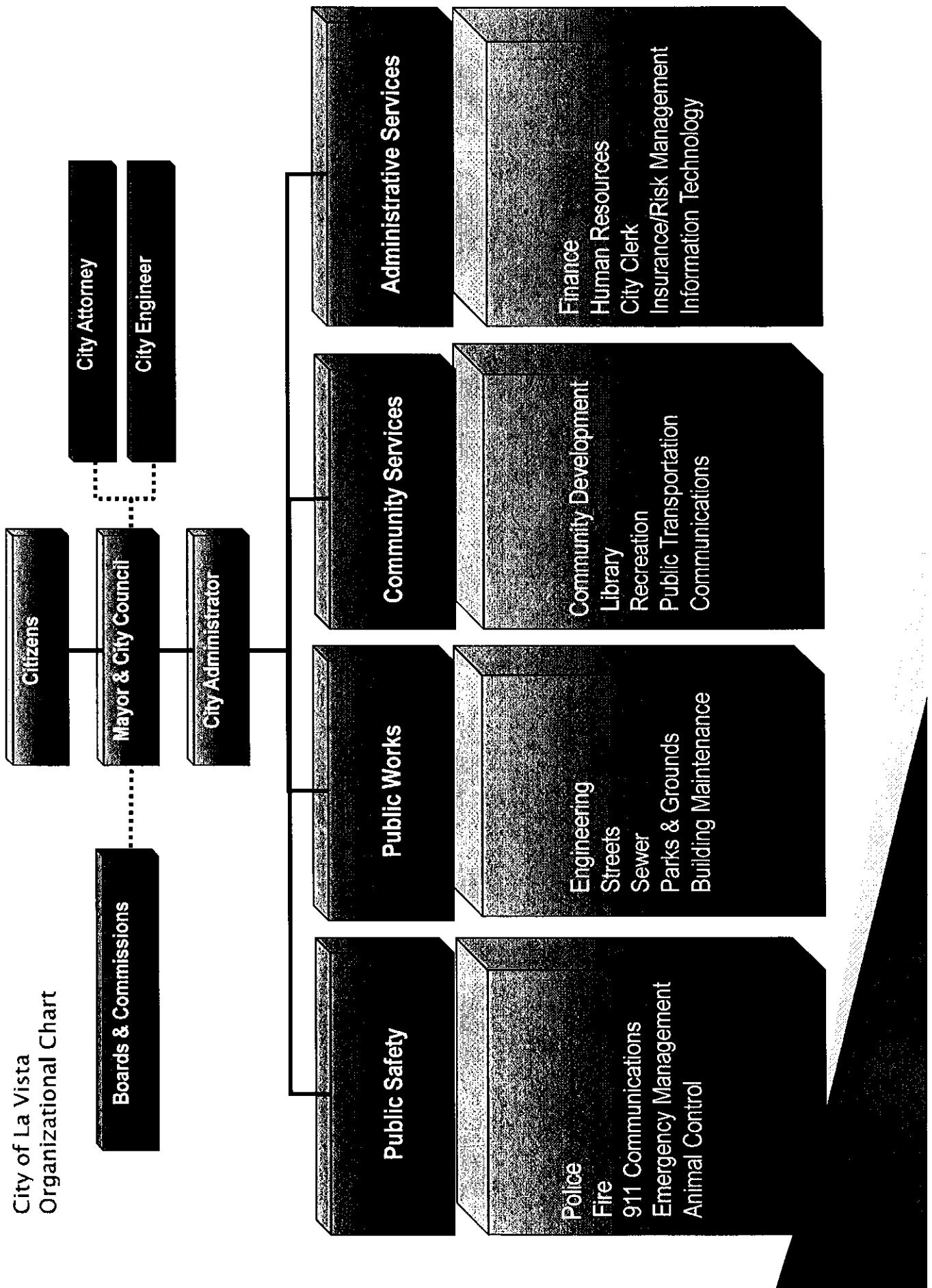
D. Administrative Services

Finance, Human Resources, Information Technology, Insurance/Risk Management, City Clerk's Office — (Director of Administrative Services)

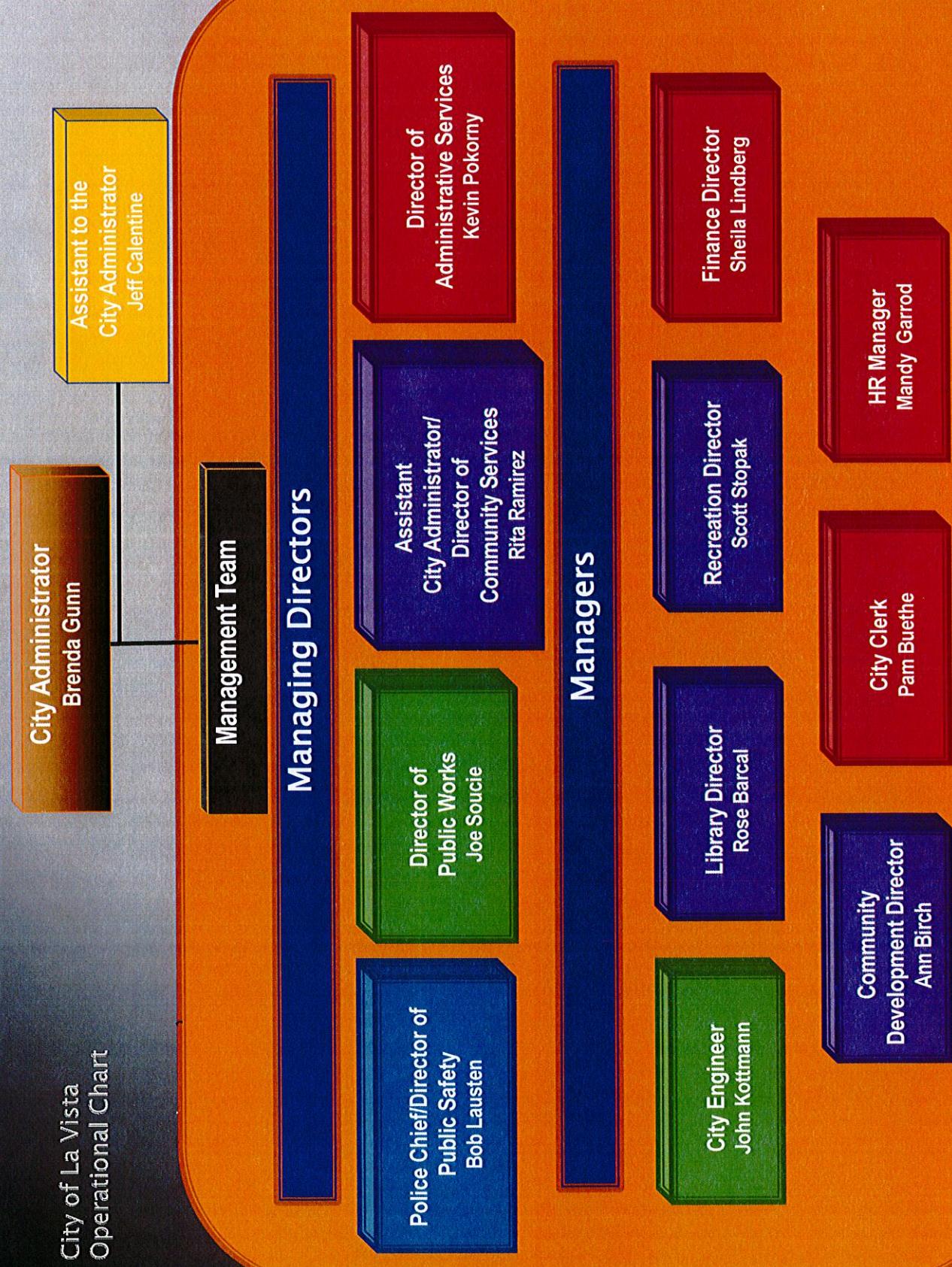
6. Create a supervisory position in Human Resources (Human Resources Manager) (Implement June 1, 2014)
 - This position will be responsible for day to day human resource functions including: Classification and compensation, employee and labor relations, training and education, recruitment and retention, employee benefit administration, performance review management and workers' compensation.
 - Reclassify and reassign current Office Manager/Deputy City Clerk to Human Resources Manager position.
7. Office Manager responsibilities reassigned to City Clerk (Implement June 1, 2014)

8. Public Buildings & Grounds to become a division of Public Works **(Implement June 1, 2014)**
 - Reclassify and reassign Director to Building Superintendent
 - Grounds maintenance to be absorbed by Parks division
 - Retitle Public Buildings & Grounds Foreman to Building Technician and reassign to the new PW Buildings division
 - Reclassify and reassign Public Buildings & Grounds Maintenance Worker II to Maintenance Worker I – Parks division
9. In lieu of filling Building Inspector II position in the Community Development Division, assign inspection duties on an as-needed basis to an existing Public Works employee **(Implement June 1, 2014)**
 - Determine internal interest in secondary assignment.
 - Provide appropriate training
10. Fire Chief position to become shared position with Papillion performing the duties of Fire Marshal. **(Implement April 1, 2014)**
11. Administrative Assistant — Fire Department — **Position to be eliminated as a result of merger** **(Implement April 1, 2014)**
 - Reassign to Library as PT Circulation Clerk
12. Backfill Police positions (Captain, Sergeant & Officer) **(Begin Implementation -- June 1, 2014)**

City of La Vista Organizational Chart



City of La Vista Operational Chart



City of La Vista Operational Leadership

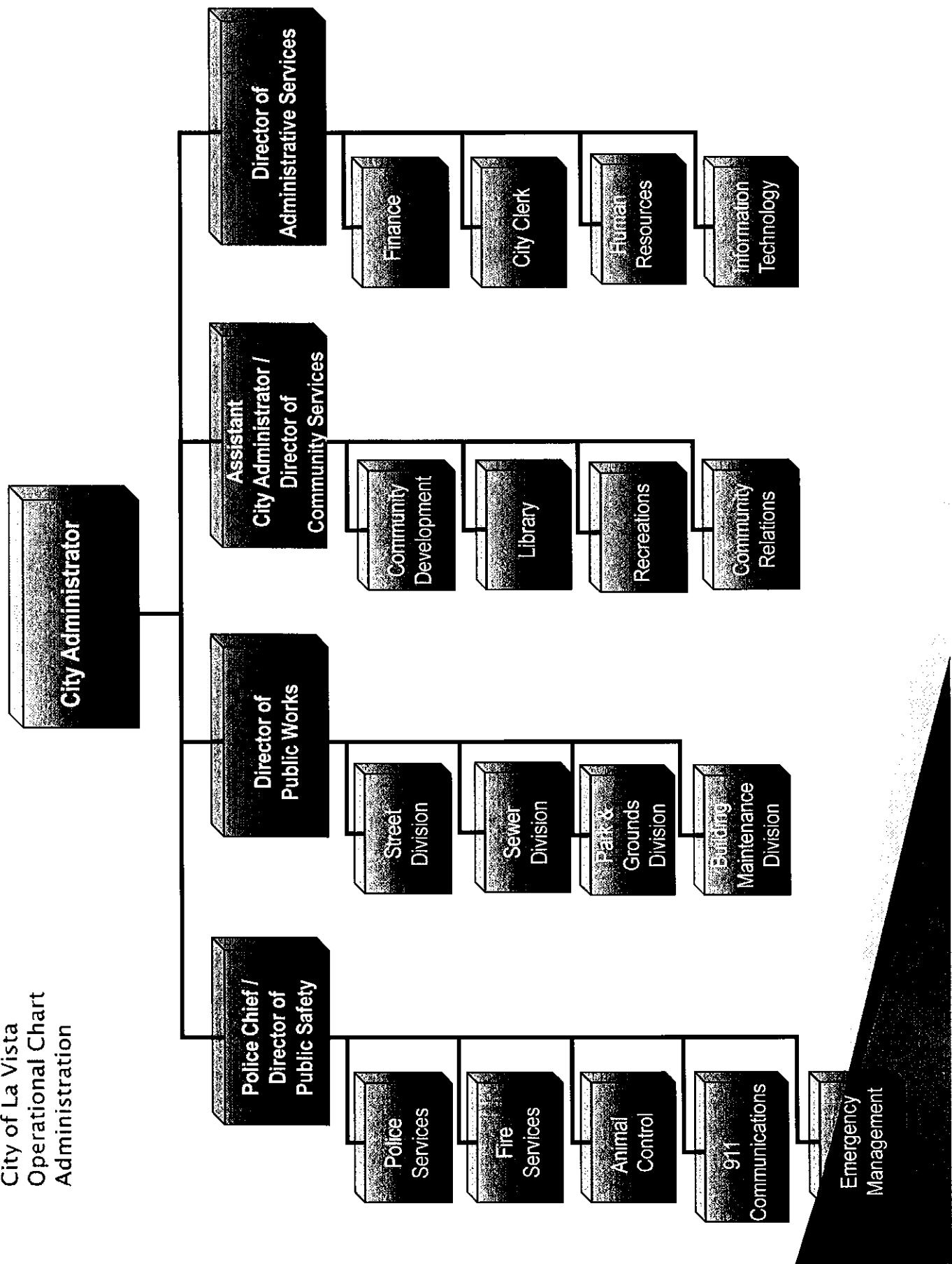
- The **Executive Team** is comprised of the City Administrator, four Managing Directors and the Assistant to the City Administrator.
- The **Management Team** is comprised of the Executive Team and the seven Managers.
- The **Supervisory Leadership Team** is comprised of all other employees with supervisory responsibilities.

A **Managing Director** serves on the Executive Team, oversees operations of multiple divisions and also leads efforts to reinforce and communicate the culture of the organization, fosters employee engagement and organizational development, and oversees implementation of the Citywide business plan, goals and strategies. This position also represents the City Administrator upon assignment at public or organizational events, meetings and programs.

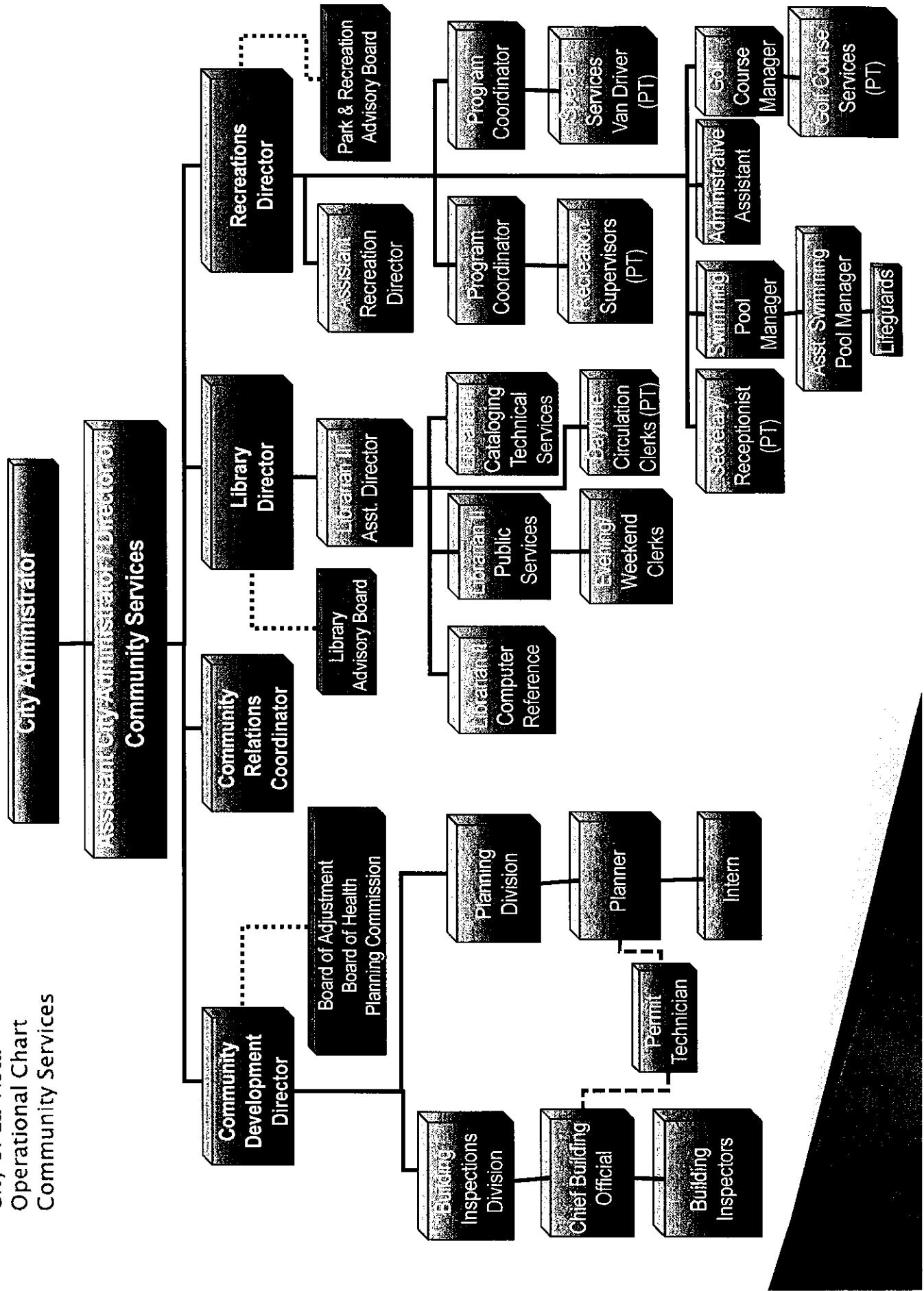
A **Manager** serves on the Management Team and as the chief administrative officer for a single division. This position is also responsible for engaging employees at the divisional level and achieving the divisional business plan, goals and strategies.

All **Supervisors** serve on the Supervisory Leadership Team and are responsible for engaging the workforce in carrying out the business plan, goals and strategies of the division.

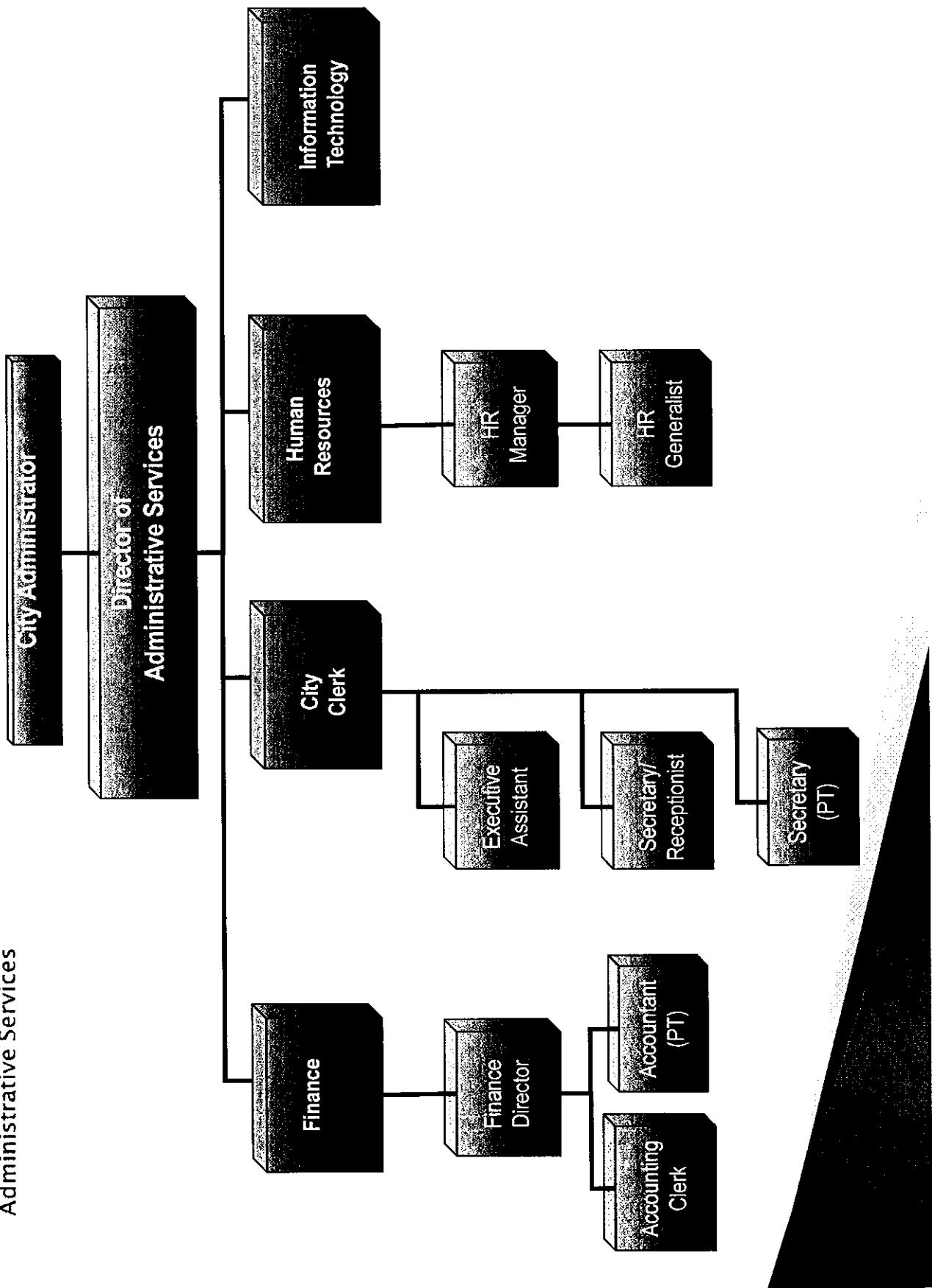
**City of La Vista
Operational Chart
Administration**



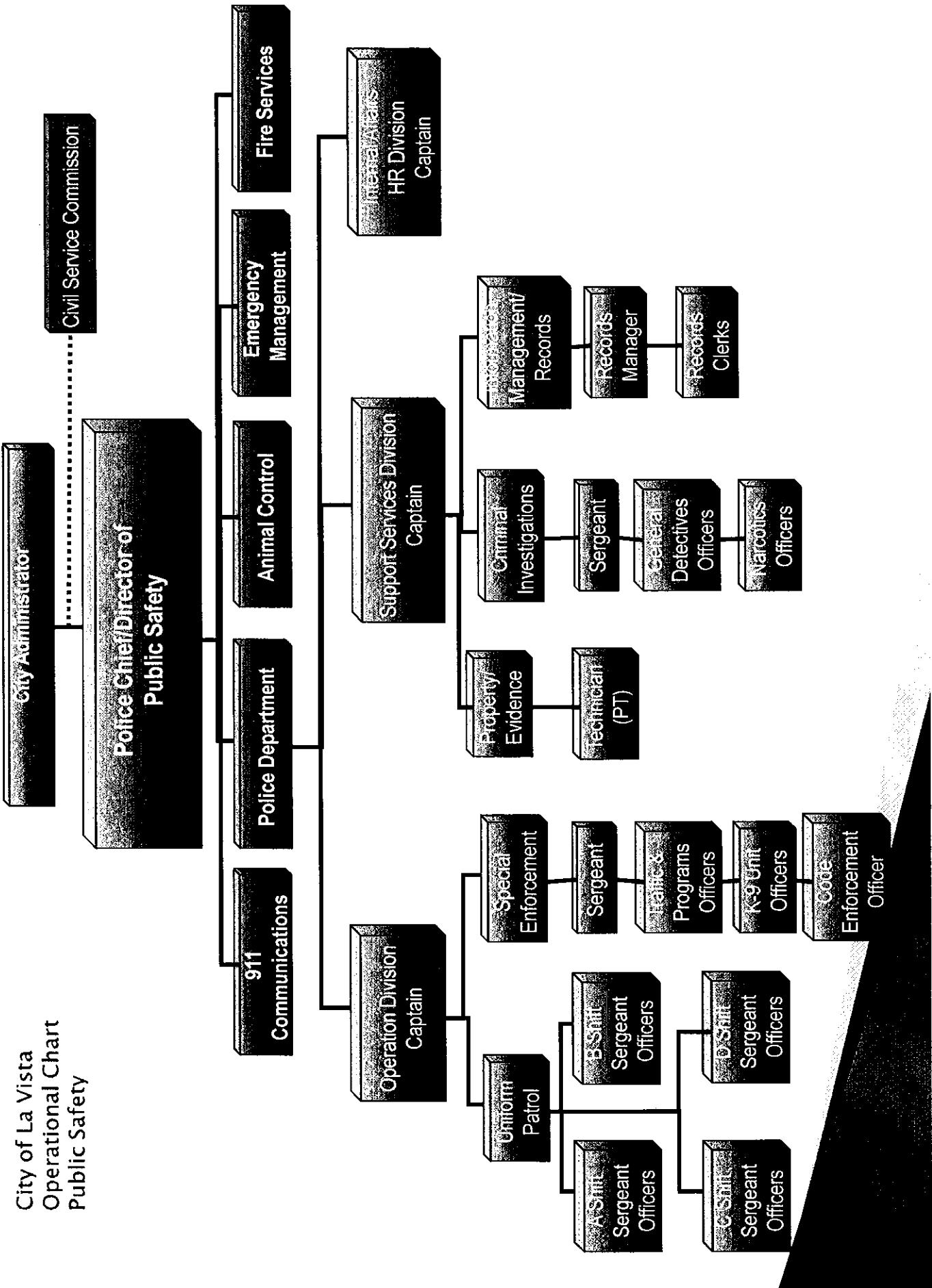
City of La Vista Operational Chart Community Services



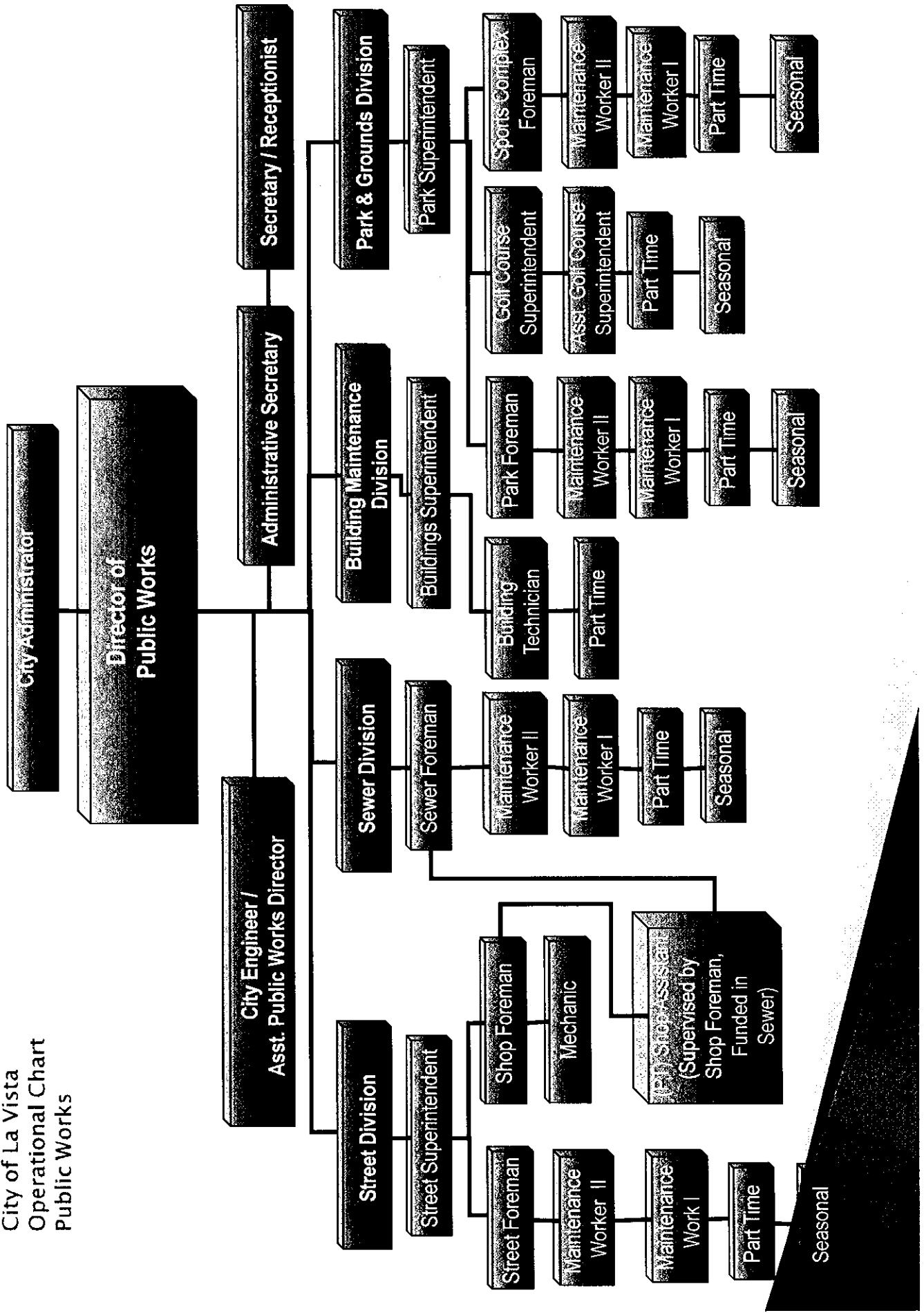
City of La Vista Operational Chart Administrative Services



City of La Vista Operational Chart Public Safety



City of La Vista Operational Chart Public Works



Recommended Changes in Work Structure

City Administrator

The City Administrator will have fewer direct reports and less day-to-day operational involvement as the Managing Directors will be responsible for most of that work, allowing the City Administrator to dedicate more time to work with the Mayor and City Council, focus on organizational development and improve strategic relationships outside City Hall. The Administrator will continue to be involved with economic development projects and in regional, state **and federal** issues important to the City.

The City Administrator will supervise the Managing Directors and the Assistant to the City Administrator. The Assistant City Administrator/Director of Community Services will serve as Acting City Administrator in the absence of the City Administrator.

The Managing Directors will be responsible for operations of their respective functions which will be carried out with wide latitude, judgment, and discretion. They will have less task responsibility, delegating that work to division managers and **more responsibility** for strategic and management work focused on operations and performance measurement, functional and organizational collaboration as well as organizational culture and staff development.

Managers and other supervisory personnel will need to assume higher-level decision-making responsibility for the day-to-day operations of the City in consultation with the Managing Director supervising them and will be responsible for more team-focused work among functional peers to ensure policy development and service delivery that is inclusive of all operations.

Departmental Modifications

The Following are proposed changes to the existing organizational structure. Only those directly affected by the reorganization plan are shown. The specifics of what, how and when work units or divisions would be reassigned or altered will continue to be refined as the implementation plan is executed.

Director of Administrative Services

This newly created position will provide administrative direction and oversight for all functions and activities related to Finance, Human Resources, Information Technology, Insurance/Risk Management and the City Clerk's office. The functional focus of work related to the services these divisions provide is intended to increase communication and improve collaboration with greater accountability for ensuring effective and efficient delivery of those services. Proposed salary range is 215.

City Clerk

Current

Under administrative direction from the City Administrator, the City Clerk directs, manages, supervises, and coordinates the activities and operations of the City Clerk's Office including preparation and recording of the activities and decisions of the City Council and Redevelopment Agency and codification and maintenance of official City records; administers municipal elections; coordinates assigned activities with other divisions, and provides highly responsible and complex administrative support to the City Administrator and City Council. In addition to the scope and responsibility defined by legal requirements set forth in municipal and State law, the City Clerk processes the City's property, casualty and liability insurance coverage and claims. The City Clerk also serves as Civil Service Secretary and ADA Coordinator.

Proposed

The following changes are being recommended:

1. The City Clerk's office will become a division of Administrative Services and be supervised by the Director of Administrative Services. This will strengthen the connections with other Administrative Service functions.
2. Office Manager duties will be reassigned to the City Clerk including supervision of Receptionist, Executive Assistant and co-supervision of the Accounts Payable Clerk and Permit Technician (as long as this position remains in City Hall).

Finance

Current

Under administrative direction of the City Administrator, the Finance Director performs advanced accounting tasks, oversees management of the financial affairs of the City and serves as City Treasurer. In addition to the scope and responsibility defined by legal requirements set forth in municipal and State law, over the past several years, this position has grown to include more than the customary duties typically undertaken by a Finance Director. This hinders her ability to focus on the essential functions of the position.

Proposed

The following changes are being recommended:

1. The Finance Department will become a division of Administrative Services and be supervised by the Director of Administrative Services. This will strengthen the connections with other Administrative Service divisions.
2. Responsibility for overseeing information technology oversight will be reassigned to the Director of Administrative Services.
3. Proposed salary range is 205. No modification to current salary.

Human Resources

Current

The organization's Human Resource function has evolved over time with no significant funding resources or clear sense of direction. There is one full-time position (Human Resources Generalist) who performs the basic functions of classification and compensation, benefit management, performance reviews and workers' compensation. Part-time clerical assistance has also been assigned to HR. The Assistant City Administrator currently oversees this function as one of her assignments but does not have adequate time to manage daily operations. In the ever changing world of healthcare and employment regulations, organizational growth and increased demand it has proven difficult to provide quality HR services.

Proposed

The following changes are being recommended:

1. Human Resources will become a division of Administrative Services and be supervised by the Director of Administrative Services. This will strengthen the connections with other Administrative Service divisions.
2. A new position of Human Resources Manager will be created to oversee daily HR operations and supervise the HR Generalist. Other functions of the position include: Classification and compensation, employee and labor relations, training and education, recruitment and retention, employee benefit administration, performance review management and workers' compensation.
 - The Office Manager/Deputy City Clerk will be reclassified and reassigned to the Human Resources Manager position.
 - The Deputy City Clerk functions should be retained by the Human Resources Manager and reevaluated over the next 12 months for possible reassignment.
 - The Office Manager responsibilities will be reassigned to the City Clerk.
 - Proposed salary range is 180.
3. PT Clerical Assistant position is currently open and will be reassessed as additional discussions regarding the proposed reorganization take place.

Public Buildings & Grounds

Current

Public Buildings & Grounds is a department of three full-time positions and one PT Custodian responsible for facility and grounds maintenance for most municipal facilities. To encourage greater collaboration and resource sharing, a natural fit for the department is inclusion as a division within the Public Works Department.

Proposed

The following changes are being recommended:

1. Public Buildings will become a division of Public Works. Public Grounds will be absorbed within the Parks division.
2. The Director of Public Buildings & Grounds will be reclassified and reassigned to Building Superintendent reporting directly to the Director of Public Works. Proposed salary range is 180. No modification to current salary.
3. Retitle Public Buildings & Grounds Foreman to Building Technician and reassign to the PW Buildings division. No change in salary range.
4. Reclassify and reassign Public Buildings & Grounds Maintenance Worker II to Maintenance Worker I – Parks division. No change in salary range.
5. PT Custodian to remain under supervision of Building Superintendent

Community Development

Current

The Building Inspector II position in the Community Development Department has been vacant for nearly a year and a half. The rationale for filling this position is arguable given the current and anticipated workload. That said, litigation significantly delayed some aspects related to the implementation of the Rental Housing Inspection Program and as a result, additional assistance may be necessary.

Proposed

The following changes are being recommended:

1. Instead of filling the position with someone from outside of the organization, the recommendation is to reassign some of the duties on an as needed basis internally to someone from Public Works. There are currently employees in Public Works who have construction and inspection related experience and who, with further training, may have an interest in the assignment. Propose special assignment pay for the hours worked.
2. Community Development Director will be supervised by Assistant City Administrator/Director of Community Services. Proposed salary range is 205. No modification in salary.

Fire Chief

Upon the merger of Fire Departments, the La Vista Fire Chief will become responsible for performing Fire Marshal duties for the cities of La Vista and Papillion. Although he will report on a daily basis to the Papillion Fire Chief or his designee, he remains an employee of the City of La Vista and because his new assignment falls within Public Safety, the Police Chief/Director of Public Safety will be the final authority on his supervision. Proposed salary range is 190.

Administrative Assistant — Fire Department

Once the merger of the Fire Departments is complete and the department is appropriately closed out this position will no longer be necessary. The current employee has made a request to continue to work for the organization on a part-time basis. We currently have a part-time Library Circulation Clerk position available. Proposed salary range is 115.

Fiscal Impact

While the proposed reorganization was not financially motivated, it is anticipated that the recommended changes will have a positive fiscal impact in terms of total compensation. There will be some one-time costs associated with the reorganization such as additional/updated furnishings and building remodeling.