



Board Report

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

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- d. Adopt a Resolution to amend Personnel Policies and Practices Resolution (PPPR) No. 98-394 Appendix A and B to create the classifications of Director of Community Services and Director of Housing and Community Development as indicated in Attachment A; and
- e. Adopt a Resolution to amend Personnel Policies and Practices Resolution (PPPR) No. 98-394 Section A.10.1 - Department Heads Designated to add the classifications of Director of Community Services and Director of Housing and Community Development as indicated in Attachment A; and
- f. Adopt a Resolution to direct the Human Resources Department to implement the changes in the Advantage HRM system.

RECOMMENDATION:

Contingent upon approval of the Citygate recommendations presented in sub-items a, b & c, it is recommended that the Board of Supervisors take the following actions:

- d. Adopt a Resolution to amend Personnel Policies and Practices Resolution (PPPR) No. 98-394 Appendix A and B to create the classifications of Director of Community Services and Director of Housing and Community Development as indicated in Attachment A;
- e. Adopt a Resolution to amend Personnel Policies and Practices Resolution (PPPR) No. 98-394 Section A.10.1 - Department Heads Designated to add the classifications of Director of Community Services and Director of Housing and Community Development as indicated in Attachment A; and
- f. Adopt a Resolution amend to direct the Human Resources Department to implement the changes in the Advantage HRM system.

SUMMARY/DISCUSSION:

In items a, b, and c, the Board is considering a report by Citygate regarding re-organization of the Resource Management Agency. This report addresses the 1st steps required of Human Resources to implement the Citygate report. Therefore, the recommendations in this report are made contingent upon Board approval and direction to move forward with implementation.

The County retained Citygate Associates, LLC (Citygate) to conduct a review of the Resource Management Agency (RMA) focusing primarily on the RMA's community development functions, including planning, engineering, permitting, and building services. The study also included a high-level review of administration, parks, public works, and other functions within the RMA. The objective of the study was to review current conditions, evaluate existing and future service demands, and analyze opportunities for organizational changes and process improvements that can improve customer service and stakeholder satisfaction.

When examining the RMA's organizational structure, Citygate looked for organizational alignment that allowed for employee collaboration, process efficiency, resource consolidation, responsibility concentration, and supervisory accountability. Citygate recommends an organizational structure that will centralize responsibilities, increase accountability, reduce duplication, and smooth communications. Among Citygate's recommendations are creating two distinct departments with associated department head positions, one related to community services and one related to housing and community development, organized as follows:

Community Services – Group all staff responsible for acquiring, constructing, maintaining, and managing County infrastructure, such as bridges, buildings, facilities, grounds, and roads; managing open space, park, and trails assets and programs; and managing the County’s floodplain and established stormwater systems.

Housing and Community Development – Group all staff developing land-use policy and processing development applications to provide integrated planning, engineering, permitting, building and housing services to customers and stakeholders.

In order to effectuate the proposed reorganization, it is critical to create the two department head classifications and fill them as quickly as possible. To that end, the Human Resources Department (HRD) was tasked with creating the two new department head classifications and recommending the appropriate salary. In accordance with the County Compensation Philosophy, a salary survey was conducted which resulted in insufficient labor market data to provide a market-based salary recommendation. Further analysis was conducted to identify an internal alignment among the Department Head classifications which found the proposed classifications of Director of Community Services and Director of Housing and Community Development most closely match the General Manager - Water Resources Agency in terms of scope, complexity and consequence of error. Therefore, HRD recommends establishing the salary for the Director of Community Services and the Director of Housing and Community Development with the same salary range as the General Manager - Water Resources Agency.

As the proposed classifications are recommended to be designated as department heads, it is recommended to amend Personnel Policies and Practices Resolution (PPPR) No. 98-394 Section A.10.1 - Department Heads Designated to add the classifications of Director of Community Services and Director of Housing and Community Development as indicated in Attachment A.

Additional recommendations will be brought forward at a later date to further implement Citygate’s proposed reorganization as appropriate. Future actions for implementation include creating budgets, allocating positions from the RMA to the two new departments and amending the County Code.

OTHER AGENCY INVOLVEMENT:

The County Administrative Office has reviewed and concurs with the recommendations.

FINANCING:

There is no impact to the general fund in creating the two new classifications of Director of Community Services and Director of Housing and Community Development.

BOARD OF SUPERVISORS’ STRATEGIC INITIATIVES:

The proposed recommended actions address the Board of Supervisors Administration Strategic Initiative. The actions demonstrate the County’s commitment to meeting the Board’s initiatives in recruiting, retaining, and attracting a diverse, talented workforce that supports the mission of Monterey County.

- Economic Development
- Administration
- Health & Human Services
- Infrastructure
- Public Safety

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Attachments: Attachment A and Resolution