



REVIEW OF THE RESOURCE
MANAGEMENT AGENCY

COUNTY OF MONTEREY, CA

Presented on July 28, 2020

Citygate Associates, LLC

- “Business of Better Government”
- Staffed by academics and practitioners
- “Virtual City Hall” model
- Cause-driven, not profit-driven
- 30 years strong



Citygate Team for RMA Review

- David DeRoos, President
- Evert Palmer, Project Manager
- Jane Chambers, Local Government Specialist
- Connie Jackson, Local Government Specialist
- Julee Conway, Parks and Recreation Specialist
- Andrew Green, Fiscal Specialist
- John Hester, Planning and Building Specialist
- Sarah Aghassi, Special Advisor



Scope of Work

- Focuses on development functions
 - Planning, engineering, permitting, and building services
- Includes high-level review of administration, parks, public works, and other functions
- Not an evaluation of County land-use policy
- Not an evaluation of County fiscal priorities
- Not a file-by-file review of land-use actions

Objective

- 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

Approach and Methodology

- Reviewed thousands of County documents
- Listened to policy makers, employees, former employees, stakeholders, and customers
- Observed RMA employees and operations
- Evaluated RMA against best practices and our experience as public administrators
- Considered current and historical resource constraints

COVID-19 and Resource Constraints

- Citygate recognizes the potential for fiscal impacts due to COVID-related economic contraction
- May exacerbate resource constraints
- Citygate and County adapted to stay-at-home orders and social distancing requirements

Analytical Framework

- Workload
- Workforce
- Management frameworks and tools
- Organizational alignment and structure

Keys to Success – Section 2

- Implement Citygate's recommendations
- There is a role for everyone
- Look forward, not backward



Look Forward, Not Backward

- Let the past go; do not assign blame
- Grant responsibility; hold staff accountable for future results
- Give staff some room to work; do not judge staff's every move
- Rely on current strengths in operations
- Continue strong relationship with labor units



Findings

- “Unstable” policy environment
- Production backlogs
- Perceived resource constraints
- Generally sound processes
- Need to improve data management
- Need to improve performance reporting
- Organizational structure both broad and deep

Recommendations

- Establish trust
- Calibrate workforce to workload
- Manage performance
- Realign the organization

Establish Trust – Section 3

- Stabilize the land-use policy environment
- Involve stakeholders early and regularly
- Establish ethics baseline through training
- Focus on due process in land-use applications
- Improve communications to all stakeholders
- Recommendations #1–8

Calibrate Workforce with Workload – Sections 4 and 5

- Improve data use/reporting practices
- Fill key land-use and development vacancies
- Establish application processing priorities
- Utilize contractors for peak workload periods
- Prioritize journey positions over management
- Recommendations #9–49

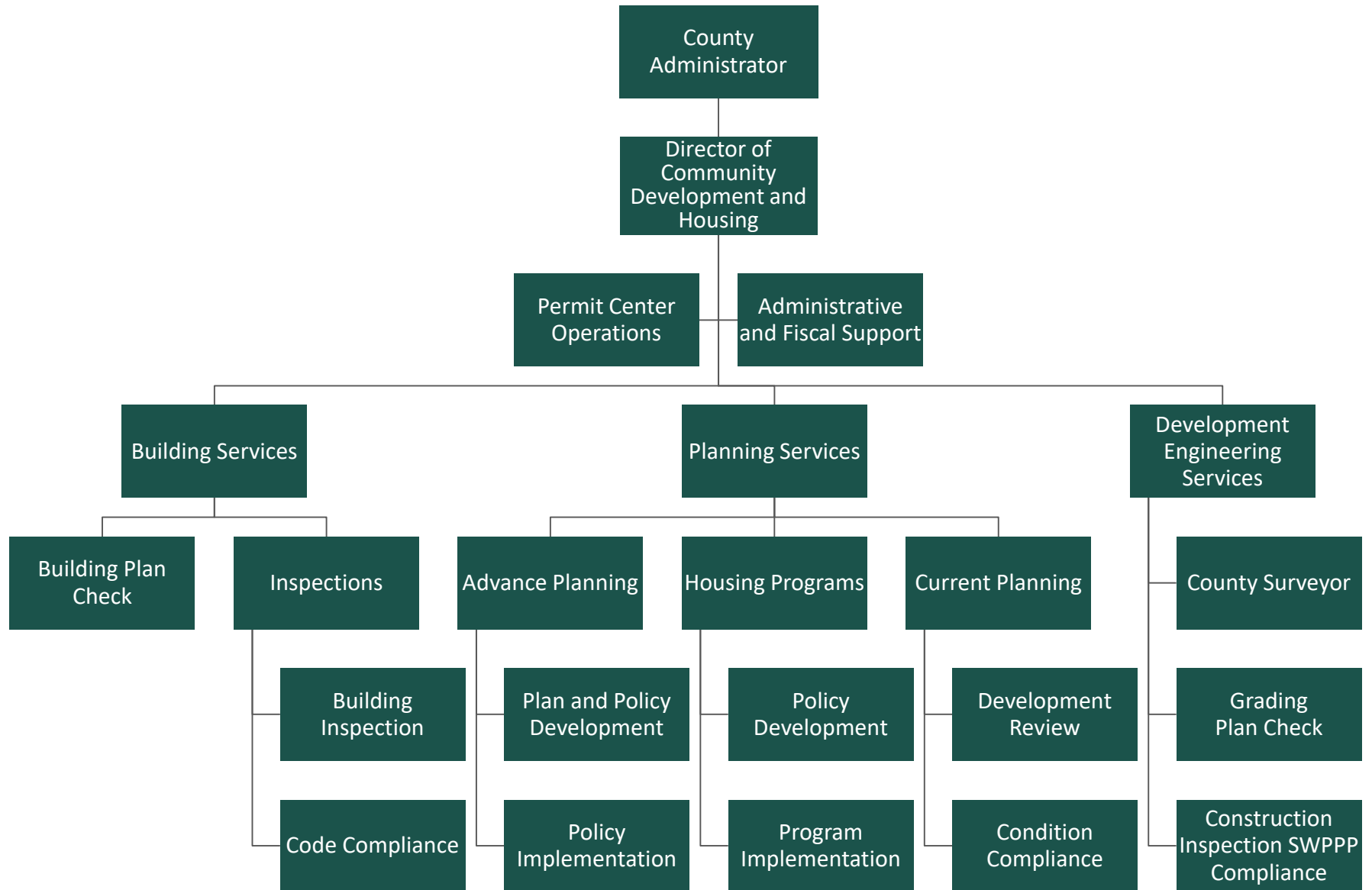
Manage Performance – Section 6

- Assess current conditions
- Develop master plans and priorities
- Establish service level commitments
- Develop improved performance reporting
- Engage experienced community members
- Improve employee onboarding and training
- Recommendations #50–70

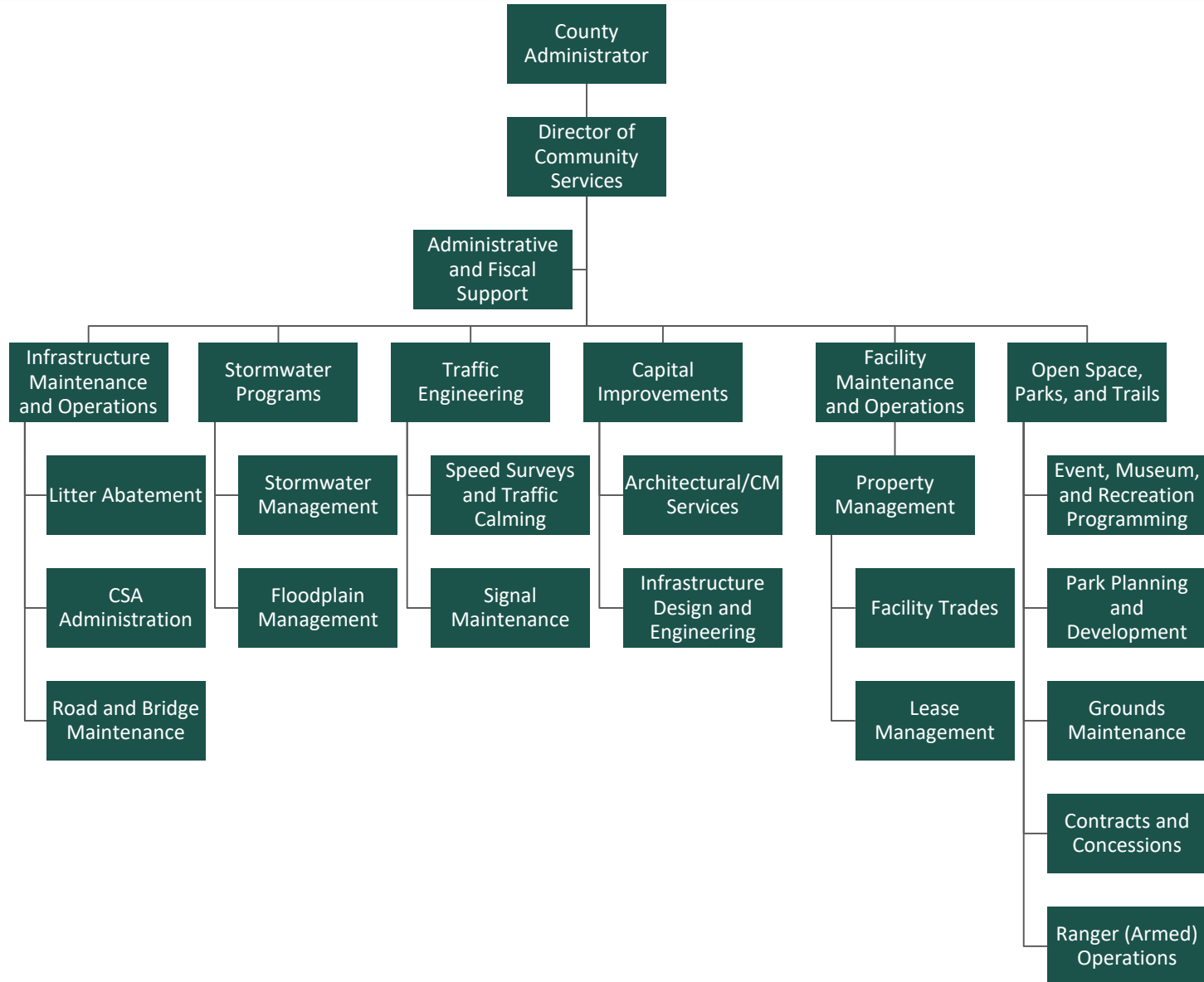
Realign the Organization – Section 7

- Flatten management structures
- Realign organization
- Recommendations #71–76

Community Development and Housing



Community Services



Next Steps

- Adopt the report and direct staff to implement according to the Action Plan
- Direct Citygate to return in six months to evaluate progress, as provided in scope
- Direct staff to report quarterly on implementation progress

Next Steps

- Direct staff to implement Recommendations #71–76
 - Human Resources
 - Create two new departments to replace RMA
 - Create two new department director positions
 - Create Economic Development Manager
 - Reclassify existing vacant Management Analyst III to Economic Development Manager
 - Recruit for Economic Development Manager
 - Meet and confer with labor units

Next Steps

- Direct staff to implement Recommendations #71–76 (continued)
 - County Administrative Office
 - Appoint two new directors
 - County Counsel
 - Draft Monterey County Code changes to reflect reorganization and present to Board of Supervisors for approval

Next Steps

- Direct and empower the County Administrative Office and new directors to:
 - Reallocate administrative positions
 - Reallocate engineering / hydrology positions
 - Implement the remaining Action Plan items
 - Report progress quarterly

Questions?