



## Board Report

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**File #:** 20-842, **Version:** 1

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Receive an update regarding the implementation of the Citygate Associates, LLC proposed recommendations for reorganization of the Resource Management Agency into the two (2) new Departments of Community Services and Housing & Community Development.

### RECOMMENDATION:

It is recommended that the Board of Supervisors receive an update regarding the implementation of the Citygate Associates, LLC proposed recommendations.

### SUMMARY:

The County retained Citygate Associates, LLC (Citygate) to conduct a review of the Resource Management Agency (RMA) with the objective to review current conditions, evaluate existing and future service demands, and analyze opportunities for organizational changes and process improvements to enhance customer service and stakeholder satisfaction. The following recaps the actions taken towards implementation of the Citygate proposed recommendations:

On July 28, 2020, the Board of Supervisors accepted the July 22, 2020 Citygate report including the seventy-six (76) proposed recommendations; authorized the County Administrative Officer (CAO) to reorganize the RMA by creating two (2) separate departments: Housing and Community Development Department (HCD) and Community Services Department (CS); transfer the Housing Program to the newly created HCD; amended the Personnel Policies and Practices Resolution (PPPR) No. 98-394 to create the classifications of Director of Community Services and Director of Housing and Community Development, including adding Department Head designations; and directed the CAO to report back in 60 days on actions taken relative to implementing changes recommended by Citygate.

On September 15, 2020, the Board of Supervisors received a status report on the implementation, including introducing and setting for adoption an ordinance dissolving the RMA and creating the HCD Department and CS Department effective November 30, 2020; authorized other actions to implement the ordinance including certain fiscal actions and amending the County Code; and, authorized the CAO to:

- Move the Housing functions from the CAO into the newly created HCD, effective September 21, 2020;
- Appoint the RMA Director as HCD Director, effective November 30, 2020;
- Retitle the Assistant Director of RMA as Assistant Director of CS, effective November 30, 2020;
- Recruit and appoint the Director of CS, effective November 30, 2020;
- Operate under existing budgets/units until new budgets are developed and adopted for FY 2021/22, beginning July 1, 2021; and,
- Adopt a resolution that implements certain actions dissolving the RMA and creating HCD and CS.

On September 29, 2020, the Board of Supervisors adopted the ordinance introduced September 15, 2020: 1) dissolving the RMA; 2) creating two (2) new departments HCD and CS; and 3) authorized other actions to implement the ordinance including certain fiscal actions and amending the County Code. The Board also requested regular updates on implementation progress.

### DISCUSSION:

The following is an update of actions taken since September 29, 2020 on implementation of the Citygate report and direction of the Board:

- After being integrated into the RMA, Housing Program staff physically moved from 168 W. Alisal Street to 1441 Schilling Place.
- Reallocated a vacant Redevelopment/Housing Project Analyst II position to a Finance Manager I position to assist with Housing Programs.
- Director of CS promotional only job opportunity released and closed on September 28, 2020. CAO anticipates announcement of the selected candidate before the end of October.
- Chief of Planning job announcement released with a closing date of November 6, 2020. Recruitment to be managed by an outside consultant, Avery & Associates. The Chief of Planning position was not funded in the current FY 2020/21 Adopted Budget; however, Citygate recommends filling this position. Staff is not requesting additional funding at this time and will work closely with CAO Budget Office if funding is needed prior fiscal year close.
- Chief of Building Services job announcement drafted. Recruitment to be managed by an outside consultant, Avery & Associates.
- Human Resources, RMA, and CAO continue to meet with Service Employee International Union (SEIU) and staff regarding the dissolution of the RMA and assignment of functions and staff allocated between the two (2) newly formed departments, HCD and CS. Meetings contributed to modifications to the previous proposals.
- Identified leads within HCD and CS to manage the progress of implementing the recommendations made by Citygate in its July 22, 2020 report. The former Deputy Director of Land Use and Community Development, reassigned as an Allocation on Loan, Limited-Term, will lead the HCD in managing the implementation of Citygate recommendations including lead for big/special projects, developing procedures, performance measures, and training. The expected term is through November 2022. CS will appoint a department lead once the CS Director is appointed. Department Heads will remain responsible and intimately involved.
- General Plan Implementation update scheduled to be presented to the Board of Supervisors as part of the annual report in January 2021.

Staff initiated the allocation of functional responsibilities across the two newly formed departments.

**Attachment A** provides the Board with an update on the distribution of positions based on functional assignments. We will continue working with SEIU on labor relation issues resulting from the dissolution of the RMA. This task will be completed prior to the dissolution on November 30, 2020.

With the appointment of the new Directors, the two new departments will begin developing budgets for FY 2021/22, which may involve some adjustments depending on available budget capacity. Once new budgets are set, a new seating chart will be developed for 1441 Schilling Place that is reflective of the establishment of the two newly created departments co-located on the second floor. The Directors will also continue to work with the CAO on implementation steps.

### OTHER AGENCY INVOLVEMENT:

The implementation of the Citygate report recommendations is a collaborative effort composed of the County Administrative Officer, Assistant County Administrative Officer, County Counsel, RMA Director, Assistant Director of the RMA, Chief of Public Works, Chief of Facilities, and Director of Human Resources.

### FINANCING:

There is no financial impact resulting from receiving this report. However, the potential impacts, benefits, and costs to the County as a result of implementing the Citygate report recommendations may be significant depending on the final implementation of all recommendations. Staff will be working closely with the CAO's Office on identifying resource needs and corresponding financing sources, during the development of the FY 2021/22 Recommended Budget.

**BOARD OF SUPERVISORS STRATEGIC INITIATIVES:**

The action supports the Board of Supervisor's Strategic Initiatives:

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

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Attachments: Attachment A - Draft Organizational Charts: HCD and CS