

SUBJECT: **ORGANIZATIONAL STRUCTURE UPDATE AND APPROVAL OF ADDING SIX POSITIONS, ELIMINATING FIVE POSITIONS, DOWNGRADING ONE POSITION, RECLASSING FOUR POSITIONS, AND CHANGING SIX JOB TITLES**

INITIATED BY: **CITY MANAGER'S DEPARTMENT**

(David A. Wilson, City Manager)
(Christine Safriet, Budget Officer)

ADMINISTRATIVE SERVICES DEPARTMENT

(Janet Jimenez, Director)
(Susan Schumacher, Human Resources Manager)
(Cienna Leung, Human Resources Supervisor)
(Clarice Kokubun, Human Resources Analyst)
(Jenny Lu, Human Resources Analyst)

STATEMENT ON THE SUBJECT:

The City Council will receive an update on organizational structure changes and consider approval of adding six positions, eliminating five positions, downgrading one position, reclassing four positions, and changing six job titles.

RECOMMENDATIONS:

- 1) Approve adding the following new positions:
 - a. Senior Administrative Analyst, City Clerk Division
 - b. Senior Administrative Specialist, City Clerk Division
 - c. Building & Safety Permit Technician, Building & Safety Division
 - d. Administrative Specialist IV, Community Services Administration Division
 - e. Administrative Specialist IV, Economic Development Administration Division
 - f. Administrative Specialist IV, Public Works Administration Division
 - g. Digital Media Officer, Media & Marketing Division
- 2) Approve eliminating the following positions:
 - a. Administrative Specialist III, Rent Stabilization Division
 - b. Staff Attorney, Rent Stabilization Division
 - c. Administrative Specialist III, Social Services Division

- d. Director of Facilities & Recreation Services, Facilities & Recreation Department
 - e. Digital Media Manager, Media & Marketing Division, Effective September 1, 2022
- 3) Approve the downgrade of the position of Finance and Insurance Coordinator Grade 5250n, to Accounting/Finance Specialist, Grade 5220n, within the Finance & Technology Services Administration Department.
- 4) Approve the reclassification of the Recreation Coordinator within the Facilities and Recreation Services Department. Approve the revised job specification of Recreation Coordinator. Authorize salary placement from Grade 5240n to Grade 5250n.
- 5) Approve the reclassification of the Aquatics Coordinator within the Facilities and Recreation Services Department. Approve the revised job specification of Aquatics Coordinator. Authorize salary placement from Grade 5220n to Grade 5250n.
- 6) Approve the reclassification of the Accounting Technician within the Finance and Technology Services Department. Authorize salary placement from Grade 5210n to Grade 5220n.
- 7) Approve the reclassification of the Arts Technician with the Economic Development Department. Approve the revised job specification of Arts Technician. Authorize salary placement from Grade 5220n to Grade 5250n.
- 8) Approve the following job title changes:
- a. Neighborhood Traffic Management Program Specialist to Traffic Management Program Specialist, within the Public Works Department
 - b. Public Safety Director to Community Safety Director within the Community Safety Department.
 - c. Public Safety Supervisor to Public Safety Administrator within the Community Safety Department.
 - d. Code Compliance Manager to Neighborhood & Business Safety Manager within the Community Safety Department.
 - e. Code Compliance Supervisor to Code Enforcement Supervisor within the Community Safety Department.
 - f. Code Compliance Specialist to Code Enforcement Specialist within the Community Safety Department.
- 9) Approve the Fiscal Year 2022-23 Salary Schedule (Attachment H) reflecting all City positions and associated salaries to meet the California Public Employees'

BACKGROUND / ANALYSIS:

On November 1, 2021, the City Council received an update on the organizational structure and approved several position changes. The update outlined the short-term and long-term perspective of the City's organizational structure. The changes presented in this staff report are needed to continue to address the priorities of the City Council and West Hollywood community while meeting the City's operational needs and progressing towards optimization. Based on the City's priorities and evaluation of the organization's structure, the City Manager recommends changes to the organizational structure discussed on the following pages. For reference, the current organizational structure (Attachment A) and the proposed organizational structure (Attachment B) are attached to this staff report. The proposed organization structure and the changes to various positions discussed below will be incorporated into the final two-year budget document after approval by the City Council.

The proposed position changes include the addition of seven new positions and the elimination of five positions for a net increase of two positions. The position changes also include the downgrade of one vacant position due to some duties being shifted a newly proposed position, the reclassification of four positions based on the City's established reclassification process, and the changing of six position titles to better align with current operations and priorities. The following provides an overview of the organizational and position changes.

Internal Support Departments

The Internal Support Departments include the departments of Administrative Services, Finance & Technology Services, and Communications. This group was previously called the Internal Services Departments. The name was changed to Internal Support Departments because the primary function of these departments is to support the other departments in the organization in providing services to the West Hollywood community. In addition to supporting other departments many of the functions within these departments provide direct support to the community. The following are structural changes and position additions, eliminations, and downgrades in the Internal Support Departments.

Administrative Services Department

Within the Administrative Services Department, there are proposed position changes in the City Clerk Division. Among other things, the City Clerk Division is responsible for receiving, recording, and maintaining official City documents, such as contracts and claims. On January 3, 2022, the City's risk management function moved from the

Assistant City Manager Division to the City Clerk Division. This allowed close coordination and collaboration among staff already tasked with receiving and reviewing claims and contractual insurance and indemnification language. With the start of the new fiscal year, contract review will also move to the City Clerk Division. By consolidating and centralizing contract, risk, and record keeping oversight in one division, the City can ensure consistency, in addressing risk and liability avoidance across the organization, reduce duplication, and increase performance accountability. In order to achieve this, two new positions are required in the City Clerk Division, a Senior Administrative Analyst and a Senior Administrative Specialist. The Senior Administrative Analyst position's primary responsibility will be oversight and coordination of the City's contracts and procurement process. The work is currently being performed temporarily by the Accounting Manager until a permanent solution is implemented. The Senior Administrative Specialist position will provide administrative assistance for risk, insurance, and public records requests functions. Some of these duties were previously conducted by the Finance and Insurance Coordinator position, which is being downgraded, and temporary assistance in the City Clerk Division, which the 2020 Citygate Staffing Analysis and Optimization Plan recommended monitoring for additional staffing.

Finance & Technology Services Department

With the insurance and claims duties moving from the Finance and Insurance Coordinator position to the Senior Administrative Specialist position in the City Clerk Division, the Finance and Insurance Coordinator position is being downgraded from Grade 5250n to an Accounting/Finance Specialist position at Grade 5220n.

Communications Department

The current Digital Media Manager officially announced their retirement effective August 31, 2022. With that position becoming vacant, Staff recommends eliminating the manager position and reinstating the Digital Media Officer position. This will consolidate Media & Marketing Division and the Digital Media Division into one division as it previously was before the Digital Media Manager was reclassified from a Digital Media Officer position in fiscal year 2020. The elimination of the Digital Media Manager position would be effective September 1, 2022, after the incumbent retires.

Community Support Departments

The Community Support Departments include the departments of Human Services & Rent Stabilization, Community Safety, and Community Services. These departments are primarily responsible for the safety and well-being of the West Hollywood community members and oversight of community events and programs. The following are structural changes and position additions, eliminations, and title changes in the Community Support Departments.

Human Services & Rent Stabilization

As part of the organizational philosophy, many of the departments will have an Administrative Specialist position that will report to the Department Director and provide general administrative support for many of the divisions. The duties previously performed by the part-time Administrative Specialist III in the Social Services Division are being performed by the current Administrative Specialist IV position in the Human Services and Rent Stabilization Administration Division. This allows for the vacant Administrative Specialist III position in the Social Services Division to be eliminated.

The Legal Services Division has been eliminated and some of the positions have been incorporated into the Rent Stabilization Division. The City has two Staff Attorney positions with the primary function of providing legal review and oversight of administrative hearings. The City Attorney's Office has assumed many of these duties and the City is currently contracting for a pool of Hearing Examiners. This allows for one vacant Staff Attorney position to be eliminated. The remaining filled Staff Attorney position is in the Rent Stabilization Division. The vacant Administrative Specialist IV position also moved from the Legal Services Division to the Rent Stabilization Division. This additional administrative support allows for the vacant Administrative Specialist III position in the Rent Stabilization Division to be eliminated. The duties of the vacant Mediator position are currently being performed by a contract mediator. The vacant Mediator position will remain unfilled and on-hold during fiscal year 2022-23 while staff continues to evaluate the use of a contract mediator.

Community Safety Department

As stated in the November 1, 2021 staff report, community safety is a top priority for the City Council, Staff, and the community. To assist in ensuring this broader focus on community safety, the City has replaced the Public Safety Department with Community Safety Department. The Community Safety Department includes the public safety functions, such as oversight of contracted law enforcement, fire, and emergency medical services, and the code compliance functions formerly in the Public Works Department. In addition to the department's name change, the Code Compliance Division is also being changed to Neighborhood and Business Safety. The titles of the following positions within the department are being changed to reflect the new names and duties or to assure compliance with State law:

- Public Safety Director to Community Safety Director
- Public Safety Supervisor to Public Safety Administrator
- Code Compliance Manager to Neighborhood and Business Safety Manager
- Code Compliance Supervisor to Code Enforcement Supervisor
- Code Compliance Specialist to Code Enforcement Specialist

Community Services Department

The Community Services Department is being expanded to include the Recreation Services Division. This consolidates all the divisions primarily responsible for community events, major events, recreation programs, and City facilities reservations oversight into one department, allowing greater collaboration and communication related to community events and programs. The Recreation Services Division moves from the Facilities & Field Services Department, which is being eliminated.

As part of the organizational philosophy for many of the departments to have an Administrative Specialist position that will report to the Department Director and provide general administrative support for many of the divisions, an Administrative Specialist IV position in the Community Services Administration division is recommended. The position will provide additional administration support for the Department, including assisting with administrative support for the City Council.

Development Support Departments

The Development Support Departments include the departments of Economic Development, Public Works, and Planning & Development Services. This group was previously called the Development Impact Departments. The name was changed to Development Support Department because the primary function of these departments is to support the economic and community development of West Hollywood, including those impacted by development of the City. Because of the impacts development has on any community, the Deputy City Manager is responsible for providing direct and focused support to these Departments. The following are structural changes and position additions, eliminations, and title changes in the Development Support Departments.

Economic Development Department

As part of the organizational philosophy for many of the departments to have an Administrative Specialist position that will report to the Department Director and provide general administrative support for many of the divisions, an Administrative Specialist IV position in the Economic Development Administration division is recommended.

Public Works Department

The Public Works Department is being realigned to add the Facilities and Field Services Division and remove the Code Compliance Division. This consolidates the divisions primarily responsible for the City major public works projects and infrastructure oversight, including city-owned, public right-of-way, and parking infrastructure. Consolidating these functions also allows for the elimination of the Facilities & Recreation Services Department and Department Director, which were created in fiscal year 2018 during the West Hollywood Park Aquatics & Recreation Center (ARC) project. As the ARC project nears completion and opens for regular operations, there is not as great a need for the Facilities and Field Services Division and the Recreation Services Division to share a

single department.

As part of the organizational philosophy for many of the departments to have an Administrative Specialist position that will report to the Department Director and provide general administrative support for many of the divisions, an Administrative Specialist IV position in the Public Works Administration division is recommended. The title of the Neighborhood Traffic Management Program Specialist in the Engineering Division is being change to Traffic Management Program Specialist to better reflect the duties of the position.

Planning & Development Services Department

The amount of development activity in the City continues to increase. The operations of the Building & Safety Division have significantly changed with development projects being much larger and more complex requiring a meticulous intake and review process by the Building & Safety Permit Technicians. At times, this has caused delays in the process. To address these delays, employees from other positions assisted in providing coverage. Staff recommends adding an additional Building & Safety Permit Technician in the Building & Safety Division to cover the current workload.

Reclassifications

The Human Resources Division conducted job studies which were initiated based on reclassification requests per the bargaining unit contracts. Listed below are the reclassification requests recommended for approval:

Recreation Coordinator

A reclassification request was submitted for the Recreation Coordinator on December 14, 2022. Per the reclassification procedures, a job review and an analysis were performed based on the reclassification request, position questionnaire, and class specification. Interviews were conducted with the Recreation Supervisors, Aquatics Supervisor, Recreation Services Manager, and incumbents.

The opening of the new Aquatic and Recreation Center (ARC) in Summer 2022 will offer a larger, multi-level recreation facility space and extended hours which the former West Hollywood Park facility did not previously provide. New features include rooftop pools, multi-sport courts, community meeting rooms, conference rooms, staff offices, program classrooms, public access television studio, lockers, and additional parking. With the larger facility size and new space offerings, public demand is anticipated to increase recreation programs and host more events than the previous facility.

Safety is a function of the position as Recreation Coordinators are tasked safety planning. This includes assessing safety situations and being part of the decision process in developing plans to support staff related to safety. Coordination efforts with other

divisions such as Social Services for community members experiencing homelessness, Public Safety for emergency operations and Block by Block contracted security ambassadors are included as part of the Recreation Coordinator's responsibilities. The emergency evaluation plan is being established to determine how to safely evacuate patrons from the ARC, provide emergency response, as well as other safety aspects such as alarm pads, building codes, the stairwells, public access elevators. There is a level of complexity involved in developing such plans due to the pools' location on the roof of the facility and its accessibility.

Planning safety operations is a new task and project with the operations planning for the ARC. This position is responsible for assuring adherence to safety policies as well as knowledge of pool safety rules and regulations as stated in the job description. Safety and emergency planning is also coordinated with Public Safety. Though these tasks are part of the job description the involvement in safety planning operations as well as scope of coordination for the day-to-day safety/security issues of the new facility have expanded.

Fiscal responsibilities include bids and procurement, including billing payments, monitoring program accounts, and assessment of program cost and cost recovery. Increased financial responsibilities related to RFP developments, as well as administration of vendor contracts are outside the scope of the current job description. The position is now responsible for the full scope of the Request for Proposal (RFP), which involves contract monitoring and its related administration process.

Recreation Coordinators are required to make decisions and judgment calls with a broad scope of discretion. The position is now required to make decisions with unusual circumstances, variations in approach and minimal or conflicting information. The level of programing responsibilities changed related to oversight administration, logistics and inter-departmental efforts for recreation events and programing. Based on the information provided, new duties assigned related to RFP and administrative programing require an increased level of knowledge and skill to perform the duties.

It is recommended that the incumbents be reclassified from Grade 5240n (\$89,592.46 to \$114,480.91 annually) to Grade 5250n (\$91,121.89 to \$116,435.28 annually). This position is represented by WEHOME/AFSCME.

Aquatics Coordinator

A reclassification request was submitted for the Aquatics Coordinator on January 31, 2022. Per the reclassification procedures, a job review and an analysis were performed based on the reclassification request, position questionnaire, and class specification.

Interviews were conducted with the Recreation Services Manager, Aquatics Supervisor, and incumbent.

The Aquatics Coordinator position became inactive in June 2016. Based on the 2020 Staffing Analysis and Optimization Plan for staffing recommendations, the Aquatics Coordinator position was added and filled to oversee daily operations, supervise lifeguards, and support the Aquatics Supervisor in budgetary and administrative functions for the Aquatics Recreation Center (ARC). The Aquatics Coordinator position is responsible for front-line supervision of staff, planning, assigning, and scheduling work, including planning, development and coordination of aquatics programs and activities.

Administrative operations for Aquatics programming have increased the position's responsibilities due to expanded program offerings, updated registration requirements and staffing coordination required for the pools.

As the front-line supervisor, this position resolves issues and constituent complaints, and applies conflict resolution skills with staff, as necessary. Expanded programming administration have added additional coordination duties.

With the opening of the ARC scheduled in Summer 2022, oversight of the pools will increase from one to two bodies of water, now located on the rooftop of the five-story recreation center. This requires increased vigilance and responsibility in surveillance of pool patrons to ensure safety. The Aquatics Coordinator position is responsible for providing staff trainings for required lifeguard certifications for safety measures. The position's role is specialized due to its responsibility in training and certifying staff with required certifications for StarGuard Elite Lifeguard and Instructor, CPR, AED, first aid, Emergency Oxygen Administration, Blood Borne Pathogens, Starfish Aquatics Institute Swim Instructor. Further, the Aquatics Coordinator must know how to respond to an emergency that may involve immediate, complex decision making.

Expanded program offerings for the ARC have changed the pools year-round staffing levels and administrative components required to effectively administer day-to-day programming needs. The duties and assignments involve a higher degree of responsibility as it relates to administrative functions, staffing impacts and ongoing assessment of safety protocols required for the pools. Added administrative and safety functions is critical to avoid a gap in service to the community. After careful review and analysis by Human Resources of the duties currently performed by the incumbent and a review of the assigned duties and responsibilities, a reclassification of Aquatics Coordinator is recommended.

It is recommended that the incumbent be reclassified from Grade 5220n (\$78,505.02 to \$100,312.16 annually) to Grade 5250n (\$91,121.89 to \$116,435.28 annually). This position is represented by WEHOME/AFSCME.

Accounting Technician

A reclassification request was submitted for the Accounting Technician on January 31, 2022. Per the reclassification procedures, a job review and analysis were performed based on the reclassification request, position questionnaire, and classification specification. Interviews were conducted with the Accounting Manager and incumbent.

This position is assigned to the Accounts Payable (AP) section of the General Accounting Division. Based on the duties assigned, the Accounting Technician position has evolved from performing data entry, clerical duties, and filing duties to performing professional level, complex technical accounting functions. . Increased responsibilities include tasks related to capital projects, grants, renewing contracts, amendments, finance administration and tax-related duties. This position was assigned duties, which require a higher level of knowledge and skill set. This includes handling the accounting functions for several invoices that the City of West Hollywood receives. While invoices need to be processed due to the many vendors that the City of West Hollywood conducts business with, the position has become complex due to the significant amount of research required to ensure that accurate data is provided and is no longer a data-entry position.

The number of utilities and in-house vendors increased, and more capital projects have been added to the City's portfolio. The duties assigned to this position require increased analytical skills and a higher level of knowledge related to financial comprehension and advanced calculations. The duties performed are technical and require significant research to ensure that payments are reconciled and processed in a timely manner. Based on the information provided, the duties assigned, align with the Accounting/Finance Specialist job specification and classification.

After careful review and analysis by Human Resources of the duties currently performed by the incumbent and a review of the assigned duties and responsibilities a reclassification of Accounting Technician to Accounting/Finance Specialist is recommended.

It is recommended that the incumbent be reclassified from Grade 5221n (\$69,314.34 to \$88,567.02 annually) to Grade 5220n (\$78,505.02 to \$100,312.16 annually). This position is represented by WEHOME/AFSCME.

Arts Technician

A reclassification request was submitted for the Arts Technician on January 31, 2022. Per the reclassification procedures, a job review and an analysis were performed based on the reclassification request, position questionnaire, and class specification. Interviews were conducted with the Arts Manager and incumbent.

The Arts Technician is responsible for activities and tasks related to creating, planning and production of various arts programs within the Arts Division. Major job functions and duties of the position include planning, project coordination, and day of management of logistics for various Arts program events. A review of the position shows that the job description requires an increased level and scope of duties than what is currently noted in the job description. This position performs the full scope involved in event coordination for planning and management of various arts events and series as assigned under the division and as directed by City Council and Arts Commission. Expanded programming increased the contract and project management scope as this position leads and oversees the lifecycle of event and production assigned.

The scope of coordination requires several skills, particularly project management, attention to detail, communication skills, and organizational skills to administer and implement multiple programs and events in its various stages. Fiscal responsibility includes management of program budget, RFP developments and related administration, reviewing bids, processing payments to artists and marketing collateral. This position assesses event production budgetary costs related to feasibility and provides curated lists to the Arts Commission, negotiates contracts, vendor fees and event-related costs.

Duties assigned to the position require skills in marketing development and implementation of marketing and promotions that is not included in the job description. Strategies in marketing and outreach efforts are tailored for each event and it is important for the position to develop plans consciously to maximize visibility for specific audiences while being mindful of established program budgets. Marketing and promotions involve coordination and procurement of graphic design/graphic designers, marketing materials such as flyers, banners/street pole banners within the City as well as online and newspaper advertisements and social media.

Due to the nature of this position's workplan largely directed by City Council and the Arts Commission, a higher level of complexity is required in successfully executing initiatives and directives. The position makes programming recommendations to Council and the Arts Commission to provide feasibility feedback on how their visions can be implemented. Therefore, there is a higher degree of autonomy in decision-making and program development.

Expansion of City Council and Arts Commission-initiated programs have impacted the position's workplan and scope. The Arts Technician position functions higher than the current classification as lead staff in administrative and logistic execution of assigned Arts programs and event production. Assessing feasibility in creating and visioning of new programs and events require a higher degree of complexity. Various skills are required to successfully perform the duties of the position above the current classification. A reclassification from Arts Technician to Arts Specialist is recommended.

It is recommended that the incumbent be reclassified from Grade 5220n (\$78,505.02 to \$100,312.16 annually) to Grade 5250n (\$91,121.89 to \$116,435.28 annually). This position is represented by WEHOME/AFSCME.

Long-Term Perspective

The changes to the organizational structure presented in this staff report help to address current priorities in an expeditious manner and continues to plan for long-term optimization. When the City adopted the budget that began July 1, 2021, there were 247 regular Staff positions budget. In the November 1, 2021 organizational update, the number of regular employees increased to 250, including adding the Community Services Director and reactivating the Economic Development Director and Business Development Manager Positions. With the proposed changes in this staff report, the number of budget regular Staff positions will increase to 252, mostly due to an increase of six non-management positions. Over the next few years, through attrition and as employees retire, the City plans to continue to optimize the organizational structure to achieve its goals; this is most likely to include combining several departments and divisions so the overall number of department heads and managers are expected to be reduced for a net decrease from the current management team. We will also continue to evaluate non-management position as they become vacant, which could bring the projected long-term number of 250 positions down further. The following chart shows the past and current number of regular Staff positions compared to the long-term projected organizational structure.

Regular Staff Positions

Positions	7/1/2021	11/1/2021	7/1/2022	Long-Term
City Manager	1	1	1	1
Assistant City Manager	2	1	1	1
Deputy City Manager	0	1	1	1
Department Director	8	10	9	8
Division Manager	25	26	25	24
Non-Management Staff	211	211	215	215
Total Management Team	247	250	252	250

CONFORMANCE WITH VISION 2020 AND THE GOALS OF THE WEST HOLLYWOOD GENERAL PLAN:

This item is consistent with the Primary Strategic Goal(s) (PSG) and/or Ongoing Strategic Program(s) (OSP) of:

- PSG-3: Fiscal Sustainability.

This item is also compliant with the following goal(s) of the West Hollywood General Plan:

- G-2: Maintain transparency and integrity in West Hollywood's decision-making process.

EVALUATION PROCESSES:

The City Manager's Department monitors the external economic environment to seek fiscal savings and determine impacts of the business climate and relevant state and federal legislation. The Finance and Technology Services Department monitors the City's revenues and expenditures and brings forth budget adjustment recommendations as necessary to ensure budget projections are being met. Staff provides regular, periodic reporting to other Departments and the City Council. A comprehensive evaluation was performed in order to ensure all criteria from the Council approved classification and compensation system were met, including: providing internal equity and external competitiveness, ensuring compliance with laws and regulations, ensuring cost control, developing administrative efficiency and buy-in from all parties involved. No further evaluation is required.

ENVIRONMENTAL SUSTAINABILITY AND HEALTH:

Not applicable.

COMMUNITY ENGAGEMENT:

Not applicable.

OFFICE OF PRIMARY RESPONSIBILITY:

CITY MANAGER'S DEPARTMENT

ADMINISTRATIVE SERVICES DEPARTMENT / HUMAN RESOURCES DIVISION

FISCAL IMPACT:

The recommended organizational changes have been incorporated into the FY 2022-23 & 2023-24 Two-Year Budget. Any changes to the recommended organizational changes will be adjusted in the budget. Staff will continue to evaluate vacant positions and present staffing adjustments to the City Council with the mid-year and annual budgets that may offset the cost of new positions. The Fiscal Year 2022-23 Salary Schedule (Attachment H) provides the salary ranges for all City positions.

ATTACHMENTS:

Attachment A – Current Organizational Structure Chart

Attachment B – Projected Organizational Structure Chart

Attachment C – Recreation Coordinator

Attachment D – Aquatics Coordinator

Attachment E – Accounting/Finance Specialist

Attachment F – Arts Technician

Attachment G – Neighborhood Traffic Management Program Specialist

Attachment H – Fiscal Year 2022-23 Salary Schedule