



FROM THE OFFICE OF THE CITY MANAGER

March 24, 2011

To: The Honorable Mayor and City Council Members

From: John Szerlag, City Manager

Subject: Implementation Schedule for Recommendations Advanced by the International City Management Association (ICMA)

The Organizational Restructuring Study conducted by the International City Management Association (ICMA) was presented in two phases. Phase one reviewed all departments with the exception of the Police department. This phase also incorporated a comparative benefits review consisting of post retirement, health, pension, current salary, and benefits. Phase two was a review of the Police department, and this was presented to us on March 21, 2011.

In terms of the phase one recommendations, I conducted a series of meetings with all employees to explain the recommendations contained in the ICMA report as well as determine target dates for implementation with reference to restructuring the table of organization. And it is here where I will begin.

ICMA recommended a series of actions to take place by August of 2011. They are listed below along with the corresponding status.

1. Merge Park Maintenance with Street Maintenance

We currently have a division of Streets and Drains as well as a Parks Maintenance division. Each division has a Superintendent, which is a management position. These divisions will be merged on April 1, 2011 and by April 16, 2011 we will be down to one Superintendent.

2. Move Building Operations into Public Works as a New Division

Currently, the Department of Building Operations is a separate siloed department. Moving Building Operations to Public Works means that all maintenance functions for the city will be ensconced in the Public Works department. This move will take effect April 1, 2011.

3. Move Risk Management into Human Resources and Consolidate Human Resources and City Clerk into Finance and Administrative Services

Currently the Human Resources director and City Clerk report to me. Effective April 1, 2011, they will be reporting to the Assistant City Manager/Director of Finance and Administrative Services. The rationale for doing this is that our Three Year Budget makes so many staff cuts to Human Resources, Purchasing and the City Clerk's offices that they will become unsustainable as individual departments. To this end, virtually all departments in the Administrative/Finance area need to be clustered so that employees can be cross-trained to do each other's work. There are two consequences to this. One is that employees to be cross-trained need to be in close physical proximity to each other and this will necessitate office relocation. The second is that the Assistant City Manager will be spending more time managing the departments under his direction.

The Risk Manager has already moved into the Treasurer's office.

4. Redeploy Assistant City Manager of Economic Development Services to Director of Economic and Community Development

This will take effect April 1, 2011. In addition, the Recreation division (which used to be the Parks and Recreation department) will be reporting to the Director of Economic and Community Development. Also, the management position of Superintendent of Recreation has already been expunged and will not be replaced.

The complete restructuring of our table of organization is attached.

ICMA also recommended that we create a culture of continuous service improvement and select someone in our existing staff to act as coordinator. This has already been accomplished by filling a budgeted vacancy of Assistant to the City Manager with someone having a master's degree thereby making that position more managerial oriented as opposed to executive support oriented.

We are currently in the process of prioritizing service report recommendations contained in the ICMA reports. Once we have our recommendations, I will request a study session to engage your input on where we should proceed next. As you recall, we have already analyzed alternative service delivery venues for the building inspection department, engineering department, planning department, ordinance enforcement, and golf course operations. ICMA recommends that we initiate service optimization efforts within a time frame of six months to two years. We are definitely going to beat that time horizon.

Please feel free to contact me should you have any questions.

c: John M. Lamerato, Assistant City Manager/Finance and Administration
Mark F. Miller, Acting Assistant City Manager/Economic Development Services
Gary Mayer, Chief of Police
William Nelson, Fire Chief
Tim Richnak, Director of Public Works
Monica Ireland, Assistant to City Manager/Coordinator of Continuous Improvements
Department Heads
All Employees

JS/bt\Szerlag\2011\To M&CC – Implementation Schedule for Recommendations Advanced by the International City Management Association (ICMA)

FIGURE 1: Existing Organization

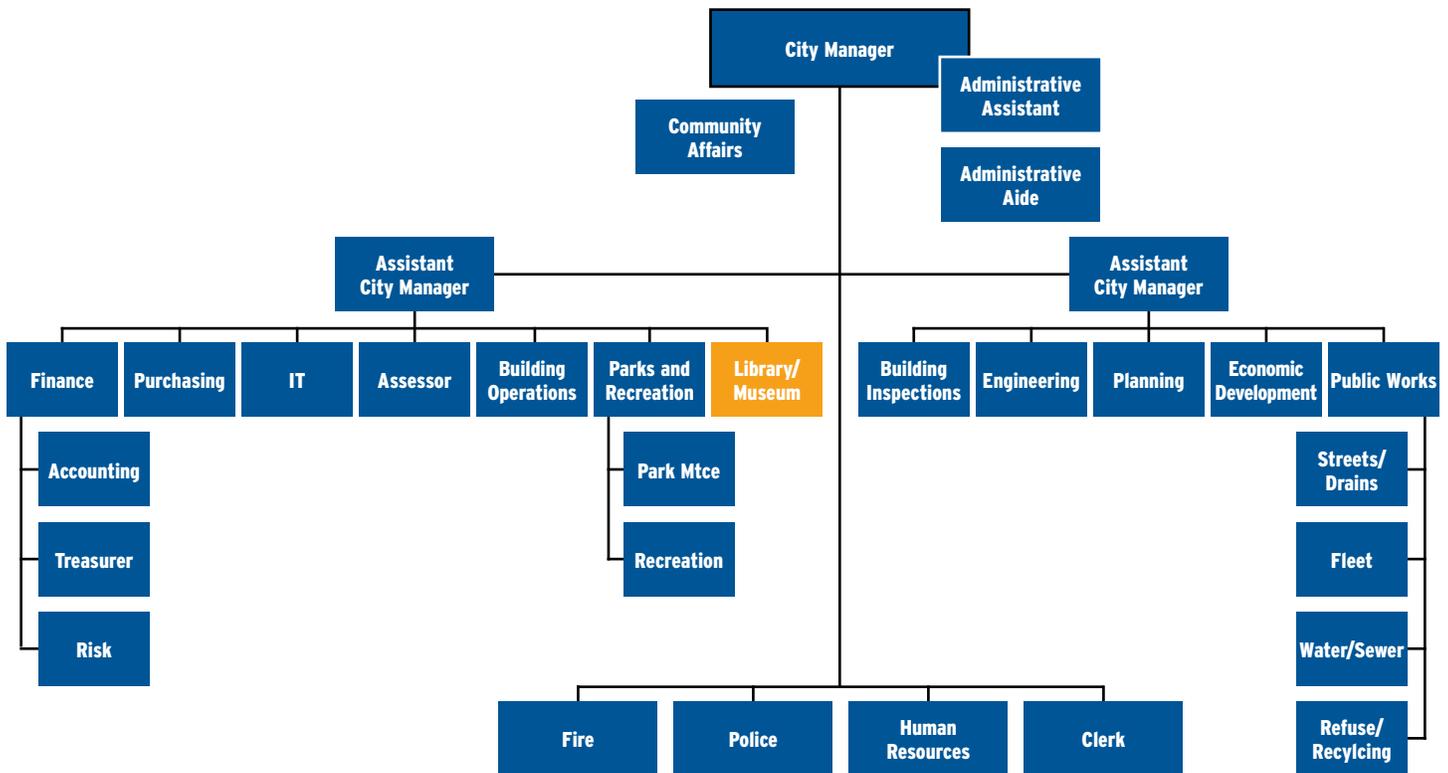


FIGURE 2: Proposed Restructuring

