

SUBMITTED BY: Rocio Garcia-Pedroza, HR Manager

MANAGEMENT TEAM REVIEW: Ana Urquijo, City Manager

FOCUS AREA: Organization Improvements

**ORGANIZATIONAL
IMPROVEMENTS:**

SUBJECT: **THIRD READING OF ORDINANCE NO. 22-1142**, an Ordinance of the Mayor and Council of the City of Douglas, Cochise County, Arizona, to **UNDERTAKE A DEPARTMENTAL REORGANIZATION** affecting various departments and amending Ordinance No. 631, 673, 728, 848, 04-871, 09-954, 13-1027, 18-1086, 19-1103, 19-1108 and 21-1133; establishing severability of components of Ordinance; and establishing an effective date thereof.

EXECUTIVE SUMMARY:

Staff is bringing forward a reorganization affecting several City of Douglas departments for Mayor & Council's approval.

BACKGROUND:

It is the City Manager's intent to build a strong leadership core and develop key positions to support many new challenges and opportunities coming our way in a more effective manner. We are requesting to move departments within the reporting structure, consolidate divisions by creating two new departments and eliminating one department. These changes are needed as soon as possible to be able to move forward efficiently on all of our projects.

We are also proposing to reclassify the Assistant to the City Manager to Economic Development/City Manager's Office (CMO) Project Coordinator and the Grants Coordinator to Grants/CMO Project Coordinator in order to address the various projects arising from the new port of entry, economic development and other strategic plan initiatives requiring follow up and timely execution.

Another area we want to address is the Transit Division. This division was initially set up with its positions being limited status because of the dependency on state and federal programs to fund them. It has been almost 10 years since the City took over the Transit program. At this point, we are recommending for the fulltime limited status positions to be converted to permanent status since the community has benefited from providing this service and has been able to obtain the majority of its funding through the 5311 Federal grant and other partnership funding.

For the Public Works Director position, we are requesting to change the education requirement and also adding a preference and as a result changing the range of the position for these new changes.

Other new positions needed will be identified through the budget process and be brought forward to Mayor & Council depending on budget capacity.

DISCUSSION:

Below are the areas that require action as part of this reorganization:

City Manager's Office

- Move the Information Technology division from the Management Services Department to report directly to the City Manager as a functional department.
- Move Human Resources currently reporting to the Deputy City Manager in the organizational chart to report directly to the City Manager as a functional department.

- Create a Community Services and Economic Development Department, where Parks & Recreation (Parks, Cemetery, Aquatics, Recreation, Golf Course), Library, and Economic Development/CMO Project Coordination divisions are housed within this new department.
- Create a Community Services & Economic Development Director position (range 32) that will report to the City Manager and oversee the divisions pointed out in the previous bullet point. *(Cost for this new position for remainder of FY 21/22 **\$24,640**; vacancy savings during this FY from the City Manager, Deputy City Manager and Management Services Director positions will be used to cover this reclass and others)*
- Reclassify the Assistant to the City Manager position (range 19) to Economic Development/CMO Project Coordinator (range (26) reporting to the Community Services & Economic Development Director. This position will be part of the City Manager's Office (CMO) project coordination and oversee the marketing function of the City. *(Cost for this reclassification for remainder of FY 21/22 **\$4,670**; vacancy savings during this FY from the City Manager, Deputy City Manager and Management Services Director positions will be used to cover this reclass and others)*
- Move the Marketing & Communications Specialist position from reporting to the Deputy City Manager to report to the Economic Development/CMO Project Coordinator.
- Eliminate the Management Services Department and Director Position. The City Treasurer designation remains with Luis Pedroza now with the Deputy City Manager position.

Deputy City Manager's Office

- Move the Finance division currently in the Management Services Department to report directly to the Deputy City Manager as a functional department.
- Reclassify the Finance Manager position (range 28) to be Finance Director (range 32). *(Cost for this reclassification for remainder of FY 21/22 **\$3,760**; vacancy savings during this FY from the City Manager, Deputy City Manager and Management Services Director positions will be used to cover this reclass and others)*
- Move Procurement Specialist from reporting to Management Services Director to Finance Director.
- Take the Management Services Director duties and distribute between the Deputy City Manager/City Treasurer and the new Finance Director position; assigning City Treasurer Duties to Deputy City Manager and Finance related duties to Finance Director.
- Create the classifications of Accountant and Accounting Supervisor both at range 26. We are not requesting for these to be approved FTE's at this time, but will be used instead to hire on call staff to assist the Finance department, while Finance Director position is vacant.
- Create a Neighborhood Resources & Grants Department, where Grants/CMO Project Coordination, Housing, Development Services and Transit divisions are housed within this new department.
- Create a Neighborhood Resources & Grants Director position (range 32) that will report to the Deputy City Manager and oversee the divisions pointed out in the previous bullet point. *(Cost for this new position for remainder of FY 21/22 **\$24,640**; vacancy savings during this FY from the City Manager, Deputy City Manager and Management Services Director positions will be used to cover this reclass and others)*
- Reclassify Grants Coordinator to Grants/CMO Project Coordinator; same range and report to Neighborhood Resources & Grants Director.
- Move the Public Works Department currently reporting to the City Manager to report directly to the Deputy City Manager.

Transit Division

- Convert the fulltime positions of Transit Manager (1), Transit Coordinator (1), Transit Dispatcher/Administrative Assistant (1), Transit Driver (9) from limited status to permanent status; no range change requested. Converting to permanent status allows the incumbents of the positions access to the City's

grievance process and allows for payment of accruals according to the rules if the employee leaves city employment.

Public Works

- Change the requirement for a Bachelor's in Business Administration to an Engineering degree and **expand the essential functions, knowledge and abilities** for the Public Works Director job description and make the position a range **38** from a range 35. Include a preference for a Registered Professional Engineer (PE) and allow for a range **40** if the incumbent is a certified PE in Arizona. *(The vacancy savings from the position being vacant most of the fiscal year will be used to cover the change in range)*

****Additional changes included in the second reading of the Ordinance.**

- Convert one limited status Transit Aide position (range 1) to permanent status as Transit Operator (range 12). This would allow for a position to assist in the routes full time without the requirement of a commercial driver's license. Change the job description for Transit Driver to allow a commercial driver's license class C at one range lower than those with the class B. Add a Transit **Project Coordinator** limited status position (range 26) in the Transit Division. Funding for this position has been requested from ADOT. The intent for this position is to assist the Transit division in planning **and project coordination** of new routes, new facility and new service contracts.
- Expand the essential functions, knowledge and abilities for the Deputy Public Works Director position and make the position a range 32 from a range 31. Include a preference for a Registered Professional Engineer (PE) and allow for a range 34 if the incumbent is a certified PE in Arizona. *(The vacancy savings from the position being vacant since December of last year will be used to cover the change in range)*
- For all positions that work with inmate crews (Parks, PW Construction and Code Enforcement) include the following to their job descriptions:
 - Oversight of inmate crews (Essential Functions section)
 - Knowledge of DOC policies with respect to inmate safety and supervision (Knowledge, Skills and Abilities section)
 - Must maintain certification active from the Arizona Department of Corrections, Rehabilitation and Reentry for supervision of inmate crews. (Minimum Qualifications section)
- Include for all City job descriptions the following to the essential functions section:
 - Works in a safe manner and reports unsafe activity and conditions. Follows City-wide safety policy and practices and adheres to responsibilities concerning safety prevention, reporting and monitoring as outlined in the City's Safety Handbook.
 - Maintains regular and reliable attendance.

****Additional changes included in the third reading of the Ordinance.**

- Create the classifications of Community Service Officer and Police Trainee at a range 16. We are not requesting for these to be approved FTE's at this time, but will be used instead to hire staff on a limited status to implement a pilot program in the Police department. Individuals hired in these classifications will perform a variety of civilian field and office law enforcement work in direct support of Police Officers and code enforcement. The essential functions for both classifications are the same. The difference lies in that that the Police Trainee classification is intended for high school graduates who are interested in a law enforcement career, but do not meet the minimum requirements for appointment due to age, with preference given to the student who is enrolled in a criminal justice program or related field at an accredited college or university. The Police Trainee may remain in the program until his/her eligibility for appointment as a sworn officer, having gained at least one year of knowledge and experience ahead of his/her attendance at the police academy. Police Trainees enrolled in a criminal justice program or related field will be eligible to receive tuition reimbursement in the amount of up to \$500 every six-months following the City's Education Allowance policy. *(The vacancy savings in the police department during this FY will be used to cover the cost for the pilot program for the next 3 years)*
- Expand on the essential functions for the Deputy City Clerk position to include assisting the Development Services division.

The attached documents include an organizational chart of all positions in the City and the job descriptions for the positions outlined above.

FISCAL IMPACT:

No fiscal impact for this fiscal year as the vacancy savings of \$143,900 for this FY from the City Manager, Deputy City Manager and Management Services Director positions will be used to cover the cost of \$57,710 for the remainder of this FY for the reclassifications and new positions.

“...I move that the Mayor and Council approve the third reading of Ordinance No. 22-1142 by number and title only with modifications as presented.”