CITY COUNCIL
UNFINISHED BUSINESS

FEBRUARY 18, 2020

SUBJECT: STAFFING ANALYSIS AND OPTIMIZATION PLAN
INITIATED BY: CITY MANAGER'S DEPARTMENT
(Paul Arevalo, City Manager (David A. Wilson, Assistant City Manager)

STATEMENT ON THE SUBJECT:
The City Council will receive and file the Staffing Analysis and Optimization Plan prepared by Citygate Associates, LLC and approve the related implementation plan and position changes proposed by staff.

RECOMMENDATIONS:
1) Receive and file the Staffing Analysis and Optimization Plan prepared by Citygate Associates, LLC (Attachment A).

2) Approve the proposed City of West Hollywood Implementation Plan for the Citygate Staffing Analysis and Optimization Plan prepared by staff (Attachment B).

3) Approve the reclassification of the Deputy City Manager position to Assistant City Manager in the City Manager's Department.

4) Approve the reclassification and job specifications for the following positions:
   a. Digital Media Officer to Digital Media Manager, Communications Department (Attachment C);
   b. Senior Management Analyst to Community & Legislative Affairs Supervisor, City Manager's Department (Attachment D).

5) Approve adding the following new positions and job specifications:
   a. Digital Media Specialist, Communications Department (Attachment E);
   b. Strategic Initiatives Specialist, Human Services & Rent Stabilization Department (Attachment F).

6) Approve adding the following new positions:
   a. Strategic Initiatives Program Administrator, Human Services & Rent Stabilization Department;
   b. Social Services Program Administrator, Human Services & Rent Stabilization Department;
   c. Parking Permit Specialist, Public Works Department.
BACKGROUND / ANALYSIS:
On June 17, 2019, the City Council approved an agreement with Citygate Associates, LLC to provide a staffing analysis and optimization plan. Since that time, Citygate has been diligently at work on the project reviewing numerous City documents, conducting interviews with various staff members at different levels of the organization and distributing a confidential employee survey. In total, 78 interviews with staff members were conducted and 135 employees participated in the confidential survey.

Citygate Associates completed their scope of work, compiled their findings and presented the City with a final report (Attachment A). The Citygate team presented the final report to the City Council on Sunday and Monday, January 12th and 13th, 2020 and City staff on January 14th and 15th, 2020. The City has reviewed Citygate’s recommendations, which were categorized in the areas of operational optimization; staffing; technology planning, tools and policies; policies and procedures; financial controls; and performance management. The City found Citygate’s recommendations to be thorough and comprehensive, but also recognized that not all the 68 recommendations may ultimately meet the City’s operational needs.

City management continues to engage City staff in evaluating the Citygate Staffing Analysis and Optimization Plan, which will be a living document within the organization for years to come. The City reviewed and analyzed Citygate’s recommendations to make internal determinations as to which recommendations should be implemented and the implementation timeline for those recommendations. The City of West Hollywood Implementation Plan for the Citygate Staffing Analysis and Optimization Plan (Attachment B) provides staff’s proposal for implementation of the recommendations. This initial implementation plan will assist in the development of the City’s budget and workplans for the upcoming two-year budget cycle. Staff will provide regular updates on progress towards implementation of the Staffing Analysis and Optimization Plan with the annual and mid-year updates to the City Budget.

In its report, Citygate recommended adding fourteen new positions, eliminating two positions and reclassifying five positions. At this time, staff proposes adding five of the fourteen recommended positions, four of which are currently being staffed on a temporary basis. These five positions include the Digital Media Specialist, Strategic Initiatives Program Administrator, Strategic Initiatives Specialist, Social Services Program Administrator and Parking Permit Specialist. The only position not currently being filled on a temporary basis is the Social Services Program Administrator. Staff also proposes reclassifying three of five recommended positions. Those positions include Deputy City Manager to Assistant City Manager, Digital Media Officer to Digital Media Manager and Senior Management Analyst to Community & Legislative Affairs Supervisor. Staff recommends further review and analysis of the other Citygate position recommendations.

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:
• OSP-1: Adaptability to Future Change.
• OSP-2: Institutional Integrity.

In addition, this item is 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.
• G-3: Provide excellent customer service, including utilization of emerging technologies.

EVALUATION PROCESSES:
The Assistant City Manager will oversee the execution of the City of West Hollywood Implementation Plan for the Citygate Staffing Analysis and Optimization Plan to ensure it is consistent with the plan document. Updates will be provided to the City Council with the annual and mid-year budget updates.

ENVIRONMENTAL SUSTAINABILITY AND HEALTH:
To ensure that we are promoting sustainability, efforts are made to ensure best-practice sustainability efforts are observed in terms of use of electronic communication and printing on recycled papers, as applicable.

OFFICE OF PRIMARY RESPONSIBILITY:
CITY MANAGER'S DEPARTMENT / ASSISTANT CITY MANAGER'S DIVISION

FISCAL IMPACT:
None at this time. The costs of the position recommendations will be absorbed into the existing 2019-2020 Budget. The annual increase to the City budget resulting from the three position reclassifications and five new positions is approximately $700,000 per year.

ATTACHMENTS:
Attachment A – Citygate Staffing Analysis and Optimization Plan
Attachment B – City of West Hollywood Implementation Plan for the Citygate Staffing Analysis and Optimization Plan
Attachment C – Digital Media Manager Job Specification
Attachment D – Community & Legislative Affairs Supervisor Job Specification
Attachment E – Digital Media Specialist Job Specification
Attachment F – Strategic Initiatives Specialist Job Specification