

# City of Fillmore

Organizational Review Findings and  
Recommendations

June 7, 2011

# Background

- Bryce Consulting was hired to review the City's structure and staffing levels, in light of the current budget crisis to identify:
  - Gaps
  - Duplications
  - Inefficiencies
  - Areas where position reduction is feasible
- Recommendations Include
  - Realignment of functions and departments
  - Modifications to organizational structure
  - Staffing changes (additions and deletions)

# Background

- Methodology
  - Bryce utilized information collected from employees and managers during the class study
  - Bryce collected staffing data from the 4 survey agencies identified as comparable to the City

# Recommendations

- Administration
  - Delete 1 vacant Deputy City Manager position
  - Delete 1 vacant Administrative Assistant position
  - Delete 1 Human Resources Officer position
  - Add 1 Assistant to the City Manager position
    - Human Resources, Risk Management, Economic Development, Redevelopment, Budget support, special projects
  - Add 1 Deputy City Clerk/Administrative Assistant position

Net Change: -1

# Recommendations

- Community Development
  - Merge Community Development with Public Works and retitle department to Municipal Services Department
  - Delete 1 Community Development Director position
  - Delete 1 Assistant Planner position
  - Delete 1 Building Official position
  - Add 1 Senior Planner position
  - Contract out Building Inspection and Code Enforcement
  - Retitle Planning Technician to Development Services Technician

Net Change: -2

# Recommendations

- Community Services
  - Move function to newly created Municipal Services Department
  - Delete 2 Facility Custodian positions
  - Retitle Facility Custodian to Facilities Maintenance Worker

Net Change: - 2

# Recommendations

- Fire
  - Delete 1 Disaster Coordinator position

Net Change: - 1

# Recommendations

- Finance
  - Delete 1 Confidential Accounting Technician position
  - Delete 1 Fiscal Assistant
  - Add 1 Information Technology Technician position
  - Add 1 Accountant (when funding allows)
  - Retitle Assistant to the Finance Director to Finance Administrator
  - Reclassify 1 Accounting Supervisor and 1 Fiscal Assistant to Finance Technician

Net Change: -1 (without the addition of the Accountant)

# Recommendations

- Public Works

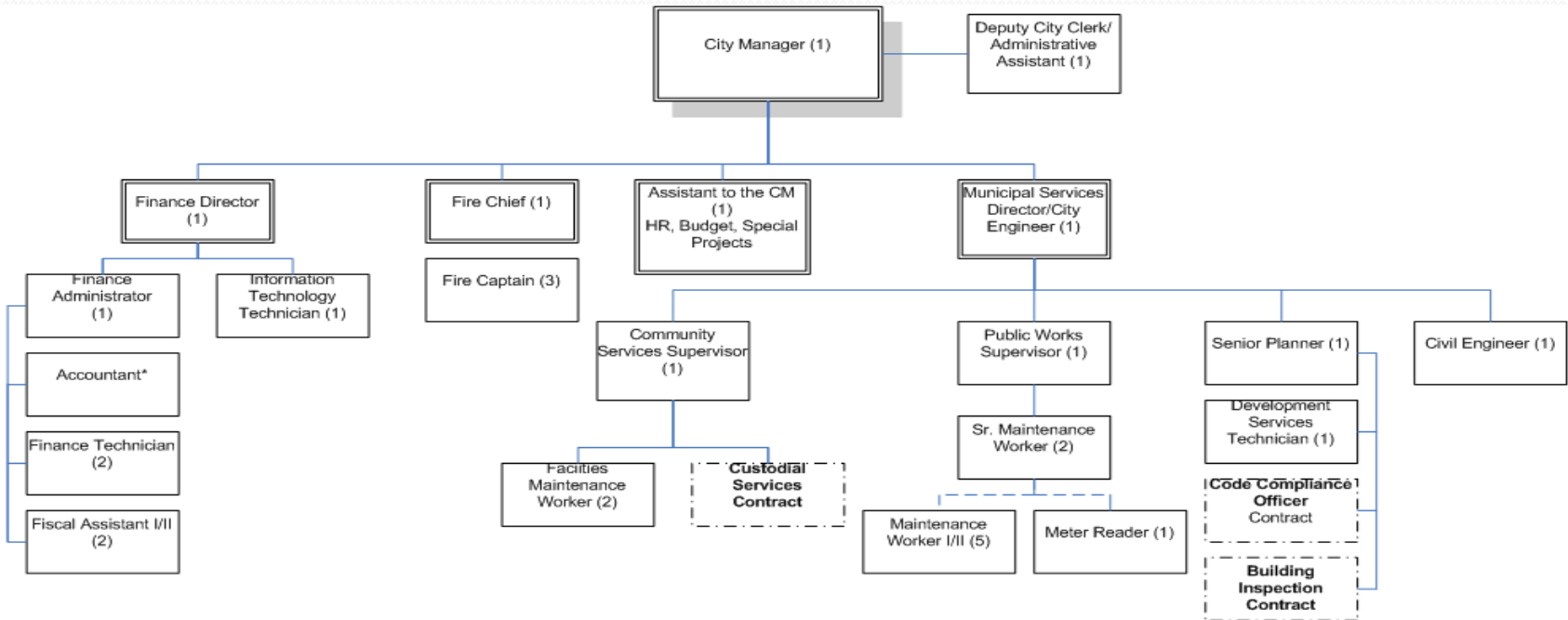
- Merge Public Works, Community Development and Community Services
- Retitle department to Municipal Services Department
- Delete 2 Senior Maintainer positions
- Delete 2 Entry/Intermediate Maintainer positions
- Add 1 Meter Reader position
- Delete 1 Public Works Administrative Clerk position and merge duties with Development Services Technician
- Retitle Public Works Director to Municipal Services Director/City Engineer
- Retitle City Engineer position to Civil Engineer
- Retitle Maintainer series to Maintenance Worker I/II and Senior

Net Change: -4

# Recommendations

- Implement volunteer program (graffiti removal, litter removal, clerical support)
- Streamline meter reading process
- Streamline/automate finance procedures
- Streamline/automate work order system
- Reassign pool maintenance to Municipal Services
- Extend standby program to Maintenance Worker II's
- Require Senior Maintenance Workers to serve as leads
- Require only 1 person to be on standby unless weather or other emergency dictates otherwise

# Proposed Organizational Chart



Total 30 (- 11)

\*Accountant position to be added when funding permits