

KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT

BOARD OF DIRECTORS MEETING

August 9, 2018

ITEM # 7a

RECOMMENDED APPROVAL OF ADMINISTRATIVE SUPPORT REORGANIZATION, APPROVAL OF NEW JOB DESCRIPTIONS AND PAY LEVELS, AUTHORIZE RECRUITMENT TO FILL POSITIONS AND AUTHORIZE SELECTION AND APPOINTMENT TO NEW POSITIONS

BACKGROUND

The Board of Directors received a report and presentation at the November 16, 2017 meeting from Bob Deis, Senior Consultant from the firm that is now called Management Strategies Group, a division of the Sloan Sakai Yeung and Wong LLP law firm. The report reviewed the District's administrative and support services and shared his observations and recommendations.

He observed that job responsibilities were assigned to staff very informally and that job descriptions were not professionally maintained following basic human resource principles and practices. The General Manager has also found key roles or duties in a public agency were not being performed by District staff. Although sometimes not visible to the public, a properly staffed administrative structure is the foundation for an efficient organization.

Related to this, the General Manager has experienced the need to participate in support activities that would be more appropriately, and more cost-effectively, completed by other staff. The need for the General Manager to handle duties that are not performed has limited the Manager's availability to be more involved with key issues. This can be addressed if the General Manager is supported by a staff that has the necessary skill sets, its role clarified and in harmony with each other. The proposed staffing configuration meets this goal.

As a result, Mr. Deis made three recommendations, including:

- Complete a professional compilation of a new District administrative and support staffing model along with new professional job descriptions and compensation levels.
- Complete a review of the District's human resources policies and practices and update them as appropriate.
- Consider updating the Board's Policies and Procedures Manual—which is extremely deficient and outdated

At the November 16, 2017 meeting the Board approved the three recommendations and directed the General Manager to begin their implementation.

The first recommendation is complete (report attached) and Mr. Deis will attend the July 17th meeting to present his results and answer your questions. The other two recommendations are still in process.

ANALYSIS

The General Manager has now been at the District for a year and has a good understanding of staffing needs to provide quality services while pursuing the Board's strategic goals. Both goals are important for the District and its residents. On the strategic side, the District is in the midst of thoroughly evaluating options in satisfying the core mission of the District, providing cost effective police services. This is a decision that will guide the District for many years to come. The Board is also pursuing the remodeling of its primary asset, the Community Center. A new budget document has been implemented that provides additional analysis and is more readily understandable to the public.

On the operational side, the District has had difficulty fully staffing the police department and has experienced high litigation and expense in addressing a myriad of human resource issues. In addition, the Board has assumed the staff role in various areas, for lack of available support by staff. In other words, the District has acute needs and is at the cusp of substantial change that needs to be guided and implemented in a thoughtful way. These are some of the reasons why the Board created the first stand-alone and part-time General Manager position. The recommended reorganization addresses these issues. Two of the recommended positions will be critical.

The recommended District Clerk of the Board position will provide the necessary skills and address a key concern of fully supporting the Board activities as a governing body. This is a basic staff responsibility and the District should discontinue relying on Board members to fulfill that role. It also will help make the General Manager more efficient.

The proposed District Finance and Business Manager is another key position that will ensure that the General Manager position stays within the part-time parameters of the budget. It will enhance oversight of District operations, reduce costs in other areas to help pay for it and will provide the high skill level to assist in evaluating and controlling of District costs. The District has regularly contracted for this skill set via consultants.

RECOMMENDATION:

1. Discuss and receive comments;
2. Approve Administrative Support Reorganization Report and recommendations;
3. Approve the new job descriptions and pay levels;
4. Direct the General Manager to commence recruitment to fill recommended positions and pursue implementation of the new staffing model; some human resource assistance may be required to recruit and test potential candidates.
5. Direct the General Manager to provide updates to the Board along with any necessary budget adjustments as more information is known.

FISCAL IMPACT:

The near-term fiscal impact will be contingent upon the timing of the transition, the results of the recruitment and selection processes and the implementation of two key changes to reduce long-term costs. These two changes include the conversion of the payroll function and the minutes-taking to a contracted model. The costs summarized below assume these two changes have occurred and reflect ongoing costs.

Cost Estimates Per Management Strategies Group Report		\$180,200
Less Cost Savings:		
Elimination of District Administrator position	\$80,000	
Reduction of Police Services Specialist hours	\$10,000	
Reduction of Finance consultant use	\$40,000	
Reduction of other contractors use	<u>\$40,000</u>	
Subtotal		<u>\$170,000</u>
Marginal Cost Increase		\$ 10,200

The estimated cost increase is a modest investment that will greatly improve the functioning and effectiveness of the District. There can be additional cost savings from improved efficiencies as staff fully assume responsibilities and are part of a team that promotes practical cost saving ideas. Although not definitive, it would not be unusual to realize cost savings after a year or two after implementation.

Associated Documents:

- Public Management Group Phase 2 Report (July 11, 2018)
- Attachment 1 - Review of District Administrative and Support Services—Phase 1 (November 6, 2017)
- Exhibits - New Job Descriptions: Police Services Specialist, District Clerk of the Board, Office Assistant, District Finance and Business Manager, General Manager

SUBMITTED BY: Anthony Constantouros, General Manager