

**REPORT TO MAYOR AND COUNCIL****TO THE HONORABLE MAYOR AND COUNCIL:**

DATE: January 6, 2015

SUBJECT: ADOPTION OF THE NEW CLASSIFICATION OF DEPUTY CITY MANAGER**Report in Brief**

The Human Resources Department periodically reviews classifications for modification based on the operational needs of the City. The recent resignation of the Assistant City Manager created an opportunity to review the organizational structure of the Office of the City Manager with a goal of restructuring the assignment of duties and responsibilities to meet the needs of the department, while providing professional growth opportunities for City employees.

Staff recommends that the City Council adopt Resolution No. 15-3493.1, approving the creation of the Deputy City Manager job classification, assigned to the Unrepresented group, at pay grade M-11, thereby allowing the City Manager to under fill the existing Assistant City Manager position with a Deputy City Manager.

Background

Policy and Procedure No. 37.6 provides the rules and procedures for implementing sections of the Concord Municipal Code regarding creation, modification, and abolition of classifications within the City's workforce. The Human Resources Department is responsible for implementing the policy and procedure. In association with this responsibility, Human Resources staff members conduct classification and compensation studies for positions as requested by City departments or based on periodic reviews in response to the City's broad operational needs.

At the request of the City Manager, staff conducted a classification study to identify and analyze supervisory and administrative functions performed within several Deputy City Manager positions in the Bay Area. Upon the conclusion of the study, staff observed that many of the duties and responsibilities of the City Manager's office could be restructured to be performed by an employee working at the level of a Deputy City Manager. A thorough review of the City's current Classification Plan was unsuccessful in identifying an existing classification that reflects the duties and responsibilities analyzed in the study.

In an effort to align the City's Classification Plan with the acknowledged desire to restructure the work of the City Manager's office, staff is recommending the adoption of the new Deputy City Manager classification. Establishing this new classification would allow staff the ability to create a more progressive structure within the City Manager's office, and allow for professional growth opportunities for the City's employees. Moreover, as

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the City continues to face new operational challenges, the adoption of this classification will enable staff the flexibility to meet future operational needs.

Discussion

Upon request, staff conducted a survey of the Deputy City Manager classification of various Bay Area municipalities considered comparable to Concord. These cities typically arrange the structure of the City Manager's office with a combination of classifications including City Manager, Assistant City Manager, Deputy City Manager and Assistant to the City Manager, depending on each city's organizational needs.

The City of Concord's Office of the City Manager has had many different arrangements of staffing, in partnership with the City Manager, over the last decade. This includes multiple Assistant City Managers and a Department Head for the City Manager's Office working closely with the City Manager. Over the last 7 years, or so, there has been an Assistant City Manager working with the City Manager. The City Manager's office also has traditionally included Administrative Support to the Council and staff in the office, the Administrative Services/City Clerk's Division; the Community Relations Division; and Printing Services. The City Manager is now requesting the creation of a Deputy City Manager position in order to create more staffing flexibility. It is her intent to replace the Assistant City Manager who recently left the organization with a Deputy City Manager in order to create career growth potential for existing staff. This supports the Council's goal related to growing the professional skills and strengths of our employees, and creating career ladders where possible.

A compensation study has been conducted and internal alignment applied to the proposed Deputy City Manager classification. The analysis resulted in the proposed classification's assignment to the Unrepresented group, pay grade M-11, (\$10,746-\$14,771 per month). This pay grade falls in alignment between the existing Assistant City Attorney, pay grade M-10 (\$9,880-\$13,585 per month) and Department Head classifications, pay grade E-4 (\$11,170-\$15,357 per month). The Assistant City Manager's pay grade is E-6 (\$13,185-\$18,129 per month).

The Deputy City Manager would be distinguished from the next higher level Assistant City Manager classification by the level of supervisory, administrative, project management, and budget experience and responsibilities.

As the Deputy City Manager classification would be part of the Assistant City Manager classification series, it is expected to provide competitive promotional opportunities for existing employees who possess the qualifying requirements. The intent of creating this career ladder is to establish a position that continues to provide a professional level of service from the Office of the City Manager while providing staff with an opportunity for development and growth within the organization.

Public Contact

The City Council Agenda was posted.

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Fiscal Impact

Creating the Deputy City Manager position has no fiscal impact.

The City Manager's stated intent to underfill the Assistant City Manager position at the Deputy City Manager level will create savings in the Department.

Pursuant to Policy and Procedure No. 37.7, the promotional pay increase guidelines will apply to the selection process.

Recommendation for Action

Staff recommends that the City Council adopt Resolution No. 15-3493.1, approving the creation of the Deputy City Manager classification assigned to the Unrepresented group at pay grade M-11.



Valerie Barone
City Manager

Prepared by: Laura Brunson
Director of Human Resources

Attachments:

Attachment 1: Council Resolution No. 15-3493.1

Attachment 2: Deputy City Manager classification specification, draft

**BEFORE THE CITY COUNCIL OF THE CITY OF CONCORD
COUNTY OF CONTRA COSTA, STATE OF CALIFORNIA**

**A Resolution Adopting the Classification of
Deputy City Manager**

Resolution No. 15-3493.1

WHEREAS, pursuant to Policy and Procedure No. 37, The Personnel Rules, the Human Resources staff recommends that Council adopt Resolution No. 15-3493.1 approving the new managerial classification of Deputy City Manager (pay grade M-11), and

WHEREAS, the City Council, at its meeting of January 6, 2015, considered the recommendation of the Human Resources staff.

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF CONCORD DOES
RESOLVE AS FOLLOWS:**

Section 1. Resolution No. 15-3493.1 is adopted, thereby approving the new classification.

Section 2. This resolution shall be effective immediately.

PASSED AND ADOPTED by the City Council of the City of Concord on January 6, 2015, by the following vote:

AYES: Councilmembers –

NOES: Councilmembers –

ABSTAIN: Councilmembers –

ABSENT: Councilmembers –

I HEREBY CERTIFY that the foregoing Resolution No. 15-3493.1 was duly and regularly adopted at a regular joint meeting of the City Council and the Redevelopment Agency of the City of Concord on January 6, 2015.

Joelle Fockler, CMC
City Clerk

APPROVED AS TO FORM:

Mark S. Coon
City Attorney



Deputy City Manager

Class Code:

Bargaining Unit: Unrepresented

CITY OF CONCORD
 Established Date: December __, 2014
 Revision Date:

SALARY RANGE

\$61.00 - \$85.22 Hourly
 \$128,952 - \$177,252 Annually

JOB CHARACTERISTICS

Purpose

Under general direction, provides significant management, administration, and support for planning, organizing, directing, coordinating, implementing and evaluating City operations and programs, including (but not limited to) budget, internal controls, and staff development; works closely with the City Manager, City Council, City Departments and a diverse variety of public and private organizations. The specific programs assigned to the Deputy City Manager will be determined by the City Manager based upon the skills and interests of the Deputy City Manager and the organizational needs.

Supervisory Guidance Received/Given

This position receives direct supervision from the City Manager or Assistant City Manager. Employee exercises leadership and direct supervision over City Manager's Office personnel and may supervise other functions within the City, as directed.

Allocation Factors/Distinctions

Managerial classification.

Essential Job Functions

Essential functions, as defined under the Americans with Disabilities Act, may include any of the following tasks, knowledge, skills and other characteristics. The list that follows is not intended as a comprehensive list; it is intended to provide a representative summary of the major duties and responsibilities. Incumbent(s) may not be required to perform all duties listed, and may be required to perform additional, position-specific tasks.

1. Confers with the City Manager in supervising or coordinating a variety of management and administrative activities; participates in the review of issues facing the City and development and implementation of programs and projects.
2. Assists and participates in the development and implementation of goals, objectives, policies, procedures, and work standards for the city.

3. Collaborates with and facilitates special projects working closely with department directors and key personnel throughout the organization.
4. Conducts studies, surveys, and collects information on difficult operational and administrative problems, analyzes findings and prepares reports of practical solutions for review by the City Manager and City Council.
5. Ensures that policies and programs approved by the City Council are implemented throughout City Departments in a collaborative and consistent manner.
6. Coordinates contract arrangements with other agencies, business organizations, professional and technical groups, and private parties; coordinates and expedites reports and program information from City departments.
7. Assists the City Manager in directing the development and administration of the City's budget; analyze and forecast City revenue and expenditures; monitor and approve expenditures.
8. Participates in the City's labor relations activities; assist in developing labor relations objectives and strategies.
9. Attends meetings of the City Council, Commissions, and other groups as required; represents the City Manager at various meetings in the consideration of general concerns and problems affecting the total operation of the City; interprets City policies and procedures to groups and individuals.
10. Prepares correspondence, reports and other written materials for City management, the Mayor, and the City Council.
11. May assign, supervise, and review the work of management and/or support staff on a project or day-to-day basis.
12. May assume overall administrative responsibility for all City activities in the absence of the City Manager and the Assistant City Manager.
13. Maintains effective relationships with the Council, Commission members, neighboring cities, the county, regional government entities, City partner organizations, business community, and residential community.
14. Serve as liaison for the City in governmental relations.
15. Respond to citizen complaints and requests for information.

Non-essential Job Functions

Other duties as required

Knowledge

- Administration and Management — Knowledge of business and management principles

involved in strategic planning, resource allocation, leadership technique, and coordination of people and resources.

- Clerical — Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, transcription, designing forms, and other office procedures and terminology.
- Communications and Media — Knowledge of media production, communication, and dissemination techniques and methods. This includes alternative ways to inform via written, oral, and visual media.
- Computers and Electronics — Knowledge of computer hardware and software.
- Customer and Personal Service — Knowledge of principles and processes for providing (internal or external) customer services including customer needs assessment, meeting quality standards for service, and evaluation of customer satisfaction.
- Economics and Accounting — Knowledge of economic and accounting principles and practices, and the analysis and reporting of financial data.
- Education and Training — Knowledge of principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects.
- English Language — Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
- Law and Government — Knowledge of laws, legal codes, government regulations, and agency rules.
- Mathematics — Knowledge of arithmetic, statistics, and their applications.
- Personnel and Human Resources — Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, and personnel information systems.
- Sales and Marketing — Knowledge of principles and methods for showing, promoting, and selling products or services. This includes marketing strategy and tactics, sales techniques, and sales control systems.

Skills

- Active Learning — Understanding the implications of new information for both current and future problem-solving and decision-making.
- Active Listening — Giving appropriate attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
- Attention to Detail — Maintaining appropriate attention to detail based on the complexity of work performed.
- Communication and Comprehension — Conveying written and/or non-written information effectively; comprehending and understanding documentation and verbal or visual communications.
- Complex Problem Solving — Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.
- Critical Thinking — Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
- Instructing — Teaching others how to do something; selecting and using training/instructional methods and procedures appropriate for the situation when teaching new things.
- Judgment and Decision Making — Considering the relative costs and benefits of potential

actions to choose the most appropriate one.

- Management of Financial Resources — Determining how resources will be allocated to accomplish work getting done, and accounting for these expenditures.
- Management of Material Resources — Obtaining and seeing to the appropriate use of equipment, facilities, and materials needed to do certain work.
- Management of Personnel Resources — Motivating, developing, and directing people as they work, identifying the best people for the job.
- Mathematics — Using mathematics to solve problems.
- Monitoring — Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.
- Negotiation — Bringing others together and trying to reconcile differences.
- Operations Analysis — Analyzing needs and product requirements to create a design.
- Persuasion — Persuading others to change their minds or behavior.
- Quality Control Analysis — Conducting tests and inspections of products, services, or processes to evaluate quality or performance.
- Service Orientation — Actively looking for ways to help people.
- Social Perceptiveness — Being aware of others' reactions and understanding why they react as they do.
- Systems Analysis — Determining how a system should work and how changes in conditions and operations will affect outcomes.
- Systems Evaluation — Identifying measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system.
- Time Management — Managing one's own time and the time of others.
- Troubleshooting — Determining causes of operating errors and deciding what to do about it.

Abilities

- Category Flexibility — The ability to generate or use different sets of rules for combining or grouping things in different ways.
- Deductive Reasoning — The ability to apply general rules to specific problems to produce answers that make sense.
- Fluency of Ideas — The ability to come up with a number of ideas about a topic.
- Inductive Reasoning — The ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events).
- Information Ordering — The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).
- Mathematical Reasoning and Number Facility — The ability to choose the right mathematical methods or formulas to solve a problem; the ability to perform calculations quickly and correctly.
- Originality — The ability to come up with original or novel ideas for a certain situation, or to develop creative ways to solve a problem.
- Selective Attention — The ability to concentrate on a task over a period of time without being distracted.
- Speed of Closure — The ability to quickly make sense of, combine, and organize information into meaningful patterns.
- Time Sharing — The ability to shift back and forth between two or more activities or sources of information.

DESIRABLE QUALIFICATIONS

Education/Experience

Any combination equivalent to experience and education that would likely provide the relevant knowledge and abilities would be qualifying. Generally, this will require:

Education: A Bachelor's degree from an accredited four-year college or university with major coursework in public or business administration, public policy, or a field related to the work. Possession of a Master's Degree in an appropriate field is highly desirable.

Experience: Minimum of five years of progressively responsible experience in management level work, preferably in a public agency.

Other Requirements

A valid California driver's license and satisfactory driving record are conditions of initial and continued employment.