



THE CITY OF  
NOVATO  
CALIFORNIA

## SPECIAL MEETING

### AGENDA MEASURE F OVERSIGHT/CITIZENS FINANCE COMMITTEE

**Tuesday, APRIL 30, 2013: 6:30PM – 9:30PM**  
**POLICE DEPARTMENT TRAINING ROOM**  
**909 MACHIN AVENUE**

A. Call to Order

B. Approval of Final Agenda

C. Public Comment

*(Anyone wishing to speak on non-agenda items will be recognized at this time. These items can legally have no action as they are not on the agenda. There is a three minute time limit.)*

D. Committee Organizational Items

E. General Business

*(Anyone wishing to speak on agenda items will be recognized after the Committee has concluded their initial discussions. There is a three minute time limit for public comment per item.)*

<i>Time</i>	<i>Item/Attachments</i>	<i>Purpose and Actions</i>
10 minutes	E-1: Update on FS Workshop #10-Core Staffing and recap of Council presentation  <b>Updated presentation attached</b>	<i>Overview of final presentation presented to Council. No action.</i>
1.5 hours	E-2: Overview of FS Options Tool and Public Process Discussion  <b>Handout provided at the meeting</b>	<i>Educational session on FS Options Tool, its components and how it works. Provide feedback to staff on additions, changes or deletions to the Options Tool and overall public process.</i>
45 minutes	E-3: Measure F and Infrastructure Draft Ideas and Discussions  <b>Handout provided at the meeting</b>	<i>Discuss ideas for Measure F funding and infrastructure. Provide feedback to staff on additions, changes or deletions.</i>

15 minutes	<p>E-4: Other Committee Business-Other-Post Employee Benefits (OPEB) Trust</p> <p><b>Handout provided at the meeting</b></p>	<p><i>Educational item on OPEB Trust. Provide thoughts and feedback to staff.</i></p>
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F. Committee / Staff Comments

G. Adjournment

Attachments:

1. FS Workshop #10-Core Staffing-revised presentation

**AFFIDAVIT OF POSTING**

I, Carla Hansen certify that on April 24, 2013, I caused to be posted the agenda of the Tuesday, April 30, 2013 meeting of the Measure F Oversight/Citizens Finance Committee of the City of Novato, California, on the City of Novato Community Service Boards in City Hall and the Police Department.

/Carla Hansen/  
Management Analyst

# CORE STAFFING PRESENTATION

**Fiscal Sustainability Work Session #10**

**April 23, 2013**





# FISCAL SUSTAINABILITY WORK SESSIONS

Session #1

- Work Plan and Process (July 2012)

Session #2

- Options Tool (August 2012)

Session #3

- Department Reviews (Sept 2012)

Session #4

- Department Reviews (Oct 2012)

Session #5

- Revenue (Dec 2012)

Session #6

- Economic Development (Jan 2013)

Session #7

- Employee Compensation (March 2013)

Session #8

- Facilities (March 2013)

Section #9

- Infrastructure (March 2013)

Session #10

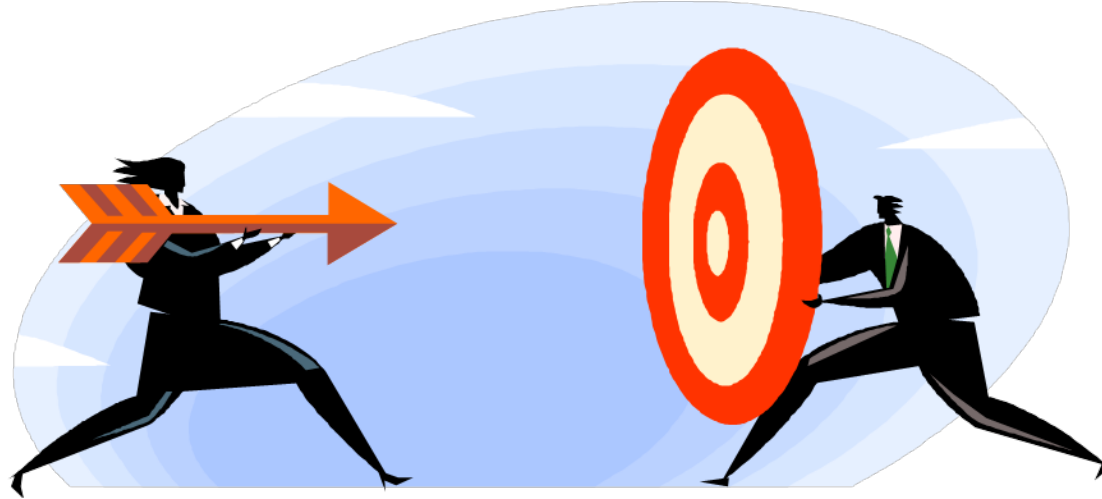
- Core Staffing (April 2013)

Session #11

- Options Tool Review (May 2013)

# THE TARGET = BASELINE OPERATIONS

**What does an operationally sustainable organization look like financially?**



- *Question:* What is the target to have a fiscally and operationally sustainable organization while meeting service expectations of the community.
- Not just a math problem.
- This is a community choice about service level, quality of life and community character.
- If we aren't shooting for the correct target, then we are solving the wrong problem.

# WHAT IS CORE STAFFING

*Definition* – The number of staff that is required in order to maintain the service levels of an organization that is fiscally and operationally sustainable.

With deficit reductions of the past 4 years, Novato's staffing levels are 24% lower than 5 years ago and the current staffing levels are the same as in FY 95/96 despite population increases of 13% during the same time period.



# CORE STAFFING IS NOT IDEAL STAFFING

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- Full Novato Response Team
- Family and community events
- Staffing to assist the Downtown Novato Business Association and Tourism Board
- Arborist and Integrated Pest Management
- Environmental sustainability and action plan initiatives
- Hispanic community outreach and leadership development
- Museums and arts programs
- Economic Development resources
- Additional maintenance resources

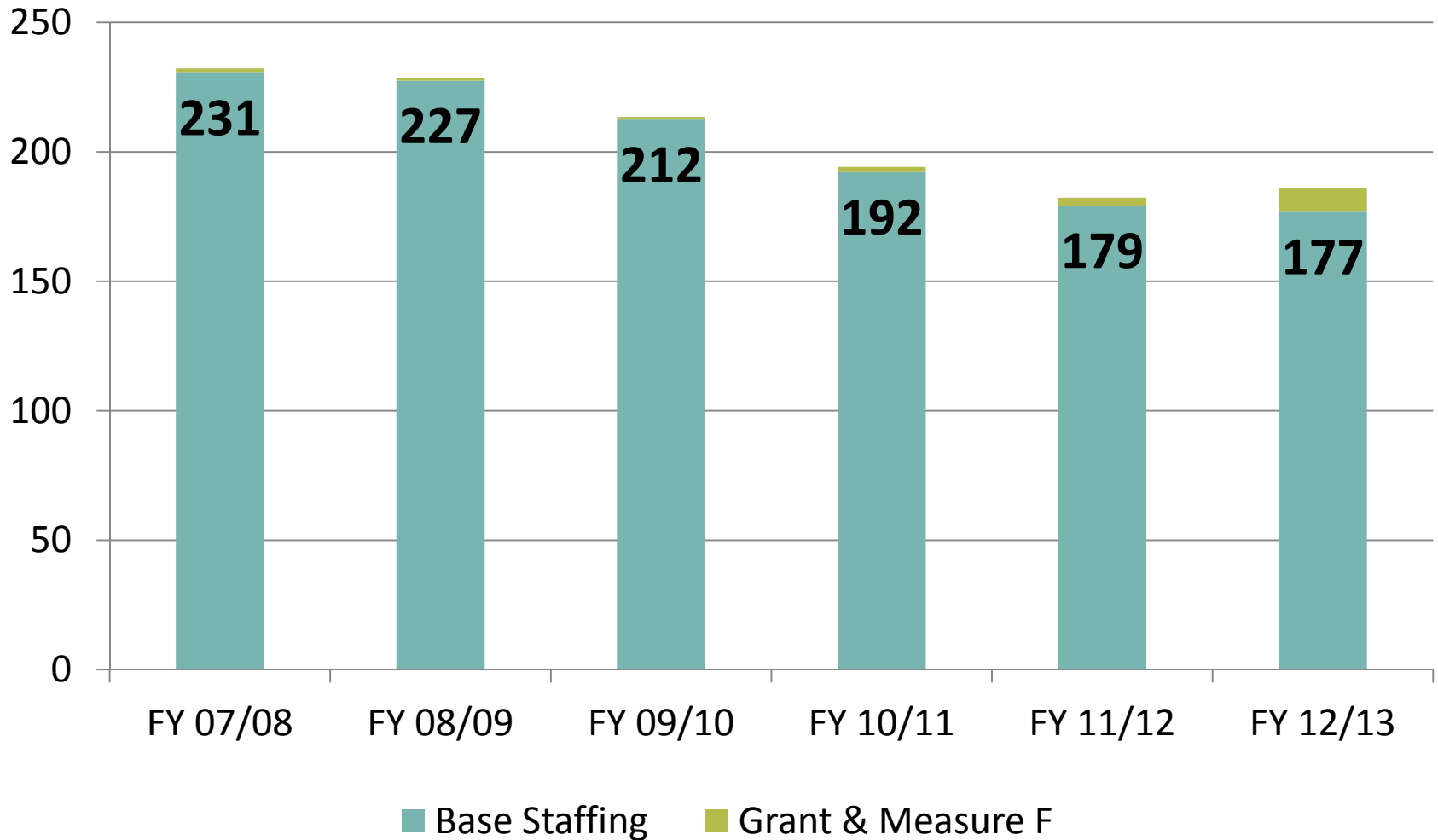




# CITY STAFFING HISTORY

**07/08 to 12/13 Staffing – 24% reduction**

*#s shown are Base Staffing (no Grants or Measure Fund)*







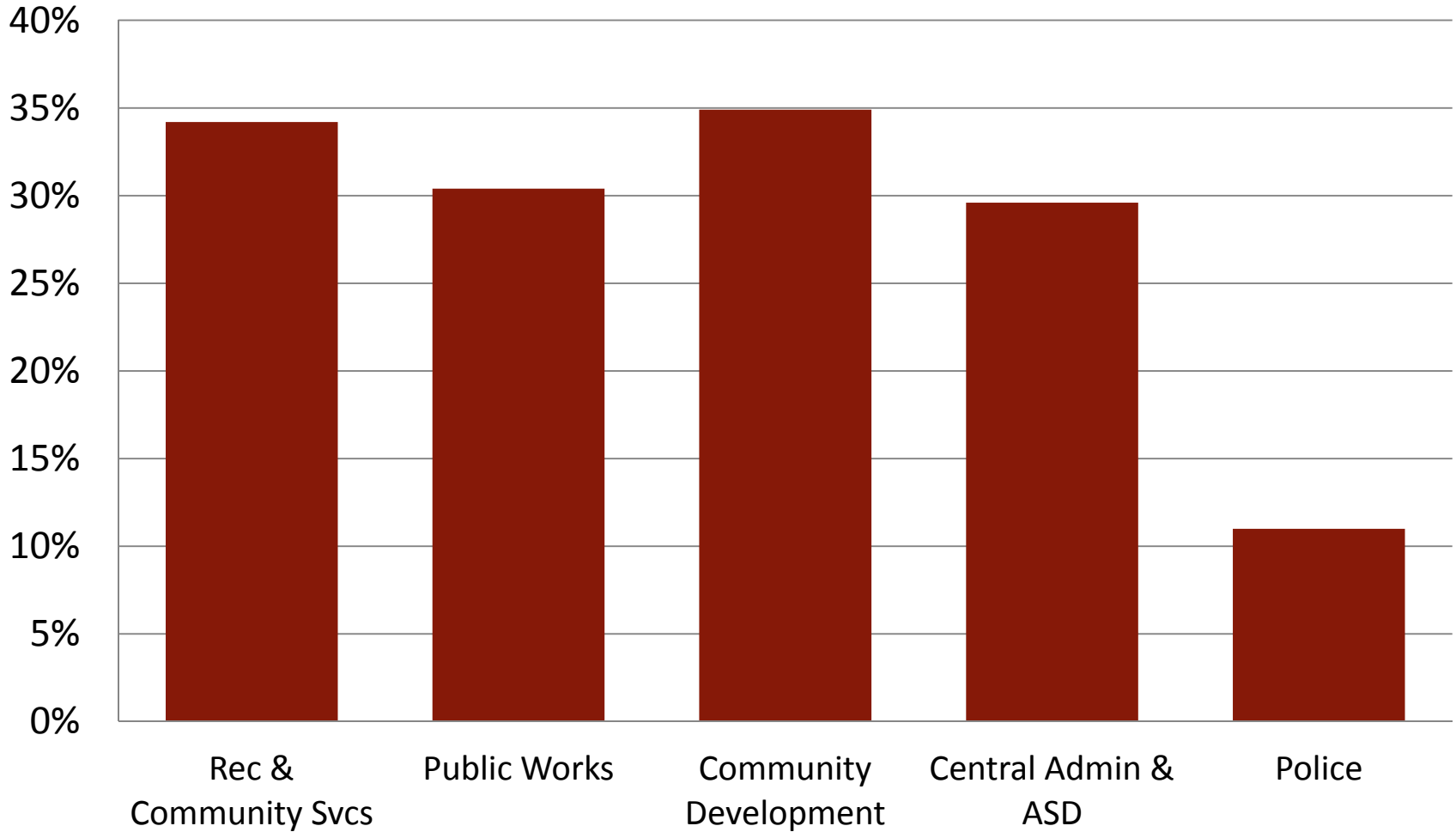
# HISTORICAL STAFFING OVERVIEW

Fiscal Year	Total FTE (in Budget)	Grant & Measure F	Positions Funded by Grants or Measure F	Staffing Levels Minus Grants/Measure F
FY 07/08	232.23	1.67	High Tech Crimes Task Force (0.67) NIEP – Novato Independent Elders Program	230.56
FY 08/09	228.48	1.00	NIEP	227.48
FY 09/10	213.48	1.00	NIEP	212.48
FY 10/11	194.19	2.00	NIEP; COPE-Coordination of Probation Enforcement	192.19
FY 11/12	182.27	3.00	COPE Measure F = 2.0 Maintenance Worker	179.27
FY 12/13	186.10	9.25	COPE; NRT; HHS – Health & Human Services Measure F = Maintenance Worker, Admin Clerk, ED Mgr, Hamilton, NRT Analyst	176.85
FY 13/14 Proposed	186.00	9.25	COPE; NRT; HHS Measure F = Maintenance Worker, Admin Clerk, ED Mgr, Hamilton, NRT Analyst	177.65



# % STAFFING REDUCTIONS - (INCLUDES PAST 4 YRS)

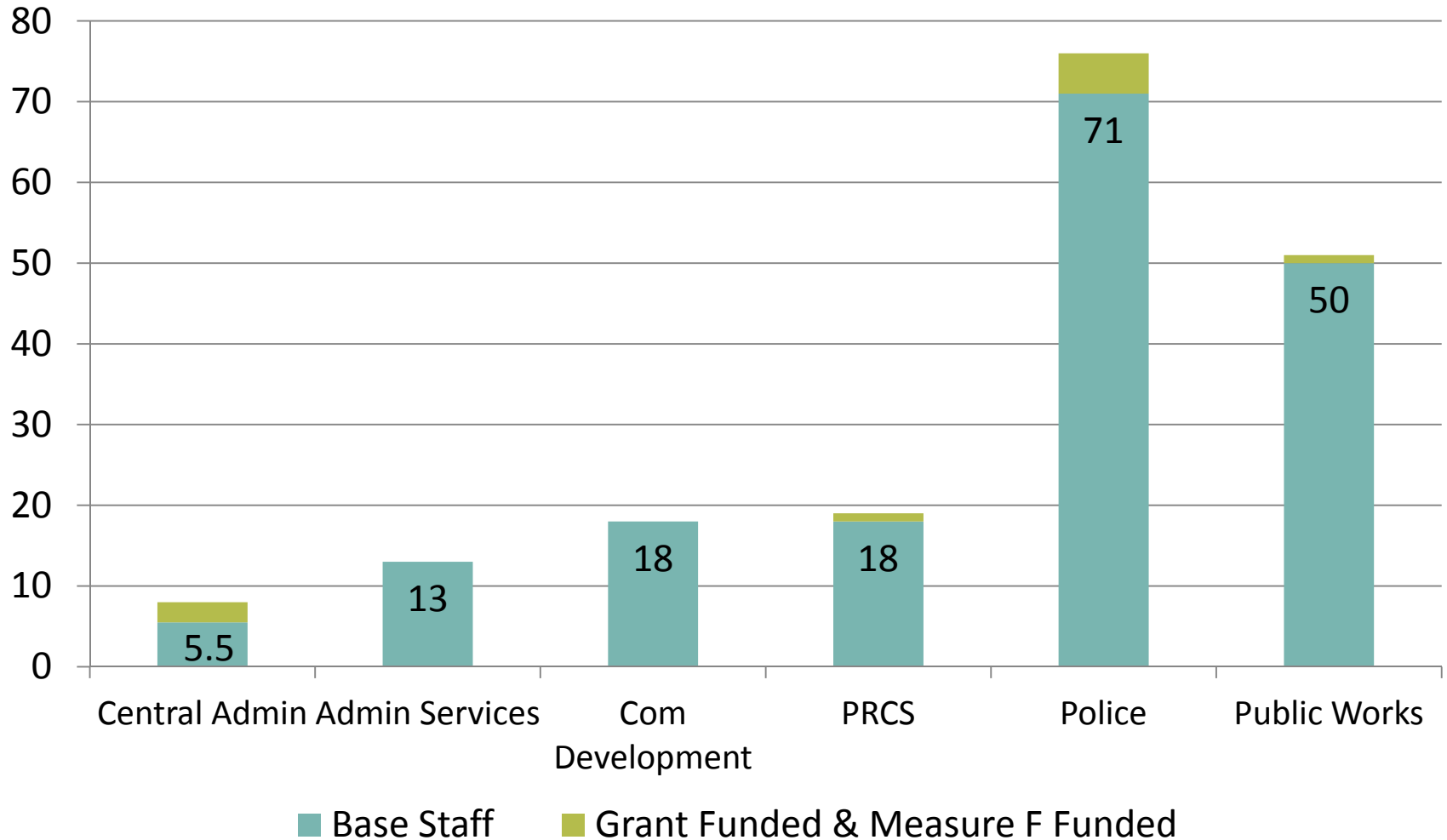
**FY 08/09 – FY 11/12**





# CURRENT STAFFING LEVELS BY DEPT

**FY 12/13 – All Funds**



# CORE RECOMMENDATIONS (PAGE 1 OF 2)

Position Type	Cost Estimate	Rationale of Operational Need
<b>Central Customer Service / Clerical Position</b>	\$70,000	Central customer service clearing house for City; provide professional front line consistent assistance to all centralized phone, web, in-person customers.
<b>Manager – Economic Development</b>	\$160,000	Maintain and increase City revenue and ability to provide City services through retention and attraction of businesses and jobs.
<b>Human Resource Professional Position</b>	\$140,000	Support line departments with professional human resources and risk management systems ensuring accountability, training and support to employees and managers.
<b>Information Technology Professional Position</b>	\$115,000	Software, hardware, and network that allows employees and customers efficient, current and effective technology solutions to improve service delivery and information access.



# CORE RECOMMENDATIONS (PAGE 2 OF 3)

Position Type	Cost Estimate	Rationale of Operational Need
<b>Parks &amp; Recreation Professional /Analyst</b>	\$106,000 <b>(Fund with Measure A)</b>	Ability to respond to business and community-driven project/requests, preserve and develop collaborative partnerships, and perform analysis for grants and ADA compliance.
<b>Police Officer Augmentation (2 sworn staff / 1 professional analyst)</b>	\$355,000	<u>Neighborhood Response Team</u> - Proactive street crimes and neighborhood intervention law enforcement. Multi-faceted unit provides rapid response to community issues with emphasis on long-term solutions ranging from gang interdiction to issues surrounding homelessness to neighborhood blight plus liaison with NUSD.
<b>Police Customer Service &amp; Records Support</b>  0.5 FTE Records Position 0.5 FTE Clerical Position	\$37,500  \$37,500	Enhance administrative support for proper customer service, responsiveness and internal staff and public. Ensures that sworn employees focus on higher level duties with efficiency.

# CORE RECOMMENDATIONS (PAGE 3 OF 3)

Position Type	Cost Estimate	Rationale of Operational Need
<b>Emergency Operations Professional</b> (50% share with NFPD) 0.5 FTE Emergency Mgr	\$37,500	Ensure City is prepared for emergency situations in order to protect community. Focused leadership for emergency operation planning, exercises and training in partnership with Novato Fire District.
<b>Maintenance Worker</b> <b>(2 FTE)</b>	\$82,000 \$82,000 <b>(Fund 1.0 FTE with Measure A)</b>	Preserves existing service levels and reduces deferred maintenance activities to ensure basic safety, functionality and aesthetic standards for streets, parks, islands and active open space areas are realized.
<b>TOTAL</b>	<b>\$1,222,500</b>	<b>Subtotal</b>
	<b>-\$240,000</b>	<b>Reduction of 3 positions over 5 years</b>
	<b><u>-\$188,000</u></b>	<b><u>Positions to be offset with Measure A</u></b>
	<b>\$794,500</b>	<b>TOTAL CORE STAFFING COSTS</b>

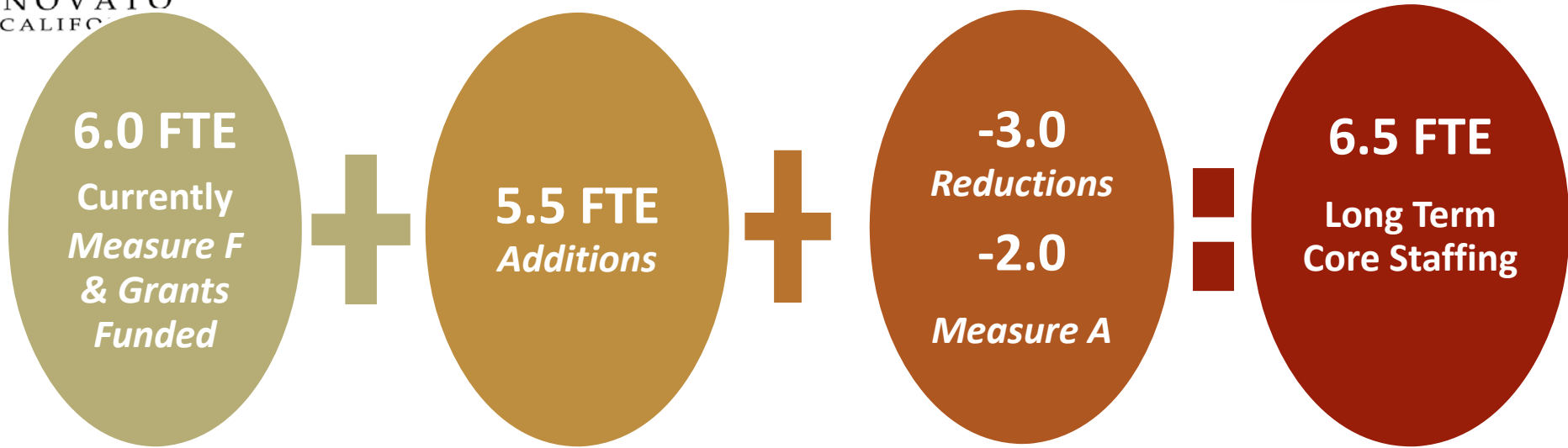
# STAFF REDUCTIONS

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Elimination of some positions identified over next 5 years and recommended by City Manager

- Realignment of Building Maintenance – transitioning 2 Custodian positions to contract janitorial through attrition
- New Financial Software; after implementation; reduce Account Clerks from 4 position to 3 positions with streamlined system.

# CORE STAFFING RECOMMENDATIONS

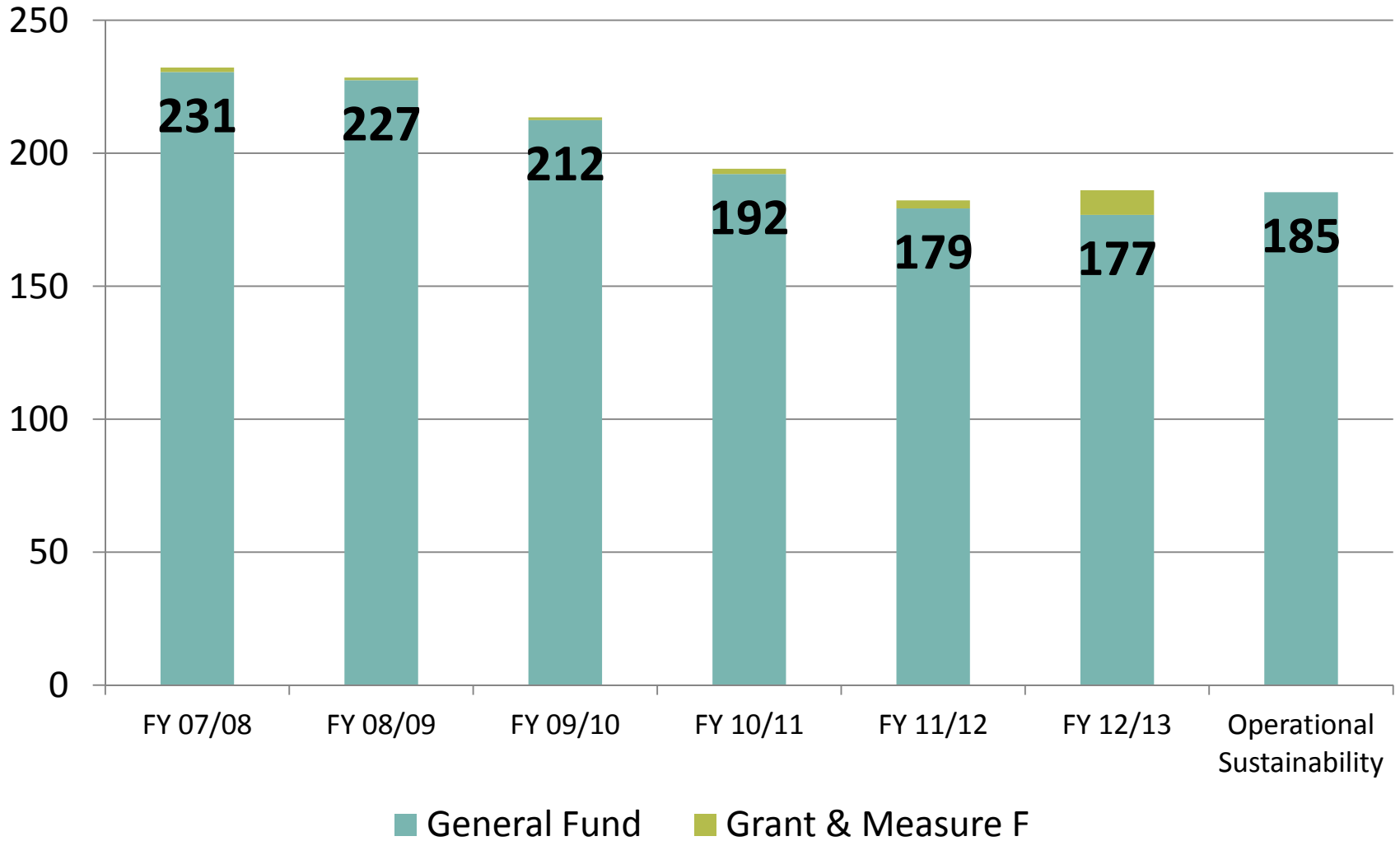


<p>1- <i>ED Manager</i> 1- <i>Receptionist</i> 1- <i>Maintenance Worker</i></p> <p><u>Novato Response Team</u> 1- <i>Corporal</i> 1- <i>Police Officer</i> 1- <i>Management Analyst</i></p>	<p>1- <i>Human Resources</i> 1- <i>Information Technology</i> 1- <i>Parks &amp; Rec Professional</i> 0.5- <i>Police Records</i> 0.5- <i>Police Clerical</i> 0.5- <i>Police Emergency Ops</i> 1 - <i>Maintenance Worker</i></p>	<p><u>Attrition &amp; Restructuring:</u> -2 <i>Custodians – Contract Janitorial transition</i> -1 <i>Senior Account Clerk new Financial software</i></p> <p><u>Measure A Funded</u> 1- <i>Parks &amp; Rec Professional</i> 1- <i>Maintenance Worker</i></p>
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*Italics* = positions that were cut during reductions



# FUTURE – VIEW OF CORE





# FINANCE / MEASURE F COMMITTEE INPUT

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***While there was not time for a full discussion and deliberation on Core Staffing, the following concepts were raised by a few of the members.***

## **1. Add an option to “Reduce staffing by X Positions for \$1M savings”**

### **Staff’s perspective**

- Prior reductions have eliminated 24% of staff.
- Measure F approved to stop further service reductions.
- Purpose of FS process is to attain fiscal and operational sustainability.
- Staff does not believe further service level/staff reductions are tolerable to the community.

## **2. Review potential cost savings from contracting a portion of parks/street maintenance**

### **Staff’s perspective**

- Portion of City’s park maintenance is already contracted with LLD’s
- Careful balance of cost with safety and customer service need for ongoing staff expertise and ownership; critical for flooding/weather related and emergency response.
- Labor / Management legal and process constraints
- Continued focus on documentation and operational information and any more focused analysis at least a year away based on workload issues

# CORE STAFFING OPTIONS

FS Tool Options	FTE Change	Base Staffing Investment
<b>Maintain Staffing at status quo (pre-Measure F and Measure A)</b>	No FTE Change	\$0
<b>Create Core Staffing (Via Additions / Reductions / Use of Measure A )</b>	Net add 6.5 positions	\$794,500

# CONCLUSION

