



City of Carson Report to Mayor and City Council

June 7, 2011
New Business Consent

SUBJECT: UPDATE ON IMPLEMENTATION OF MANAGEMENT PARTNERS' RECOMMENDATIONS FOR PHASE I GENERAL EFFICIENCY STUDY


Submitted by Clifford W. Graves
Economic Development General Manager


Approved by Clifford W. Graves
Interim City Manager

I. SUMMARY

This item serves as an update on the staff's implementation of recommendations made by the consultants, Management Partners, Inc. during Phase I of the citywide efficiency study. Phase I of the study was completed in April 2010 resulting in 51 recommendations to the city. Since that time 16 of the recommendations have been implemented and 11 are in progress. There are four recommendations that staff does not support. The 20 remaining items are pending budget discussions or some other superceding event. A more detailed status report is attached as Exhibit No.1.

II. RECOMMENDATION

RECEIVE and FILE.

III. ALTERNATIVES

TAKE another action the City Council deems appropriate.

IV. BACKGROUND

In November 2009, the city of Carson contracted with Management Partners, Inc. (MP) to conduct a review of the city's organization and identify ways to make the government more efficient and effective. MP conducted a series of interviews with staff and reviewed various policy, organizational, and functional documents. In April 2010, MP released their findings in a report entitled "City of Carson Organization and Operations Review." The report lays out 51 recommendations from Management Partners including the impact that each of these will have on the city. The General Managers for all workgroups received copies of the report and began implementing some of the recommendations. A chart detailing the current status of each MP's recommendation is included as Exhibit No. 1.

V. FISCAL IMPACT

According to the Management Partners' report only a portion of the recommendations could be narrowed down to a specific amount of saved expenditure or increased revenue. The total amount tracked was a \$943,900.00 decrease in expenses and a \$657,000.00 increase in revenue. The Exhibit as attached lists the recommendation, its status, and the reported savings or increase if any.

VI. EXHIBITS

1. Memo to City Manager re: Compilation of Status Reports for Implementation of City-Wide Efficiency Study Recommendations. (pgs. 3-8)

Prepared by: Intisar Rashid, National Urban Fellow Intern

TO:Rev032811

Reviewed by:

City Clerk	<u>City Treasurer</u>
<u>Administrative Services</u>	<u>Development Services</u>
<u>Economic Development Services</u>	<u>Public Services</u>

Action taken by City Council

Date_____ Action_____



CITY OF CARSON INTEROFFICE MEMORANDUM

TO: CLIFF GRAVES, INTERIM GENERAL MANAGER
FROM: INTISAR RASHID, SPECIAL ASSISTANT TO THE CITY MANAGER
SUBJECT: COMPILATION OF STATUS REPORTS FOR IMPLEMENTATION OF CITY-WIDE EFFICIENCY STUDY RECOMMENDATIONS
DATE: MAY 25, 2011

NO.*	RECOMMENDATION	STATUS REPORT	Fiscal Impact**
1(RE)	Review current inventory of desktop printers and connect them to networked printers when users do not require confidentiality.	IN PROGRESS. IT is systematically eliminating desktop printers as they burn out. All printing thereafter will go through the network printers.	---
2(RE)	Increase number of direct dial phone numbers.	DEFERRED. This item requires an upgraded phone system, so has been deferred until after budget discussions are concluded. Its implementation will depend on the new budget.	---
3(C)	Implement an automated attendant feature of the voicemail system.	DEFERRED. This item involves the elimination of a current position in City Hall and has been deferred until after budget discussions are complete.	---
4(R)	Move the Community Center operation to the Public Services Work Group.	COMPLETE. The community center operation was moved to public services in January 2011.	---
5(R)	Conduct an in-depth review of the Community Center Division's operations.	COMPLETE. Management Partners Inc. is in the final stages of its in-depth review of the Community Center operations. The final recommendations will be brought forward to the City Council in May.	---
6(R)	Increase the per hour resident rate for use of the Community Hall by 30%.	DEFERRED. For fiscal year 2010/2011, the rate was raised 21%. Staff plans to bring forth a 10% rate increase during the fiscal year 2011/2012, budget process.	\$45,000
7(Z)	Develop a City Council citizen recognition policy.	COMPLETED. On 3/2/10 via City Council meeting agenda item #24 - ceremonial presentations have been removed from the agenda of the regular City Council meetings and scheduled as a separate meeting, once-a-month or as needed. The first ceremonial presentation conducted outside a regular council meeting took place on April 14, 2011.	---
8(Z)	Offer members of the community the option of receiving the newsletter electronically.	IN PROGRESS. Although, eventually, I'd like to offer the community the opportunity to receive the newsletter electronically <u>ONLY</u> to reduce the cost of production/postage.	(\$7,400)
9(Z)	Eliminate one graphic designer position in	DEFERRED. One of the graphic designers retired on 12/31/10. His position is	(\$140,000)

	the Public Information Division.	funded until the end of this fiscal year. Budget discussions will determine if position is being eliminated in the next fiscal year or just included in the ones that are not being filled.	
10(j)	Eliminate Risk Management Analyst and Senior Clerk in the City Manager's Office.	COMPLETE. The Risk Management Analyst position was eliminated on 1-1-11, upon Terry Williams' retirement. Ninety percent of the duties of this eliminated position have been transferred to the Senior Risk Management Analyst in Human Resources. For the Senior Risk Management Analyst to take on all of these additional duties without dedicated clerical help would have been impossible. Therefore, the Senior Clerk position was transferred to Human Resources.	(\$190,000)
11(j)	Move Risk Management Division functions regarding claims, safety training, ergonomics and the insurance programs to Human Resources Division and the public access portion of ADA compliance to the Development Services Work Group.	COMPLETE. This recommendation has been implemented.	---
12(j)	Update the City's Risk Management Strategic Plan and ensure that the plan continues to be updated every three to five years thereafter.	DEFERRED. Staff will undertake this task in FY 2011/12.	---
13(j & V)	Designate an ADA Compliance Officer in the Development Services Work Group.	COMPLETE. This recommendation has been implemented and Senior Civil Engineer, Gilbert Marquez, has been designated as the ADA Compliance Officer.	---
14(j)	Conduct an assessment of the City's public access ADA issues	IN PROGRESS. Development Services will contact Public Services for a list of city buildings with public access and those with only employee access, the number of floor levels, and the approximate square footages. DS will use that to get an approximate estimate, for budgeting purposes, to have a qualified architectural firm do the ADA survey. An outside firm is necessary since DS staff is more than fully occupied with managing the currently assigned CIP projects and the Engineering Division's development review process and consequently cannot perform the city-wide survey in-house.	---
15(j)	Conduct a benchmark comparison of the premium rates for general, liability, vehicle, and property and excess workers' compensation insurance coverage.	IN PROGRESS. This will be done within the next two months prior to our annual renewal of these policies.	---
16(j)	Develop a schedule of regular safety training classes and distribute the schedule to all management staff and supervisors.	IN PROGRESS. The City already has regular safety meetings to discuss safety concerns and discuss safety protocol. These meetings are documented with minutes taken and retained. Additionally, staff has contacted Lee Patton, a safety consultant, who has helped staff put together a tentative safety training curriculum and schedule. A service agreement is currently being negotiated with Mr. Patton to implement this proposed training program plan. Once the agreement is completed, Mr. Patton can	---

		commence the training program in a timely manner.	
17()	Prepare a cost allocation plan to determine the cost of providing each service.	DEFERRED. The purpose of this recommendation was for the city to determine the full and true cost of every service provided, whether internal or external, so that the appropriate fees related to those services could be charged. This would be a huge undertaking which staff is not equipped to do at the present time because of low staffing levels and the time commitment involved. Hiring a consultant would be costly and the city cannot afford such a study at this time. This is something that should be considered when the city has more discretionary funds available.	---
18()	Conduct a comprehensive fee analysis.	DEFERRED. City staff conducts an internal review of fees annually or bi-annually, depending on the need. A comprehensive fee analysis by an outside consultant would be costly. If and when a cost allocation plan is completed, a comprehensive fee analysis should be done, either in-house or using a consultant. For the time being, staff will continue to perform annual or bi-annual internal reviews of fees.	---
19()	Establish an overhead rate for general administrative services in accordance with Federal Circular A-87.	IN PROGRESS. The city has previously established an overhead rate for general administrative services. Finance staff will work with the city's auditors to ensure that it is in compliance with Federal Circular A-87.	\$570,000
20()	Establish internal service funds for City operations that provide services to departments and charge departments and their funding sources appropriately for the level of services they receive.	DEFERRED. This recommendation is contingent upon the completion of the cost allocation plan recommended in No. 17 above and will be looked into if and when a cost allocation plan is completed.	---
21()	Complete a workload analysis and review of the current procedures of the Finance Division to identify opportunities for streamlining the work.	IN PROGRESS. This recommendation has been considered as one of the in-depth studies to be done by Management Partners as a possible Phase III study. However, the in-depth study of the workload analysis and review of current procedures has already been completed for the Purchasing Division, which is one of the divisions in Finance.	---
22()	Reclassify the Senior HR Analyst to an HR Specialist and reclassify the HR Specialist position to an HR Assistant position when vacancies occur.	REJECTED. This recommendation is specific to the Benefits section of the HR Division and although staff is amendable to reclassifying the HR Assistant position when a vacancy occurs, staff does not support the recommendation to reclassify the Senior HR Analyst because this position is not only the lead person in the Benefits section, but is also the lead person handling HR information systems and will be key in the upcoming conversion to the next version of IFAS and our possible implementation of the NeoGov recruitment software.	(\$35,000)
23()	Track Workers' Compensation injuries.	COMPLETE. The city's third party administrator, TriStar, is keeping and tracking this information for the city and keeps staff informed as to patterns of and/or concentration of similar injuries in the various work areas.	---
24()	Utilize an electronic recruitment application system to increase the efficiency of the recruitment process.	IN PROGRESS. Staff is currently in the process of upgrading the current IFAS HR system which will allow us to keep more employee data in electronic format. Staff has also been looking into the purchase and implementation of NeoGov, a recruitment software program. HR staff and IS staff are both very impressed with NeoGov and will further pursue the possible purchase and implementation of this software.	\$12,000

25(I)	Revise the personnel rules to state than an applicant may be selected for a position if they are in the top seven at the conclusion of the testing process.	DEFERRED. Staff is amenable to such a change in the personnel rules, but this is a meet and discuss item and staff would need to have discussion with the various bargaining units regarding this change to our current procedures. While there are sometimes challenges to the recruitment process from employees not selected, they are usually protesting the process or testing procedures, not the fact that they were skipped over for a candidate who was lower on the list.	---
26(I)	Prepare a formal, written negotiation plan six to nine months prior to beginning contract negotiations.	COMPLETE. Staff has already implemented this recommendation, however, preparing the plan six to nine months in advance is too soon as the city does not know what the city's financial restrictions will be that early on. The plan is developed about one month prior to the start of negotiations.	---
27(I)	Conduct performance evaluations annually to review goals and set performance expectations.	IN PROGRESS. Staff is highly supportive of this recommendation and will have HR staff work closely with work group staff to ensure that all employees are evaluated at least annually. Additionally, staff is considering revising our performance evaluation forms and is also looking at software that can assist staff with managing the city-wide performance evaluation program.	---
28(I)	Develop and implement a formal succession planning program to prepare employees in the organization for promotional opportunities.	DEFERRED. Staff is highly supportive of this recommendation and will work on the development and implementation of a succession planning program.	---
29(I)	Develop desk procedures manuals for each human resources program area.	IN PROGRESS. Staff will undertake this recommendation as time permits.	---
30(I)	Conduct a review of the pre-employment physical examination requirements for all positions to ensure that the current policy is in compliance with state and federal law.	DEFERRED. Staff will undertake this review during FY 2011/12 to ensure that all pre-employment physical examinations are done in compliance with state and federal law.	---
31(C)	Develop a strategic plan for the Economic Development Work Group that coincides with the General Plan and Redevelopment Five Year Implementation Plan.	REJECTED. Staff opted not to implement this recommendation since there all three plans are already in existence and work cohesively already.	---
32(C)	Conduct a comprehensive review of the citywide development review process to identify opportunities for efficiencies.	IN PROGRESS. The planning process has begun, but this item has not been implemented yet.	---
33(V)	Change the name of the Development Services Work Group to the Public Works Group to accurately reflect the areas for which this Work Group is responsible.	REJECTED. Do not agree. This Work Group is involved with much more than Public Works, and this would only cause further confusion. Discussed with previous City Manager who agreed that this would not be a good idea.	---
34(V)	Monitor the workload of the Traffic Engineering unit to determine if staffing adjustments are necessary.	COMPLETE. Agree and the monitoring is continual. No staffing adjustments necessary at this time since work backlog is now appropriate for municipalities of this size.	---
35(V)	Issue a request for proposal (RFP) for	COMPLETE. Agree that an RFP for this service would be appropriate at	---

	traffic signal and street light maintenance every two to five years.	approximately a five-year interval. We are currently in the third year of service by the Los Angeles County Public Works Department and are receiving excellent service at a much reduced cost.	
36(V)	Adopt a Traffic Improvement Fee for all new developments.	IN PROGRESS. An appropriate fee is currently being explored and developed by Engineering and Planning. The Los Angeles County Metropolitan Transportation Authority is also developing such a fee for adoption by municipalities within Los Angeles County.	---
37(V)	Fully utilize the City's work order/work planning software Mainstar, to plan work and analyze the workload.	DEFERRED/ REJECTED. This would require re-training of staff due to the lengthy period which passed since the original training, and the substantial staff turnover. Would also require an increase in IT staffing to provide continued training and monitoring needs. Staff has not supported this in the past.	---
38(V)	Bid fleet management maintenance and repair services competitively. City staff should have an opportunity to submit a bid.	COMPLETE. This was done to a great extent since fleet maintenance staff has been reduced to three mechanics due to attrition. To support the fleet maintenance and user staff, contracts have been awarded to provide preventative maintenance and as-needed repairs for nineteen of the largest vehicles by one contractor, e.g. buses and large trucks; and for the repair of the remaining fleet on an as-needed basis by the second contractor.	(\$250,000)
39(V)	Conduct a utilization study of the current fleet.	COMPLETE. Agree with the recommendation except for the recommendation for renting heavy equipment. Heavy equipment rentals are employed from time to time when specific heavy equipment is out of service and these costs have quickly escalated to equal thousands of dollars.	(\$25,500)
40(V)	Prepare a cost benefit analysis of the North-South Shuttle transportation system.	COMPLETE. This was accomplished, presented to the City Council, and the North-South Shuttle system of transportation has now been significantly reduced due to extremely low ridership.	---
41(V)	Conduct an organization review of the Transportation Division.	COMPLETE. This has been done and the resultant City Council reorganization is currently under implementation.	---
42(R)	Transfer the graffiti abatement function from the Public Services Work Group to the Public Works Maintenance Division.	DEFERRED. This recommendation is being evaluated by the landscape and buildings maintenance division and the public works maintenance division.	---
43(R)	Competitively bid landscape maintenance and custodial services.	DEFERRED. If council directs staff to seek competitive bids for services, management has a plan of action to implement such a bid process.	(\$131,000)
44(R)	Eliminate a minimum of five special events and reduce City financial support by at least 20%.	COMPLETE. For fiscal year 2010/2011, the city eliminated all special events and reduced the city's general fund amount to the events entirely.	(\$78,000)
45(R)	Conduct an analysis of the current park hours.	COMPLETE. For fiscal year 2010/2011, park hours were reduced by 27%.	---
46(R)	Eliminate one Recreation Center Supervisor at Mills park and transfer those duties to the staff at Anderson or Del Amo Parks.	REJECTED. At this point recreation management believes the mills park neighborhood needs staffing at its park. It would be in the city's best interest not to eliminate a recreation center supervisor to save funding.	(\$99,000)
47(R)	Conduct an analysis of the part-time	IN PROGRESS. During fiscal year 2010/2011, part-time staffing was reduced by	---

	staffing levels in the Parks and Recreation Division.	17%. Recreation is assessing the impact of these cuts and if it meets best practices in the profession.	
48(R)	Obtain a quote from Active Network to install the RecWare Software program for all Recreation Division programs and provide the necessary training to staff.	IN PROGRESS. Staff has obtained a quote to upgrade the active network software and has recently trained the necessary staff. Recreation is waiting for information services to find solutions for security in order for it to be implemented.	---
49(R)	Increase the Youth sports fees by 30%	COMPLETE. The fees have been increased by this margin	\$42,000
50(C)	Conduct a clerical workload analysis during Phase II of the Management Partners project to determine if there are opportunities to streamline the workload	DEFERRED. This study will be done at a future date.	---
51(C)	Develop and implement a performance management system for use by each work group in the City.	DEFERRED. This item is under study and will possibly be implemented at a future time.	---
* (C) = Cliff Graves, Interim City Manager / Economic Development General Manager (RE) = Robert Eggleston (I) = Jackie Acosta, Administrative Services General Manager (R) = Raymond Cruz, Public Services General Manager (V) = M. Victor Rollinger, Development Services General Manager (Z) = Zarah Cruz, Public Information Manager		**Fiscal Impact includes numbers as estimated by MP in their report. Numbers in () represent decrease in expenditures. Plain numbers represent increase in revenue. (See pg. 60 & Attachment G of main report for more detail.)	