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# CITY MANAGER'S ANNUAL REPORT



JANUARY 18, 2022

CITY COUNCIL MEETING

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# 182 DAYS OF CHANGE (OR 119 DAYS)

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Culture

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Leadership

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Communications

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Organizational/Services Review

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Public Service focused



# CHANGES IN CULTURE

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Service Driven

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Customer Focused

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Every Employee is a City Ambassador

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Strategic Plan will be our Guiding Map

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Results Driven: Execute with Excellence



# COMMUNICATIONS

- In-Depth Staff Briefings for City Council members
- Bimonthly City Manager Communications Memo
- Community Outreach
  - Town Hall Meetings with Council, Sheriffs Deputies, etc.
  - Coffee with the CM
  - Staff-led Workshops
  - Neighborhood Watch Meetings
  - Text/Email Notification Systems
- Communications Plan: All Forms of Communications & Citizen Engagement
- Employee Recognition and Communication
  - All Hands Citywide Employee Meetings
  - Department Level Meetings/ Small Groups/I-on-I
  - Quarterly Employee Recognition Functions (Holiday Events Ice Cream, etc.)
  - City Manager Kudos of Teams/Individuals
- Strategic Plan
- Results Driven: Execute and Deliver



# CHANGES IN LEADERSHIP

- Structural/Organizational Changes
  - Permanent City Manager
- New Departments
  - Administrative Services Department
  - City Clerk
  - Community Development Department
  - Finance Department
  - Public Works Department
- New or upgraded positions:
  - Community Development Director – Recruiting
  - Administrative Services Director – Filled
  - Finance Director – Recruiting
  - Public Works Director - Filled
  - City Clerk - Filled
  - Parks and Recreation Manager - Filled
  - Supportive Services Coordinator - Recruiting
  - Management Analyst - Filled
  - Maintenance-Janitorial - Filled
  - Purchasing Coordinator - Filled
  - Building Inspector - Filled
  - Jr. Deputy City Clerk - Filled



# ORGANIZTIONAL/SERVICES REVIEW/CAPACITY BUILDING

- Community Development Services
  - Building Inspection In House
  - Smaller Plan Review/Checks In House
  - Supportive Services
  - Economic Development Services
  - Planning
- Public Works
  - Enhanced Engineering Functions (In House)
  - Facilities Management
  - Streets Maintenance
  - Parks Maintenance
- City Clerk
  - Records Management
  - Responds to Public Records Act Requests
  - Agenda Management
  - Administrative Support to Council
  - Elections



# ORGANIZTIONAL/SERVICES REVIEW/CAPACITY BUILDING

- Financial Services
  - Accounts Payable/Receivable
  - Budget
  - Payroll
  - Purchasing
  - Financial Analysis/Audits
  - Business Licensing
- Administrative Services
  - Contract & Grants Management/Monitoring
  - CDBG Management
  - Parking Enforcement
  - Internal/External Communications
  - Parks and Recreation
  - City Hall Reception
- Human Resources Administration
  - Hiring
  - City Training Program
  - Employee Benefits
  - Risk Management
  - Classification and Compensation



# ADMINISTRATIVE SERVICES DEPARTMENT

- Solidifying Contracts/Grant Management/ Administration
- Realign and Increase Parking Enforcement Activities
- Strengthening Front Desk Roles and Responsibilities
- Communications Plan
  - Website Update
  - Social Media Management
  - Internal Communications
- Parks and Recreation Master Plan
- Develop Citywide Cultural/Arts Program
- Citywide Arts Program





# HUMAN RESOURCES

- Review/Update/Create Personnel Policies
- Establish a formal Employee Evaluation process
- Develop a Staff Development Plan
- Develop a Succession Plan
- Develop a Classification Plan/Compensation Plan



# COMMUNITY DEVELOPMENT DEPARTMENT

- Establishing a Robust Community Development Service Line
  - Planning
  - Code Enforcement – Emphasis on Education and Outreach
  - Building & Safety
  - Citizen Participation Plan
- Creation of Online Building Permit Services/Plan Reviews
- Transfer and Expansion of Code Enforcement Responsibilities/New Online Services
- Economic Development Strategic Plan/ID Opportunity Sites/Business Expansion and Retention (BEAR) Plan
- Citywide Architectural and Design Guidelines
- Continual Pursuit of Grant Opportunities



# CITY CLERK DEPARTMENT

- Records Management Plan
- Update Council and Commission Rules and Policies
- Update Municipal Codes/Ordinances
- Provide Updated Training for New Council/Commissioners
- Administer Council Elections 2022
- Administer Council/Commission Filings Under the Fair Political Practices Act
- Procure Software for Records Retention and Records Request



# FINANCE DEPARTMENT

- Review and Revamp City Budgeting Process
  - Capital Improvement Plan
  - Operations and Maintenance Budget
- Citywide Purchasing Policies
  - E-Commerce – Online payment system
- Financial System Migration
  - Review/Update Internal Controls and Policies
  - Upgrade Financial System to Meet the Current City Needs
  - Module Integration and Ease of Use to Increase Efficiency
  - System Tools to Provide Improved Reporting and Financial Transparency for Council, Community and reporting agencies
- Payroll: Electronic Time Sheets/Pay Stubs
- Migration to Online Services
  - Business License Application Online
  - Electronic Document Submittal
- Staff Development
  - Review/Update Department Procedures
  - Employee/Department Goal Setting
  - Monthly Staff Goal Review Meeting



# PUBLIC WORKS AND ENGINEERING

- Establishing a Comprehensive Capital Improvement Plan (CIP)
- Developing In House Engineering and Construction Management Capacity
- Delivering “Shovel Ready” Projects in Support of Strategic Plan/CIP
- Implementing Various City Projects and Grants
- Completion of Property Demolition on Santa Ana and Clara Street
- Apply for Equitable Community Revitalization Grant to remediate some of the Successor Agency sites
- Revamping and Improving Street/Parks/Facilities Maintenance
  - Developing a City Facilities Condition Assessment, Maintenance Plan, and Space Utilization Study
  - Develop Training Program and Safety Plan
- Developing a City’s Efficiency and Renewable Energy Project
- Continue Looking for Grant Opportunities



# FOCUS AREAS FOR 2022

- Building confidence in City Leadership & City Staff
  - Full understanding of the Issues
  - Sound Recommendations Based on Thorough Research
- Communicate, Communicate, Communicate
- Customer Service Excellence – Continue to Focus on Citizen Centered Services
- Implementation of Financial/Administrative Enterprise Software
- Implement the Following City Plans
  - City Council Strategic/ARPA Plan
  - Cudahy Economic Development Plan
  - Citywide Design Standards Implemented

