

April 12, 2018

Jim Pia, Assistant City Manager
Marina Horta-Gallegos, Human Resources Officer
City of Salinas
200 Lincoln Avenue
Salinas, CA 93901

Subject: Classification Studies for the City of Salinas

Thank you for allowing Regional Government Services (RGS) the opportunity to partner with the City of Salinas in conducting a classification study of seven positions within the City. It has been our pleasure to become acquainted with the members of the Community Development, Finance, and Administration departments during the course of this study. The enclosed report contains RGS' findings, analysis, and professional recommendations based on the results of the study.

I would be happy to schedule a phone meeting to review the recommendations and to ensure that you have an opportunity to obtain any additional information you need regarding the recommended actions and specifications. Please advise me by either email at phoward@rgs.ca.gov, or by phone at 650.587.7300 x94, as to what times and days would work best for you.

Once again, I would like to thank you for your leadership and the participants and supervisors of the Community Development, Finance, and Administration departments I've had the pleasure to meet with, for their very generous outpouring of information and without whose cooperation this study would not have been possible. I very much enjoyed the opportunity to get to know the work and services of the positions studied.

Sincerely,



Patty Howard
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Attachment:

1. Draft New/Updated Job Specifications (Current Format)
2. Draft New/Updated Job Specifications (Recommended Format)

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EXECUTIVE SUMMARY

In October of 2017, the City of Salinas retained Regional Government Service (RGS) to conduct a classification review of seven positions in three departments based on proposed program improvement initiatives. The positions identified for review are occupied by seven (7) incumbents in the City's Community Development, Finance, and Administration departments. The specific classifications identified for review and the number of incumbents currently occupying each classification are listed Table 1 below.

TABLE 1

Title	# of incumbents	Department
Senior Planner	1	Community Development
Senior Code Enforcement Officer	1	Community Development
Community Development Analyst	1	Community Development
Administrative Aide	1	Community Development
Senior Accounting Technician	1	Finance
Human Resources Officer	1	Administration
City Clerk	1	Administration

SUMMARY OF RECOMMENDATIONS

Based on the study findings RGS recommends the City take the following actions:

1. In the Community Development Department:
 - a. Reclassify 1.0 FTE Senior Planner occupied by incumbent Lisa Brinton to Planning Manager and promote the incumbent;
 - b. Establish the classification of Senior Community Development Analyst, reclassify 1.0 FTE Community Development Analyst occupied by Christopher Valenzuela to Senior Community Development Analyst, and promote the incumbent;
 - c. Reclassify 1.0 FTE Administrative Aide occupied by Jessica Ng to Administrative Analyst I and promote the incumbent; and
 - d. Retitle the classification of Senior Code Enforcement Officer occupied by Lorenzo Sanchez to Code Enforcement Manager and update the job specification and salary range.
2. In the Finance Department:
 - a. Re-establish the classification of Revenue Technician, reclassify 1.0 FTE Senior Accounting Clerk occupied by Andrea Weaghington to Revenue Technician, and promote the incumbent.

3. In the Administration Department:

- a. Update the job specification of City Clerk to reflect the duties and responsibilities related to the oversight of the City's public information function and implement a salary adjustment.
- b. Establish the classification of Human Resources Director, reclassify 1.0 FTE Human Resources Officer occupied by Marina Horta-Gallegos to Human Resources Director, and promote the incumbent.

A summary of the recommended actions can be seen in Table 2 on page 5.

METHODOLOGY

Staff from RGS discussed the scope of the study with City administrators, collected information related to intended program improvements from the proposed budget documents, and the leadership in each department. An orientation to the study process was provided to all participants and department heads. An electronic Position Description Questionnaire Survey Tool (PDQ Survey) was administered and delivered to all participants in the study.

Study participants completed the online PDQ Survey. Submissions were then reviewed, and comments were provided by participant supervisors. An analysis of the duties and responsibilities of each position was performed which included: assessing the essential functions, knowledge, skills, and abilities required for each position; the supervision given and received; levels of authority and autonomy exercised; the complexity and scope of work; and consequence of error. A review of comparable and similar classes within the City's structure was conducted to align recommendations with the City's whole classification plan.

Based on the above analysis, recommendations have been developed and provided, where appropriate, to include reclassification of incumbents, revised or retitled existing classification specifications, new classifications, and where necessary, salary reviews and recommendations.

TABLE 2 Current	Current Grade	Proposed Classification	Proposed Grade	Department	Incumbent Action	Class Status
Senior Planner	15.3011	Planning Manager	15.3001	Community Development	Promote	Existing/Update
Senior Code Enforcement Officer	15.3111	Code Enforcement Manager	TBD	Community Development	Promote	Retitle/Update
Community Development Analyst	15.3031	Senior Community Development Analyst	TBD	Community Development	Promote	New
Administrative Aide	26.7046	Administrative Analyst I	26.7001	Community Development	Promote	Existing
Senior Accounting Technician	26.2056	Revenue Technician	TBD	Finance	Promote	Re-Establish
Human Resources Officer	17.1106	Human Resources Director	TBD	Administration	Promote	New
City Clerk	16.1131	City Clerk	TBD	Administration	N/A	Update

KEY CLASSIFICATION CONCEPTS EMPLOYED

Position Classification: Positions are classified to provide fair and consistent treatment of employees in levels of responsibility and in pay. Position classification is a method of organizing and grouping jobs so that the similarities and differences can be identified and evaluated. Classification specifications are developed to identify the essential functions of the class and list typical associated duties along with qualification requirements to perform these duties, and the physical demands and working conditions associated with the work.

Classification Specifications: These are legal documents that serve as an essential tool used by the City in administering the staffing and the classification plan. The documents assist departments in identifying and organizing work and establishing a staffing structure to meet a department's mission, role, or legal mandates. The documents may also serve as a benchmark for establishing or comparing compensation levels as well as indicating the level of responsibility, knowledge, skill, physical demands and working conditions associated with the work being performed. Classification specification may also document FLSA exempt/nonexempt status, bargaining group affiliation, dates originated and revised, and other classification specific information.

Class Series: Individual classification specifications with similar duties are combined under related titles and descriptions that help delineate levels of responsibility, authority, and responsibility or career ladders within an identified area of work. Definitions, defining characteristics, minimum qualifications, knowledge and abilities, and other pertinent information are directly linked and aligned from one classification to the next higher classification level in the series. The series relays the concepts and level of each class in relation to the entire class series and defines promotional patterns, known as career ladders, through the series. Class series promote consistency in descriptions, minimum qualifications, and when defined and allocated appropriately, can provide flexibility in allocation factors for staffing purposes.

Qualifications - Education and Experience: Class specifications typically include a section that identifies the minimum qualifications necessary to perform the duties as outlined in the class specification. Minimum qualifications and their proposed educational and experience requirements are set based on job-related criteria necessary to successfully perform, or learn to perform depending on the class level, and the essential functions or primary duties assigned to the job. In line with EEOC guidelines, education and experience qualifications typically include language that supports meeting the minimum qualifications through demonstrating the associated knowledge, skills, and abilities. To avoid unlawful discrimination situations in selection, promotion, or recruitment plans, it is necessary to evaluate an applicant's or incumbent's qualifications based on the demonstrated knowledge, skills, and abilities and successful performance of the duties of the class. The City of Salinas meets this criterion by including the language in the class specifications as follows: "An example of the education and experience which most likely demonstrates the skills, knowledge and abilities required to perform the duties would be a combination equivalent to...". Strict education requirements are typically not applied unless they support a mandated state and federal licensing requirement for the work performed.

Position Assignment versus Classification: Often used interchangeably, position, assignment, and classification are different things. Positions are jobs within an organization that may be classified alike, because of the nature of the preponderance of essential duties performed but may have very different assignments. For instance, an office assistant assigned to animal control may have very different duties than one assigned to the City administrative offices or planning department. However, the preponderance of duties would all be classified under the classification of office assistant.

Classification of the position, not the Employee: Classification specifications should remain consistent regardless of who holds the positions. A classification study process clarifies and classifies the duties and responsibilities of a position and not that of the employee performing the position. Therefore, advanced education or experience not essential to the work of the classification being studied should not be considered as a part of the position study.

Level not Volume of Work: Classifying positions reflects the level of work performed and not the workload assigned or performed. Classification takes into account the knowledge required, skills necessary, and experience utilized in performing the duties and responsibilities of the position. If one employee processes double the work of another, but the work is the same in nature, a single classification will be appropriate for both positions. Classifications are not distinguished by the time spent by incumbents on a single task or the volume of work assigned, but by percentage and the preponderance or work assigned to the position. Workload issues are best resolved through redistribution of work, adding allocations, or performance management.

FINDINGS, ANALYSIS, AND RECOMMENDATIONS

GENERAL COMMENTS RELATED TO CLASS SPECIFICATIONS

Generally, RGS found the City's class specifications to be well constructed and inclusive of appropriate job duties, responsibilities, knowledge, skills, abilities, and minimum qualifications for each position. However, RGS does propose the City consider amending the class specification sections entitled "Essential Job Functions of the Position", "Knowledge of", and "Ability to" from paragraph format to a bulleted or individual statement format to make it easier for employees and applicants to follow (see Attachment 2).

SPECIFIC DEPARTMENT STUDIES

COMMUNITY DEVELOPMENT DEPARTMENT

Senior Planner

In the Fiscal Year 2015/2016 budget, the Community Development went through a reorganization resulting in the establishment of six (6) distinct divisions: Advanced Planning, Current Planning, Permit Services, Housing and Community Development, Code Enforcement, and Plan and Project Implementation. Lisa Brinton was hired in February 2016, as a Senior Planner and occupies the studied position. At the time of the reorganization, she was assigned the oversight of the Plan and Project Implementation Division.

FINDINGS

The analysis shows the studied position has been assigned the overall management of the Plan and Project Implementation Division of the department. This assignment includes administering the division's budget. The studied position spends approximately seven percent (7%) of her time preparing the annual division general fund and capital improvement budgets; developing division narrative description, annual accomplishments and annual division goal and objective for the budget document; monitoring division expenditure reports on a monthly basis, to ensure expenditures are charged appropriately; and preparing written justification of mid-year budget review adjustments and/or augmentation requests.

The studied position spends approximately six percent (6%) of her time providing full supervision to staff of the division, which includes (2) full time employees and three (3) VISTA volunteers. This includes participating in the hiring process (reviewing applications, preparing interview questions, participating in final oral interviews, and making recommendation to the Director for final hiring); and planning, assigning, overseeing, reviewing, and evaluating the work of assigned staff. The studied position conducts bi-weekly meetings with staff individually and as a Division to review work plans and coordinate division efforts, trains staff in work procedures, and resolves performance issues through coaching, mentoring, and if necessary, disciplining assigned staff.

The studied position also spends approximately twelve percent (12%) of her time selecting and overseeing professional service contractors needed to prepare technical studies and reports. This includes developing scope of work, preparing and issuing requests for proposals, coordinating, and participating in the selection process, negotiating final scope and budget, and preparing contract agreement for approval. Once selected, the studied position is responsible for monitoring and managing consultants' scope of work, productivity, approving invoices, and processing contractual amendments when needed.

The studied position spends another eleven percent (11%) of her time representing the City in coordinating the preparation and implementation of community development plans and projects with other city department, organizations, governmental agencies, and the public. This includes acting as City representative on the Association of Monterey Bay Area Government Economic Development Committee, the Downtown Community Benefit District, and at monthly City/County meeting regarding the negotiation and implementation of memorandums of understanding (MOUs). She also represents the Director/City at Executive Team meetings, Development Review Committee meetings, Planning Commission meetings, and City Council meetings.

The studied position also spends approximately five percent (5%) of her time representing the Plan and Implementation division at departmental management meetings and serves as the management lead on the department's morale committee (one of several committees lead by each of the division managers to increase the effectiveness and efficiency of the department). She also serves as acting Director when assigned.

The studied position also spends approximately thirty-five percent (35%) of her time administering and supervising the most complex community development plans and projects in support of City

and department goals and objectives. This includes the coordination and tracking of Strategic Plan and Project implementation, adoption and implementation of the Economic Development Element, the preparation of the Alisal Vibrancy Plan, preparation of the Intermodal Transit Center Conceptual Master Plan, implementation of the Downtown Vibrancy Plan, and assisting with the Chinatown Revitalization Plan, as needed.

The remainder of the studied position's time is spent preparing or overseeing the preparation of staff reports, administrative updates, resolutions, and presentations for City Council and Planning Commission; coordinating, reviewing, evaluating plans, technical studies, reports, environmental studies, including traffic impact assessments, cultural assessments, noise studies, housing target market assessments for Environmental Impact Reports (EIRs); ensuring consistency and compliance with the general plan, agreements, and regulations including state law pertaining to the California Environmental Quality Act (CEQA); and raising and discussing potential issues, which could lead to litigation with the department director, the City Manager, the City Attorney, and CEQA Council.

ANALYSIS

Current Job Classification

The Senior Planner classification is defined as the advanced journey level class in the Planner class series. As such, incumbents perform complex planning duties under the supervision and direction of a Planning Manager (division head). In addition, the Senior Planner supports the Planning Manager in the oversight of the assigned division. The duties outlined in the job specification of the Senior Planner include:

- *Assist in the implementation of goals, objectives, policies, and priorities.*
- *Assist in budget preparation and administration.*
- *Assist in supervising, training, and evaluating technical and clerical staff, as assigned.*
- *Plan, organize, direct, and coordinate the activities of assigned staff.*
- *Conduct and oversee research analysis, and the use of a variety of data including studies of land use, population, social and economic conditions, housing, and community facilities.*
- *Coordinate, review, and participate in the work of professional and technical employees in data collection, analyses, plan formulation, and implementation of a variety of planning, redevelopment, and environmental review activities.*
- *Personally, perform complex and sensitive community development work.*
- *Represent the Department at public meetings/hearings and present major matters to the City Council, Planning Commission, and citizen committees, as required.*
- *Assist in preparation and implementation of the City's General Plan.*
- *Coordinate local and regional community development activities with other City departments, and with outside agencies, as required.*

The job specification for Senior Planner generally describes some of the duties performed by the studied position (e.g., performing complex planning work, representing the City/Department in public meetings with various boards, and coordinating departmental activities with other City departments and agencies). However, the job specification does not describe the level of responsibility the studied position has in the assigned division. For example, the job specification

states the Senior Planner reports to a Planning Manager; the studied position reports to the Community Development Director. In addition, the Senior Planner “assists in” several duties (e.g., the implementation of goals, objectives, policies, and priorities; budget preparation and administration; and in supervising, training, and evaluating technical and clerical staff). However, the studied position is responsible for overseeing and managing these functions for the assigned division.

Other Classifications Reviewed

RGS reviewed the City’s classification plan to determine if there were any existing classifications that more closely reflected the duties and responsibilities of the studied position. It was found that no other City department is responsible for advanced level planning functions. Therefore, RGS focused on classifications within the Community Development Department. Currently, a Planning Manager is assigned to serve as a division head over the two other planning divisions (Current Planning and Advanced Planning). Therefore, RGS reviewed the job specification for Planning Manager to determine whether it reflected the duties and responsibilities of the studied position.

Planning Manager

The Planning Manager job specification states that the incumbents oversee a planning division of the Community Development department and reports directly to the department director. Duties assigned to this classification include:

- *Administer and supervise complex community development activities including current planning projects, housing, and other community development activities.*
- *Coordinate divisional activities with other City departments, civic organizations, governmental and non-profit agencies, as well as the general public.*
- *Conduct or oversee research, assembly, analysis, and use of planning data, including social, economic, housing, community facility, transportation, and other demographic information.*
- *Work with regional agencies on the formulation of policies affecting local government, such as air quality, water resources, transportation, housing, and other regional issues.*
- *Provide highly responsible staff assistance to Director.*
- *Supervise, schedule, train, evaluate and discipline professional, technical, and clerical staff.*
- *Prepare and oversee division budget.*
- *Research and analyze divisional needs and implement recommendations to improve programs and carry out policy.*
- *Provide technical assistance to City Manager, City Attorney, City Council, and appropriate City commissions, boards, and committees; represent the Department on various policy and staff committees.*
- *Assist in the development and implementation of City and Departmental goals, objectives, policies, and priorities.*
- *Ensure program compliance with federal, state, and local regulations.*
- *Review and approve staff reports, correspondence, and meeting minutes to ensure accuracy and compliance with the City and departmental goals, objectives, and policies.*
- *Supervise, coordinate, review, and evaluate environmental studies, including Environmental Impact Reports.*
- *Negotiate, develop, and administer contractual agreements.*

The analysis shows the Planning Manager classification better reflects the reporting relationship, the duties and responsibilities, and the overall function of the studied position than the Senior Planner classification. The Planning Manager and the studied position both report directly to the department director. Both oversee a planning division of the department, including preparing and administering the division budget, providing direct supervision of division staff, assisting in the development and administration of City and department goals, and performing the most complex planning functions assigned to the division.

RECOMMENDATION

Based on the above analysis, it is recommended the studied position be reclassified to Planning Manager. In addition, it is recommended the job specification for Planning Manager be updated to reflect the duties and responsibilities of the studied position in the Plan and Implementation division of the Community Development Department.

Senior Code Enforcement Officer

In the Fiscal Year 2015/2016 budget, the Community Development went through a reorganization resulting in the establishment of six (6) distinct divisions: Advanced Planning, Current Planning, Permit Services, Housing and Community Development, Plan and Project Implementation, and Code Enforcement. Lorenzo Sanchez was hired in March 2016, as a Senior Code Enforcement Officer and occupies the studied position. At the time of the reorganization, he was assigned oversight of the Code Enforcement Division.

FINDINGS

The analysis shows the studied position spends approximately forty four percent (44%) of the time involved in the management of the Code Enforcement Division. This includes managing and supervising Code Enforcement staff and programs to ensure compliance with City land use, housing, zoning, abatement, building codes, and related codes and ordinances; selecting, directing, training, and evaluating Code Enforcement staff; establishing division objectives and regularly measuring the progress toward achieving those goals; evaluating division programs and complex codes and policies to establish priorities, identifying problematic areas, and providing recommendations to promote efficiencies and enhancements; establishing and administering the division's budget, ensuring expenditures to not exceed budgeted allowances and preparing related reports, correspondence, and policies; and participating in regular department managers meetings representing the Code Enforcement Division.

Additionally, the studied position spends approximately twenty three percent (23%) of the time serving as a liaison between the division and other Community Development divisions as well as other City departments and outside agencies. As stated, the studied position represents the Code Enforcement division in bi-weekly management meetings. The studied position also attends periodic meeting with other departments such as Fire, Public Works, and Police. The studied position oversees all the Code Enforcement issues related to the new cannabis laws, which includes working closely with other divisions and City departments. The studied position also oversees all community outreach and education related to the Code Enforcement function, which includes developing and presenting information and materials related to the mission of the division; the laws, ordinances, and codes that govern the division; and to explain the pathways to compliance.

The studied position is also the liaison between City Code Enforcement and Legal regarding receiverships and court hearings.

The studied position also oversees the City's new rental inspection program. The goal of the program is to inspect all residential rental properties for compliance. The studied position is responsible for developing the program from the ground up. He is responsible for writing policies and procedures, meeting with all stakeholders (City Counsel, property owners, property managers, residents), and ensuring the successful implementation of the program.

ANALYSIS

The Current Job Classification

RGS reviewed the job specification for the studied position of Senior Code Enforcement Officer. It was found that the definition, distinguishing characteristics, and essential functions of this class reflect those of a secondary supervisor (manager) or division head.

For example, the definitions states:

Under general direction manages the Code Enforcement Division to ensure the effective enforcement of land use ordinances, zoning, housing and dangerous building codes and other related code provisions; ...; works with the Community Development Director to develop a comprehensive code enforcement program that includes performance metrics for the division; devises strategic division objectives to implement a comprehensive code enforcement program incorporating other key departments; develops written code enforcement protocols and procedures and works with staff to fully execute. Obtains and executes inspection warrants; makes compliance recommendations to the Community Development Director, City Manager, and/or City Council, and frequently appears at administrative hearings and in courts of law.

In addition, the manager/division head level duties include:

- *Manages the Code Enforcement Division to ensure compliance with the city's land use, housing, zoning, abatement, dangerous buildings and building codes and related codes and ordinances.*
- *Supervises and evaluates code enforcement personnel.*
- *Provides ongoing training and coaching of code enforcement personnel.*
- *Prepares employee performance reports and recommends the selection, promotion, and discipline of code enforcement employees.*
- *Verifies staff performance by performing field audits of work.*
- *In cooperation with the Community Development Director prepares and manages budget requests for the Code Enforcement Division, including yearly budget planning.*
- *Interprets codes and ordinances and responds to a variety of questions and complaints from engineers, architects, contractors, property/business owners and the public relative to code enforcement requirements.*
- *Directs inspection of existing commercial and residential buildings for compliance with the minimum code provisions of the Uniform Housing Code or the Uniform Code for the Abatement of Dangerous Buildings and preparation of appropriate abatement actions to gain compliance.*
- *Helps resolve field disputes, problems or complaints involving code enforcement staff and the public.*

- *Manages the most complicated code enforcement cases which may include conducting field surveys, investigations to gather all pertinent facts, and preparation of required documentation for legal action, testifies in court proceedings regarding code violations and performs follow-up actions as needed to ensure compliance.*
- *Coordinate with related agencies and city departments to resolve complaints and code violations.*
- *Serves as the primary liaison with the Legal Department on the violations that may result in civil or criminal prosecution.*
- *Develops and implements a comprehensive outreach plan to proactively educate the public about common code violations and strategies on how to resolve neighbor to neighbor conflict.*
- *Establishes division objectives and regularly measures and reports on progress toward achieving those objectives.*

As written, this job specification generally reflects the management functions of the studied position and accurately reflects the level of responsibility with the department. However, the classification title and minimum qualifications reflect those of a position at a lower level.

Classifications that include “Senior” in their titles generally refer to those at the advance journey or specialist level. The Senior is normally the working lead level in a class series, which incumbents plan, assign, direct, and review work and instruct staff performing much of the same work. At this level, incumbents provide to their immediate supervisor regarding subordinates’ performance, but do not provide formal evaluations of staff. The Senior title may also be used to connote a technical specialist, which requires a specific body of technical knowledge that can be gained in many ways (not just through formal education).

RGS reviewed the City classification plan and found twenty-three (23) job classes that included “Senior” in their title. Of these, seventeen (17) were identified as advanced journey level classes; one (1) was identified as a supervisory position; two (2) were identified as both advanced journey and supervisory level positions; one (1) was identified as a senior level positions; and one (1) was identified as a journey level position. Only the classification of Senior Code Enforcement Officer is identified as a division manager and advanced level supervisor. Inconsistency between class title and level of duties assigned does not follow the titling convention established by the City. In addition, this may cause inaccuracies when conducting compensation surveys with comparable agencies.

In addition, the minimum qualifications listed in the job specification do not reflect those required of a position at this level. The education and experience qualifications include graduation from high school and four (4) years of related experience including two (2) years of supervisory experience. A division head position would normally require a college degree and/or additional years of experience.

RECOMMENDATIONS

Based on the above analysis, RGS recommends the studied position be retitled to Code Enforcement Manager. The title reflects the duties and responsibilities of the studied position and is similarly titled to like positions in agencies comparable to the City. In addition, it is

recommended that the minimum qualifications be updated to reflect the level of responsibility of the position and to be more consistent with other manager/division level positions (see draft job description, attached) within the City. Lastly, it is recommended the monthly salary for the classification of Code Enforcement Manager be set as follows:

Code

Enforcement Manager	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Hourly	\$41.0501	\$43.1050	\$45.2609	\$47.5241	\$49.8942	\$52.3905
Monthly	\$7,115	\$7,472	\$7,845	\$8,238	\$8,648	\$9,081

This salary is approximately fifteen percent above the highest paid subordinate which is consistent with the pay differential between the Planning Manager (division head) and the Senior Planner (highest paid subordinate). It is also equal to other manager classifications within the City's classification plan.

Community Development Analyst

In 2016, the City was able to post two vacancies for Community Development Analyst, one of these positions was formerly a Community Development Administrative Supervisor. Hiring these two positions presented some difficulty given the level of knowledge and compensation. In March 2016, the City was successful and hired Christopher Valenzuela (incumbent occupying the studied position) as one of the Community Development Analysts.

FINDINGS

The analysis shows that the studied position spends approximately forty percent (40%) of his time managing various affordable housing programs and projects, including single family and multi-family housing projects. This includes an eight-five (85) single family unit subdivision (of which eight (8) units are designated as low income); a ninety (90) unit, \$30 million apartment complex (all of which are designated as low income); and a fifty (50) unit, \$41 million apartment complex (all of which are designated as low income). The studied position is responsible for meeting with developers, financial institutions, and other stakeholders of the projects. He reviews, analyses; interprets and prepares grants, loans, regulatory contract and financial documents, to ensure compliance with applicable codes, regulations, and laws. He provides financial oversight and produces various financial reports and prepares and monitors project/program budgets, ensuring expenditures do not exceed budgeted allowances. This function requires the studied position to have an in-depth knowledge of federal, State, and local housing laws, policies and requirements, potential funding sources, and the real estate market.

The studied position spends approximately ten percent (10%) of his time reviewing, analyzing, interpreting, and preparing comprehensive reports, studies, and ordinances. One such assignment was the update of the City's Inclusionary Housing Ordinance. As the incumbent had applicable expertise, he was able to pick up this project when deficiencies with the hired consultant were found. The studied position lead meetings, rewrote the ordinance, and presented the ordinance to City Council on multiple occasions to ensure the information delivered to the public and Council was concise and understandable. His work updating the 2-year ordinance brought consensus

among all stakeholders and the public. He is now responsible for implementing the ordinance with new developments and overseeing the sale and resale of inclusionary units.

The studied position also spends approximately ten percent (10%) of his time overseeing the recertification of low income housing units (1000+). The City is required to recertify the low-income to housing units annually. This recertification process includes performing on-site inspections of the specific housing units to ensure compliance with health and safety codes, as well as inspection of all applicable financial documents (W-2 forms, paystubs, etc.,) to ensure individuals in the program continue to meet all requirements. The studied position personally performs these inspections as well as serving as the lead for this project. He organizes, assigns, and reviews the work and progress of the other two (2) Community Development Analysts in performing these inspections.

Other projects that have been assigned to the studied position include creating and presenting to the Planning Commission, Housing Commission, and the City Council a resolution required due to the passage of fifteen (15) new housing laws this year. This required the studied position to represent the City by holding approximately twenty (20) technical advisory meeting with and responding to inquiries from various stakeholders such as, developers, lenders, non-profits organizations, and the public.

The studied position also serves as lead to the City and County Update of the Assessment for Fair Housing/Analysis of Impediments. The City is leading this Countywide update and holding regular meetings, coordinating the payment structure and the consultant work. In addition to the City of Salinas as lead agency, the other jurisdictions included in this effort include the County of Monterey, City of Monterey, City of Seaside, and the Housing Authority of the County of Monterey.

ANALYSIS

Current Job Classification

The Community Development Analyst is a journey level classification responsible for the development, implementation, and monitoring of Community Development activities, especially those funded through federal grants such as the U.S. Department of Housing and Urban Development (HUD), Community Development Block Grant (CDBG), and Home Investment Partnerships Program (HOME). Incumbents perform varied and highly responsible administrative work and provide technical assistance in the City's housing programs. The duties of the Community Development Analyst as outlined in the job specification include, but are not limited to:

- *Plan, implement, and administer the City's CDBG and HOME activities; monitor grant programs and recipient agencies for compliance.*
- *Prepare applications for Community Development and affordable housing activities; oversee required grant and City record keeping; prepare grantee performance reports; assist in the development of new housing programs and modification of existing programs.*
- *Ensure program compliance with Federal, State, and local regulations.*
- *Prepare, monitor, and administer operating budgets and funding allocations.*

- *Coordinate program activities with other City departments and outside agencies (non-profit sub-recipients); act as staff liaison with regional HUD representatives.*
- *Provide highly responsible staff assistance to division head.*
- *Prepare and administer contractual agreements. Complete or coordinate environmental review required program activities.*
- *Research and analyze program requirements and make recommendations for improvements; assist with preparation of various grantee reports (e.g., Consolidated Plan).*
- *Assist in the development and implementation of goals, objectives, policies, and priorities. Interpret and analyze legislative proposals and regulations.*
- *Advise CDBG/HOME applicants and the general public on Community Development activities.*
- *Make presentations to private groups and organizations, as well as to public agencies; serve as staff liaison to community organizations.*
- *Prepare correspondence, reports, charts, and other materials necessary to accomplish Departmental goals.*
- *Prepare public information materials (e.g. brochures, advertisements, requests for proposals, newsletters, application forms, etc.), as necessary.*
- *Supervise, train, and evaluate technical and clerical staff, as assigned.*

While the current job specification generally describes the work performed by the studied position, it fails to describe the level of complexity of the work performed by the studied position. The studied position is required to perform the most complex assignments of the incumbents occupying the Community Development Analyst classification. The studied position's assignments require the greatest level of expertise, the most interaction with outside agencies and groups, the greatest consequence of error, and the greatest level of financial liability.

Other Classifications Reviewed

RGS reviewed the City's classification plan to determine if there were any existing classifications that more closely reflected the duties and responsibilities of the studied position. It was found that no other City department is responsible for the same or similar functions of the studied position. However, based on the department's request to reclassify the studied position to the classification of Community Development Administrative Supervisor (this classification was reviewed. In addition, the classification of Senior Planner was analyzed to determine if the relationship between it (the advanced journey level classification) and the Associate Planner (journey level classification) in the Planner classification series is similar to that of the Community Development Analyst and work currently being performed by the studied position.

Community Development Administrative Supervisor

The Community Development Administrative Supervisor is characterized by the responsibility to provide administrative support to the Housing Division, including preparing and administering the divisions' budget and performing special research and projects as assigned. This includes conducting specific and comprehensive analyses of policies, processes, systems, and procedures and providing specific financial oversight and budget administration of the City's federal HUD funds, such as the CDBG and HOME grants. The duties outlined in this job specification include:

- *Provide highly responsible administrative and technical staff assistance.*
- *Prepare and monitor department, division, CDBG, HOME and other HUD grant budgets.*
- *Prepare and write draft contracts, agreements, grants, ordinances, and other documents.*
- *Manage assigned departmental grants, contracts, programs, projects, and activities in accordance with applicable policies, processes, rules, and regulations.*
- *Oversee monitoring and evaluation programs for activities funded with division resources.*
- *Prepare progress reports and perform periodic reviews on assigned projects, as needed.*
- *Research, analyze and prepare recommendations regarding programs and services.*
- *Analyze, interpret, and explain City policies and procedures to City staff members, outside agency representatives, and members of the public.*
- *Investigate and prepare reports on specific requests and complaints pertaining to the Housing Division.*
- *Prepare and present City Council reports as assigned.*
- *Collect and analyze data on existing programs and procedures; conduct surveys and prepare proposals to meet established goals and objectives, including financial, staffing, and organizational requirements.*
- *Review proposed legislation or regulatory changes and prepare recommendations.*
- *Prepare administrative and technical modifications to existing department rules, programs, processes, and materials as directed.*
- *Represent the department or division on projects involving other City departments, outside agencies, community and business groups as required.*
- *Assist in the coordination of department/division activities.*
- *Supervise, train, evaluate and discipline assigned staff.*

While the level of responsibility of this position more closely reflects that of the studied position, as the focus of this position is administrative and budgetary, it does not reflect the areas of expertise within the affordable housing, real estate, and community development field required to perform the duties and functions of the studied position.

Senior Planner

The Senior Planner class specification states that it is the advanced journey level class in the Planner class series. The work of this class involves lead responsibility in planning, organizing, and implementing programs and activities. It is distinguished from the Associate Planner (journey level classification) in the degree of complexity of assignments. The Senior Planner is defined as responsible for the professional and technical work in organizing the development, and implementation of planning, housing, and community development activities, including administering zoning and subdivision regulations; reviewing evaluating and processing development proposals; writing reports; providing staff supervision; and making public presentations. Positions at the professional advanced journey level work with minimal supervision and are often given the responsibility of representing the agency with individuals or groups within or outside the agency.

While the specific duties of the Senior Planner are not performed by the studied position, the advanced journey level work performed by the studied position, as well as the depth of technical

knowledge and ability required to perform these duties are similar to those of the Senior Planner. In addition, the level of work performed by the studied position in relation to the work performed by the journey level Community Development Analysts is similar to the level of work performed by the Senior Planner in relation to the work performed by the journey level Associate Planner.

RECOMMENDATIONS

As the City's current classification plan does not include a classification that reflects the areas of technical expertise required of the studied position at the appropriate level, RGS recommends the classification of Senior Community Development Analyst be created (draft job specification attached). This position is distinguished from the classification of Community Development Analyst in the degree of complexity of the work assigned. The projects assigned to the Senior Community Development Analyst require the most in-depth level of expertise, have the greatest financial liability and consequence of error, and require the incumbent to represent the City with various developers, lenders, commissions, committees, and the general public. The classification of Senior Community Development Analyst most closely reflects the duties and responsibilities of the studied position.

It is further recommended that the salary for the class of Senior Community Development Analyst be set equal to that of Community Development Administrative Supervisor as follows:

Senior Community

Development Analyst	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Hourly	\$36.8707	\$38.7114	\$40.6529	\$42.6891	\$44.8198	\$47.0575
Monthly	\$6,391	\$6,710	\$7,046	\$7,399	\$7,769	\$8,157

While the focus of the Community Development Administrative Supervisor is the oversight of the administrative functions of the division and the supervision of staff and the focus of the studied position is the oversight of projects and programs in the division requiring in-depth expertise in grant administration, affordable housing, and real estate; these positions are comparable when considering the analytical requirements, consequence of error, and level of complexity of duties.

Administrative Aide

The incumbent occupying the studied position, Jessica Ng, was hired in May 2016, as an Administrative Aide to underfill an allocated Administrative Analyst I position. As the casework has become more complicated, administrative functions have become more demanding and essential especially as the Division works more closely with Legal to address nuisance properties. The studied position has been assigned many of these administrative duties to allow the City's Code Enforcement Officers to spend more time in the field performing the specialized and technical duties of Code Enforcement.

FINDINGS

The studied position spends approximately twenty-five percent (25%) of her time supporting the Senior Code Enforcement Officer and the Code Enforcement Officer II. This including assisting with issuing notices, verifying all necessary information has been entered prior to issuance, and

following up on cases to determine if property owners are complying with notices and meeting timelines as required.

The studied position spends approximately twelve percent (12%) of her time overseeing the administrative staff and functions of the division. This includes assisting staff with difficult or complex situations, complaints, or customers; providing staff training of work procedures and policies; and ensuring work is completed timely and accurately.

The studied incumbent spends approximately ten percent (10%) of her time drafting inspection warrants, when necessary. She reviews case files, analyzes the data, and writes the Statement for Cause for these warrants.

The studied position also spends approximately ten percent (10%) of her time working with staff from other departments and agencies as well as the public. She coordinates multi-department and multi-agency inspections, scheduling inspections, and gathering inspection results. She responds to public records requests; compiling appropriate documents, running reports as needed, and drafting response to the requestor. She also serves as point of contact with the legal department on code enforcement cases that have gone to litigation; ensuring declarations and documents are signed and posted; and producing cost recovery reports as required.

The studied position also spends approximately nine percent (9%) of her time managing the administrative hearing process. The studied position prepares the staff report for the hearings, which includes reviewing case files, analyzing the data and making recommendations for the Hearing Officer's review, and preparing cost recovery data, when necessary. The studied position also coordinates with the Hearing Officer to schedule hearings, prepare exhibits, mail notices and decisions resulting from the hearings, and tracks compliance with orders made.

The studied position also spends approximately eight percent (8%) of her time working on special projects for the division. This includes coordinating special enforcement efforts, updating the website, producing informational materials/flyers, and running specialized reports.

The studied position spends approximately seven percent (7%) of her time producing various reports for the division and department. These include staff and division productivity reports, which are used to track caseload and inspection data for monthly comparisons. The studied position also produces monthly reports to the City Council and City Manager, which highlight key performance indicators and summarize case highlights. The studied position is also responsible for preparing the annual Weed Abatement Report for presentation to the City Council.

The studied position spends approximately five percent (5%) of her time responding to complaints that are directly filed with the City Manager and/or the City Council. This includes corresponding with citizens to ensure the successful resolution of these complaints.

The studied position also spends approximately two percent (2%) of her time creating and updating division policies and procedures.

The studied position also spends approximately two percent (2%) of her time attending meeting on behalf of the division in the absence of the Senior Code Enforcement Officer.

ANALYSIS

Current classification

The Administrative Aide is defined as a paraprofessional position performing technical and administrative support work to a program manager or department head. The duties outlined are general in nature as this classification is utilized in various departments. Some of the duties outlined in the job specification of the Administrative Aide are as follows:

- *Provide basic research assistance in a variety of municipal administrative areas.*
- *Maintain contacts with federal, state, and local agencies as necessary to perform assigned duties.*
- *Prepare relevant reports as necessary including City Council reports.*
- *Respond to general citizen inquiries and complaints.*
- *Prepare correspondence, reports, charts, technical calculations, and other materials necessary to accomplish Departmental goals.*
- *Provide information to departments and City employees on assigned program areas.*
- *Prepare, process, record and monitor routine administrative documents such as bonds, permits, grant deeds and legal notices.*
- *Process payments to contractors for projects.*
- *Maintain audit records for each grant-funded project and prepare monthly, quarterly, or semiannually financial reports and grant claims for reimbursable expenditures.*
- *Audit and analyze departmental operating expenditures for proper classification and conformance with the Council-approved budget; process adjustment when necessary.*
- *Provide records management for assigned program areas.*

Other Classifications Reviewed

As a paraprofessional-level classification, the Administrative Aide classification does not reflect the level of duties and responsibilities assigned to the studied position. Therefore, RGS reviewed professional level, analytical classifications within the City's class plan.

The Administrative Analyst I

The Administrative Analyst I is described as the entry level professional classification in the Administrative Analyst class series. Incumbents are required to have knowledge of municipal organization, principles of program management, public administration, research methods and report presentation. Incumbents may be assigned special projects requiring varied hours, independent judgement, and advanced technical and analytical work. Some of the duties described include the following:

- *Performs a variety of responsible and technical administrative and analytical assignments.*
- *Assists in formulating program policies, goals, and procedures;*
- *Collects and compiles relevant data supporting recommendations.*
- *Conducts special studies and works on projects concerning City or departmental procedure or policies, programs, and grants.*
- *Reviews and analyzes recent and pending legislation affecting departmental programs.*

- *Develops and disseminates employee and/or public information regarding assigned programs.*
- *Acts as City representative and liaison at meetings and conferences with public agencies and community groups as assigned.*
- *Functionally supervises lower-level staff and/or volunteers as assigned.*
- *Monitors progress and evaluates work measurements of various city programs pertaining to area of responsibility.*

In addition, RGS reviewed other City “Analyst” classifications including Human Resources Analyst I/II, Crime Analyst, and Community Development Analyst. While the level of the work is similar to that of the studied position, each of these classifications describes specialized duties directly related to the department to which assigned, and each requires a specialized degree and experience to perform at this level.

RECOMMENDATIONS

Based on the analysis, the level of work performed by the studied position is not accurately reflected in the Administrative Aide job description. The studied position is required to exercise independent judgement, work with minimal supervision, conduct in-depth research and analysis, and perform assignments that have a consequence of error that is more closely reflected in the Administrative Analyst I job description. Therefore, it is recommended the studied position be reclassified from Administrative Aide to Administrative Analyst I.

FINANCE

Senior Accounting Clerk

Until 2009, the City utilized the classification of Revenue Technician to perform duties related to revenue recovery efforts. Due to the economic downturn and the need to reorganize, the classification of Revenue Technician was deleted from the classification plan. The City was contracting with an outside agency to expand their efforts to ensure adherence to the City’s Business License Ordinance; finding businesses who did not have the appropriate licenses or needed their licenses updated. In early 2018, the City decided it was more cost effective to terminate the outside contract and bring this function in-house. Since April 2018, the studied position has been assigned duties related to this function and has been receiving acting pay.

FINDINGS

The analysis shows that the studied position spends approximately seventy two percent (72%) of her time overseeing the revenue recovery function with special emphasis on the business licensing process.

The studied position spends approximately fifty percent (50%) of her time overseeing the licensing of all commercial property owners. This includes working with business owners regarding the Business License Ordinance to determine and assess taxes and fees owed for business licenses; making any changes to business licenses when ownership has changed; determining if other permits are required and if other departments are involved; using a variety of data sources to identify and contact and bill unlicensed business operating within City limits; and inputting all data regarding business licenses in the City’s operating system.

The studied position also spends approximately eight percent (8%) of her time updating renewal forms with any changes to the tax/fee schedule, instructions for on line payment, and changes to owner information; six percent (6%) of her time answering numerous phone calls a day to assist and direct citizens in answering their questions regarding business licenses and other fiscal issues; four percent (4%) of her time running reports for delinquent licenses and corresponding with owners, via letter, email and/or phone call to ensure compliance with the requirement to bring licenses to good standing; and four percent (4%) of her time processing all payments (both via mail and on-line) for business licenses and reconciling all payments to the bank statements.

The duties being performed by the studied position require her to have in-depth knowledge of the City Business License Ordinance. Currently, going as far back as 2013, she is identifying businesses (1000+) that are either operating without a license or an expired license; calculating past due amount requiring her to be familiar with the City's business license tax table, and corresponding with these business owners to bring their accounts up to date. Her first 100 letters sent to businesses generated over \$160,000.

The studied position must also be familiar with the regulations regarding home-based businesses. She processes all Home Occupations Permits, required of any business owner planning to operate a business in their home. She must also be knowledgeable regarding the details of the Transient Occupation Tax and the MOCO (Monterey County) Tourism Improvement Tax. Each hotel and motel within the City are required to pay these taxes quarterly based on their occupancy rate. The studied position ensures that these payments are received. If not received, she calculates the tax amount owed, creates a billing request that includes a worksheet created by her detailing these calculations, and submits this request to Accounts Receivable so they can bill the business for payment.

The remainder of the studied position's time is spent performing general fiscal duties for the department, including reconcile daily transaction deposits for the Finance Department, Permit Center, Police Department, and the Animal Shelter; processing, preparing and balancing the daily bank deposit; working with citizens to purchase parking permits, garage sale permits, animal shelter licensing and paying parking citations; creating and processing a variety of documents including letters, memos, reports, statistical charts and forms. Assist in preparing various financial reports related to revenue.

ANALYSIS

Current classification

The Senior Accounting Clerk is defined as the advance journey level class in the Accounting Clerk class series. Incumbents are required to perform responsible bookkeeping and accounting duties within the City's central accounting system including the areas of accounts payable and/or accounts receivable. Incumbents prepare and monitor appropriate accounts involving posting and balancing and perform other specialized accounting and financial duties within the Finance Department.

The duties of the Senior Accounting Clerk as outlined in the job specification include, but are not limited to the following:

- *Perform bookkeeping and accounting duties within the City's central accounting system including the areas of accounts payable and/or accounts receivable.*
- *Prepare and/or monitor appropriate accounts involving posting and balancing.*
- *Resolve any problems within the accounts payable/receivable system including interactions with vendors, customers, and departmental personnel.*
- *Prepare and process billings for various City fees and assessments.*
- *Process, review, and audit travel authorization for all City Departments.*
- *Perform technical calculations and finance related work.*
- *Answer the telephone and respond to questions on billings, business licenses and other city financial transactions.*
- *Assist customers over the counter with respect to licenses, permits, and fees.*
- *Verify the amount of money in the account to insure sufficient money is available to cover check; enter and verify invoices for payment; prepare and print claim report and distribute to City departments and Council.*
- *Update utility billing charges; process and balance utility billing report monthly.*
- *Maintain vendor file and input new vendors as necessary.*
- *Prepare quarterly sales tax report for the State Board of Equalization.*
- *Collect overdue billings/accounts using small claims court when necessary.*
- *Process and maintain a monthly statement of returned checks.*
- *Process, balance and prepare deposit slips for billing accounts; maintain appropriate records.*
- *Assist in the preparation of financial statements, analyses, and budget reports.*

Other classifications Reviewed

Revenue Technician

The Revenue Technician was removed from the City's classification plan at a time when City staff were no longer assigned this function and it was contracted to an outside agency. The classification of Revenue Technician is defined as a journey level position responsible for performing specialized collections duties within the City's financial system involving the collection of revenues associated with business licenses, permits, and other accounts receivables. Essential job functions of this classification as outlined in the job specification include, but are not limited to the following:

- *Collect revenue for business licenses, permits, fees, lease payments and other accounts receivable.*
- *Collect delinquent licenses, including field contact, correspondence, and telephone contact as necessary.*
- *Prepare estimates and projections of specific revenues.*
- *Meet with business owners concerning business license matters.*
- *Create and process a variety of documents including letters, memos, reports, statistical charts, and forms.*
- *Assist in preparing various financial reports related to revenue.*
- *Perform special assignments as requested.*

This classification is more specific in nature than the Senior Accounting Clerk, reflecting the specialized duties associated with the functions of revenue recovery.

RECOMMENDATIONS

In recent months, the City has put a greater emphasis on ensuring all businesses within the City limits are compliant with the City's Business License Ordinance. To that end, they have brought this function back "in house" and have assigned the duties related to this function to the studied position. The incumbent spends nearly three quarters of her time performing duties related to this function.

While the classification of Senior Accounting Clerk outlines in general terms, the revenue recovery function, it does not reflect the specific duties, knowledges, abilities required to perform the essential functions currently required of the studied position. It is therefore recommended the Revenue Technician classification be reinstated to the City's classification plan and the salary be as previously set at ten percent (10%) above the Senior Accounting Clerk.

ADMINISTRATION

Human Resources Officer

Until approximately 1980, the City's classification plan included a department head level class of Personnel Director. At that time, the Personnel Director was replaced with the manager level class of Personnel Officer. The class was assigned to the City Manager's Office, reporting to the Deputy City Manager. In October 2005, the Personnel Officer was retitled to Human Resources Officer and currently reports to the Assistant City Manager. The incumbent, Marina Horta-Gallegos, has served as the Human Resources Officer since February 2015.

FINDINGS

A review of the PDQ show the studied position spends approximately twenty percent (20%) of her time overseeing the City's recruitment process. This includes all phases of the process including the assignment of specific recruitments to the appropriate analyst, ensuring compliances with each stage of the selection process, overseeing the appropriate background and medical reviews are completed, and ensuring conditional job offers and final hiring documents are issued.

The studied position is responsible for reviewing and approving various personnel actions. With the exception of those affecting department heads. The studied position has the authority to approve all status changes related to: merit increases, special compensation, salary changes, classification changes, leave status, hiring, and separations; often acting as the City Manager's designee. She also works with and addresses questions from payroll staff related to use of specific pay codes, Cost of Living Adjustments, and the interpretation of the various Memoranda of Understanding (MOUs). She spends approximately sixteen percent (16%) of her time performing these tasks.

The studied position spends approximately seven percent (7%) of her time overseeing the City's disability management and benefits programs. This requires her to work with outside agencies, such as the Public Employees' Retirement System (PERS), the City's broker, and benefits. She is

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responsible for negotiating insurance premiums when contracts are renewed and acting as liaison between City employees and outside agencies when coverage issues arise. She also supervises and administers all employee leaves (i.e., FMLA, CFRA, PDL). This requires her to meet with employees to advise on leave usage and address issues, if any arise; handle employee accommodation matters under ADA/FEHA; refer the most complex issues to an outside consultant; meet with employees and their representatives to advise on accommodation requests and communicate with physicians to request information relative to accommodation requests.

The studied position also spends approximately fifteen percent (15%) of her time assisting department management with performance management issues. She reviews all employee performance evaluations to ensure conformity with the City's standards for employee evaluation/performance reviews; assists supervisors with drafting Performance Improvement Plans (PIPs) when required; confers with department regarding the progressive disciplinary process to ensure appropriate disciplinary actions are taken; works with the City Attorney's office to process disciplinary matters; addresses employee and union grievances; and serves as the Human Resources representative during pre-disciplinary meetings (Skelly hearings).

The studied position spends approximately six percent (6%) of her time involved in the labor relations function for the City. This includes meeting and conferring with the various bargaining units as required; resolving labor issues at the lowest level or before they escalate to grievances; and meeting monthly with SEIU Local 521 to provide updates on recruitment, job description updates, City updates, and to address union concerns. Due to staffing issues, the studied position does not attend each contract negotiating session, but she does attend those where her expertise is required and is required to attend all caucuses that occur. She also participates in City Council closed session meetings, related to labor relations/negotiations issues.

The remaining thirty-six percent (36%) of the studied position's time is spent involved in administrative duties related to the City's Human Resource function. This includes serving as the Human Resources point of contact/representative for various special studies (i.e., overtime study for public safety, organizational studies, and classification and compensations studies). She also prepares reports and makes presentations before the City Council and Council subcommittees on Human Resources related issues, often having fiscal impacts for the City (i.e., changes in benefit carriers, recommending an alternate retirement system for part time employees). She is responsible for preparing and administering the Human Resources budget which also includes reviewing and approving invoices and purchase orders.

The studied position is also responsible for the hiring, supervision, and discipline of Human Resources staff. She assigns work to staff, evaluates performance, implements discipline, when necessary, reviews and approves time sheets, and approves all leaves requests of staff. She's also responsible for updating, implementing, and maintaining City policies and practices to ensure compliance with State and Federal policies related to personnel, hiring, EEO, employee rights, etc.

Finally, the studied position attends all weekly department head meetings. These meetings are attended by the City Manager, the Assistant City Manager, all department heads, the City Clerk, and the studied position. The City Clerk attends as the Secretary to the City Council, because one

of the purposes of these meetings is to review and discuss the City Council's meeting agendas. The second purpose of the meeting is for the City's executive staff to provide and receive updates of each department to the other participants. The studied position attends those meetings as a member of the executive staff. She regularly reports on human resources activities such as recruitment, hiring, classification, training opportunities, and special projects. She also attends other department head meeting as directed.

ANALYSIS

Current Job Classification

Human Resources Officer

The function of the Human Resources Officer as outlined in the job specification is to plan, organize, and direct the development, implementation and administration of the City's human resources management system, labor relations programs, and risk management program. The duties of this classification include, but are not limited to the following:

- *Plan, organize and direct the administration of the City's personnel policies, practices, and procedures; advise management and employees in their interpretation when necessary.*
- *Develop and assist in development and implementation of goals, objectives, policies, and priorities.*
- *Supervise and administer the classification, compensation, recruitment and selection, equal employment, labor relations, evaluations, training, and risk management programs.*
- *Participate in formulating, recommending, and coordinating the implementation of policies, rules, and practices for accomplishing the goals of the personnel program.*
- *Assist in contract negotiations through development of strategies, research, and presentation of relevant information.*
- *Perform research and maintain records; administer and interpret provisions of labor agreements.*
- *Advise management and employees regarding grievance procedures; monitor and administer grievance procedures; serve as staff to City Grievance Board.*
- *Meet with representatives of employee organizations.*
- *Maintain the City's official personnel files.*
- *Coordinate human resources/risk management activities with other City departments.*
- *Supervise and participate in the preparation of various personnel reports; make oral presentations as necessary.*
- *Prepare and administer the human resources/risk management budget.*

This classification describes, in general, the basic duties of the incumbent. However, the current job specification does not reflect the level of complexity of the duties performed by the incumbent, the level of authority the studied position has been granted to perform these duties, and the consequence of error related to the performance of these duties.

One example of this is the passage of many employment laws that have been passed in the convening years. They include, but are not limited to, the Family Medical Leave Act, the California Family Leave Act, the Americans with Disabilities Act, and the Affordable Care Act. Each of these laws has critical effects on employees specifically and the agency in general. The studied

position must stay up to date with these laws and any changes that occur. She must understand and convey to staff how Federal and State laws work together and how to resolve issues when the laws conflict.

It is the studied position's responsibility to be the City's expert in this area. While she does work closely with legal staff, she is the one responsible for outlining options and making recommendations to the City Manager to ensure the City is in compliance with these and all laws affecting employment. The consequences of non-compliance can be grave. Employees may be incorrectly denied (or granted) benefits, they may suffer financial losses, and the City may face legal actions resulting in financial losses to the City.

This is true of nearly all areas of the Human Resources function. The studied position serves as the authority for recruitment and selection, classification and compensation, labor relations, benefits, and employee performance for the City.

In addition, the studied position is viewed on the same level as the department heads within the City. She is the only management level position that attends department heads meetings that is expected to participate at the same level as the executive level attendees. She makes presentations to the City Council as other department heads. She represents the City's position at negotiating sessions with the various employee groups.

Other Classifications Reviewed

As the Human Resources Officer is a division level class, when reviewing the classification plan for classes that better reflect the duties and responsibilities of the studied position, RGS reviewed classifications at the department head level. The review of these classifications resulted in some common themes. Incumbents at this level are responsible for overseeing their respective departments by planning, organizing and directing operations; developing, planning and implementing department goals and objectives; recommending and administering policies and programs; coordinating activities with those of other departments and outside agencies; providing staff assistance to the City Council, City Manager, and other commissions; preparing and administering their respective budgets; providing supervision of staff; maintaining department awareness of state-of-the-art developments and trends in management, technology and communications in their area of expertise; and representing the City and departments before the community, professional meetings, and professional organizations.

RECOMMENDATION

The City's current classification plan does not include a class that reflects the level of complexity of the duties performed by the incumbent, the level of authority the studied position has been granted to perform these duties, and the consequence of error related to the performance of these duties. Therefore, RGS recommends the classification of Human Resources Director be created (draft job specification attached) to meet this goal.

It is further recommended that the salary for the class of Human Resources Director be set equal to the class of Library and Community Services Director as follows:

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Human

Resources Director	Step 1	Step 2	Step 3	Step 4	Step 5
Hourly	\$63.3708	\$66.5410	\$69.8685	\$73.3660	\$77.0330
Monthly	\$10,984	\$11,534	\$12,111	\$12,717	\$13,352

This recommendation recognizes the level of the studied position within the agency and maintains internal equity between like classifications.

City Clerk

The function of the City Clerk is to plan, direct, supervise, and coordinate all activities of the City Clerk's Office including preparation of agendas and minutes for City Council meetings and maintenance of official City documents and records. In addition, the City oversees the election processes for the City. The incumbent, Patricia Barajas, has served as the City Clerk since January 2012.

FINDINGS

The analysis shows that the studied position spends approximately thirty eight percent (38%) of her time serving as the secretary to the City Council and various other boards and commissions. Including, Successor Agency, Public Finance Authority and Public Facilities Authority. The studied position directs the preparation, organization, printing, and distribution of the City Council/Agency meeting agenda, minutes and staff reports to the City Council and departments; ensures public access/participation; attending and facilitating Department Director's Agenda Review Meeting's in preparation for future City Council meetings; serving as City Clerk at regularly scheduled City Council meetings; and maintaining records of City Council Agenda Item requests, presentation requests, public records requests, and claims intake.

The studied position also spends approximately fourteen percent (14%) of her time overseeing the management of various records. This includes maintaining official City documents and records including filing, indexing, and archiving via the City's records management systems; directing the official publication of notices and ordinances as required by local and State law; recording and certifying all ordinances and resolutions; preparing ordinances for codification and distributing Code Supplements; developing, implementing, and maintaining office systems and procedures with emphasis on records management; and facilitating and managing electronic records and signature program (DocuSign).

The studied position also spends approximately twelve percent (12%) of her time overseeing the elections process for the City. This includes organizing and conducting consolidated municipal elections every even year and special elections as authorized; serving as filing officer for Statements of Economic Interest for Council members, Council candidates, Commission appointees and designated employees; serve as filing official for Campaign Contribution Reports for Council members and Political Action Committees; serving as the filing official for legislative activity with the Secretary of State; and coordinating and providing Local Ethics Training to designated employees and elected/appointed officials.

The studied position also spends approximately fourteen percent (14%) of her time performing general administrative duties for the City Clerk and City Manager's offices. This includes supervising and overseeing the Office of the City Clerk and City Manager day-to-day operations; coordinating activities with other City departments, outside agencies and the public; preparing and administering the annual budget for City Clerk's Office, Election Division, City Manager's Office, Non-Departmental, and the City Council; assisting the public, City staff, and City Council by providing information and research assistance including but not limited to interpretation of state, federal and local governing laws.

Lastly, the studied position spends approximately twenty four percent (24%) of her time managing the public information function for the City. This includes acting as liaison between the City and the contracted public information officer services; managing and coordinating media relations; generating, coordinating, managing and supporting public outreach communications via Constant Contact and City Website; overseeing the City's local access television show and video recording schedule of all legislative bodies; managing and overseeing the city-wide website content including the newly created resident inquiry/concern management system.

ANALYSIS

Current Job Classification

The current job specification outlines the majority of duties currently performed by the studied position. These duties include, but are not limited to:

- *Serve as Secretary to the City Council, Redevelopment Agency, Industrial Development Authority and Public Finance Authority.*
- *Direct the preparation, organization, printing, and distribution of the City Council/Agency meeting agenda, minutes and staff reports to the City Council, Departments, Public Access locations and subscribers.*
- *Attend City Council meetings. Assume responsibility for the maintenance of official City documents and records including filing, indexing through the SCATS (Salinas Council Action Tracking System) and scheduling documents for microfilming; direct the official publication of notices and ordinances.*
- *Record and certify all ordinances and resolutions; prepare ordinances for codification and distribute Code Supplements to City Code Book to departments and subscribers.*
- *Organize and conduct municipal elections. Serve as filing officer for Statements of Economic Interest for Council members, Council candidates, Commission appointees and designated employees.*
- *Develop and implement office systems and procedures with emphasis on records management and microfilming systems.*
- *Assist the public, City staff, and City Council by providing information and research assistance. Coordinate City Clerk activities with other City departments, outside agencies and the general public. Prepare and administer annual budget for City Clerk's Office and Election Division.*
- *Manage, supervise, train, and evaluate assigned staff.*

The one duty assigned to the studied position not outlined in the current job specification for City Clerk is the oversight of the public information function. While the City Clerk does not serve as

the City's Public Information Officer (PIO), she serves as the liaison between the City and the company contracted to serve in the PIO role. This requires her to work closely with individual departments to create and schedule press releases and other community publications. She also serves as administrator for the City's communication software and is responsible for updates to the City's website. She was recently assigned the oversight for the City's newly created inquiry/management system. This system will allow residents to ask questions or provide comments on a range of City issues online. The position worked closely with the vendor and departments to create a database that includes numerous service inquiry selections and the department what services as point of contact for that inquiry.

RECOMMENDATION

The majority of the studied position's time is spent performing duties outlined in the current job specification for City Clerk. While the studied position spends approximately 24% of her time performing duties related to the public information function which is not outlined in the current job specification, according to the studied position, the public information function is one that is assigned to City Clerk's in other jurisdictions. While it is recommended the duties related to this function be included in the job specification to better reflect the responsibilities of this classification, the performance of this duty does not change the overall nature of this position. Therefore, a reclassification of the studied position is not warranted at this time.

While a reclassification of this position is not recommended, the addition of the public information function to the City Clerk's work assignment may warrant a salary adjustment. RGS reviewed other classifications within the City's class plan to determine if there were any classifications that were similar in responsibility to the City Clerk. While the actual duties are different, the classification of Economic Development Manager is similar to the City Clerk in the areas of complexity of duties, the number and level of contacts associated with the position, the analytical requirements, and budgetary responsibilities.

Both classifications perform advanced professional level duties in their area of expertise; both are required to represent the City in the course of their work and have contact with individuals at various levels both inside and outside the City; both are required to provide technical assistance to the City Manager, City Council, and other City commissions, boards, and committees; and both classifications are required to prepare and oversee their respective budgets. For these reasons, it is recommended the salary for the City Clerk be set equal to the Economic Development Manager as follows:

City Clerk	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Hourly	\$42.4811	\$44.6053	\$46.8369	\$49.1756	\$51.6340	\$54.2184
Monthly	\$7,363	\$7,732	\$8,118	\$8,524	\$8,950	\$9,398

SUMMARY OF RECOMMENDATIONS

Based on the study findings RGS recommends the City take the following actions:

1. In the Community Development Department:

- a. Reclassify 1.0 FTE Senior Planner occupied by incumbent Lisa Brinton to Planning Manager and promote the incumbent;
- b. Establish the classification of Senior Community Development Analyst, reclassify 1.0 FTE Community Development Analyst occupied by Christopher Valenzuela to Senior Community Development Analyst, and promote the incumbent;
- c. Reclassify 1.0 FTE Administrative Aide occupied by Jessica Ng to Administrative Analyst I and promote the incumbent; and
- d. Retitle the classification of Senior Code Enforcement Officer occupied by Lorenzo Sanchez to Code Enforcement Manager and update the job specification and salary range.

2. In the Finance Department:
 - a. Re-establish the classification of Revenue Technician, reclassify 1.0 FTE Senior Accounting Clerk occupied by Andrea Weaghington to Revenue Technician, and promote the incumbent.
3. In the Administration Department:
 - a. Update the job specification of City Clerk to reflect the duties and responsibilities related to the oversight of the City's public information function and implement a salary adjustment.
 - b. Establish the classification of Human Resources Director, reclassify 1.0 FTE Human Resources Officer occupied by Marina Horta-Gallegos to Human Resources Director and promote the incumbent.