



Office of the City Manager
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City of Dublin

Memo

To: Members of Dublin City Council
From: Dana L. McDaniel, City Manager *DLM*
Date: April 23, 2015
Initiated By: Tim D. Wagner, Director of Human Resources
Re: Ordinance 30-15 – Amending the Organizational Structure
Ordinance 31-15 – Amending Section 2 of the Compensation Plan for Non-Union Personnel

Background

Based on previous internal and external studies and analysis, review of a multitude of other City organizational structures and one-on-one conversations with numerous staff and direct reports, I believe that a new organizational structure is necessary for the City in order to more effectively and efficiently meet the service needs of our residents.

The Organizational Analysis Report, conducted by The Novak Consulting Group (January 2013), recommended the implementation of a traditional department director structure. They cited that:

"One of the most successful organization models utilized in cities across the United States is one that utilizes a traditional department director structure. This structure recognizes the commonality of services that are provided across jurisdictions and represents a proven model for organizing the management and delivery of municipal services. Department directors are responsible for functional areas and generally report directly to the City Manager." (p. 22)

Summary

Consequently, I am proposing the following organizational changes, which in turn require changes to the Compensation Plan. The changes are as follows:

1. **Create a new IT department.** Previously, the IT Division was located within the Department of Administrative Services. Council recently passed Ordinance 24-15, reclassifying the IT director to a Pay Grade 2 for the intended purpose of serving as a department head, taking on additional levels of responsibility, and reporting directly to the City Manager.
2. **Create a new Department of Parks & Recreation.** The position of Director of Parks and Open Spaces will become vacant due to a retirement later this year. The resulting change causes me to look at the future of the operations related to park development, maintenance/operations and recreation. The City of Dublin previously had a Department of Parks & Recreation. This department was reorganized years ago at a time of significant growth in order to better meet the needs of the rapidly expanding recreational programming, growth in City facilities, recreation center, outdoor pools, parks and certain rights-of-way maintenance requirements.

requirements. Realigning the parks operations and recreation services/programming back under a traditional Parks & Recreation Department would create synergies and provide a better career development path than under the current structure. Additionally, adding the Events Administration and Volunteer Services functions to this department emphasizes and aligns support systems and programming for even more synergy and efficiencies. Volunteer Services will continue to provide support to all other departments and divisions of the City. Realignment of these divisions under a new Department of Parks & Recreation can be achieved with minimal costs.

3. **Create a Director of Parks and Recreation** to lead the new department by upgrading the classification of the current Director of Parks and Open Spaces from Pay Grade 3.1 to Pay Grade 2. As a result of this change, the park design and contract management functions will report to the new Director of Parks and Recreation as will park maintenance/operations, horticulture and forestry functions. The Division of Parks and Open Spaces will be re-named the Division of Park Operations. This position will be filled with an internal promotion.
4. **Create a new Director of Park Operations** by reclassifying the current Parks Administrator from Pay Grade 4.1 to Pay Grade 3.2.
5. **Reclassify Parks Operations Specialist** from Pay Grade 4.3 to an **Operations Administrator** Pay Grade 4.2. This movement would align all Operations Administrators with similar duties and responsibilities at the same Pay Range.
6. **Delete the classifications Parks Administrator and Parks Operations Specialist** due to the reclassifications of the positions.
7. **Upgrade the Pay Grade for the Landscape Architect** from Pay Grade 4.2 to Pay Grade 4.1 due to the increased duties and level of responsibility as described in point #3.
8. **Reclassify the position of Administrative Assistant Pay Grade 5.2 to Administrative Specialist Pay Grade 5.1** that will report to the new Director of Parks and Recreation. This classification title will be in coordination and alignment with the staff classification study that is nearly completed.
9. **Assistant City Manager** will continue to report directly to the City Manager and act as City Manager in the absence of the City Manager. The Assistant City Manager will no longer function as a department head unless otherwise assigned to do so on a temporary basis. The Assistant City Manager will focus on strategic initiatives and projects internal to the Office of the City Manager and will represent the City Manager at internal and external engagements as needed.
10. **Reassign Court Services to the Office of the City Manager.** The Court Administrator will report directly to the Assistant City Manager, which is the current practice.

11. Rename the Department of Service to the Department of Public Works.

I recommend renaming the Department of Service to the Department of Public Works. While this is more traditional, it is also more descriptive of its role and likely more understandable by the public. This will include the transfer of Fleet Management and Facilities Management Divisions to the Department of Public Works. While both of these divisions serve a support role to other departments and divisions of the City, their functions, support needs and operations more closely align to the Department of Public Works. Similarly, skillsets of employees are also more closely aligned to these operations. In addition, as you may recall, in the approved 2015 Operating Budget, the Engineering Division created three new Senior Civil Engineers. As stated, the purpose of those positions was to create separate and dedicated resources to manage existing assets, utilities, development, and construction. These positions will be filled internally and the previous classifications held will be vacated, resulting in no increased head count.

- 12. Law Enforcement Command Reclassification.** In October 2014, a consultant completed a study on wage compression issues in the Division of Police between the rank of Sergeant (which is represented by the FOP and overtime eligible) and the rank of Lieutenant (which is exempt from overtime). The City was looking for recommendations to prevent future recruiting and succession concerns due to the relative pay inequity between the two classifications. Based on that study and a desire to have the Division of Police better align with the other Departments within the City, we are recommending reclassifying the Chief of Police from a Pay Grade 3.1 to 2.0. This would be in alignment with the other direct reports to the City Manager. In addition, we also recommend upgrading the Pay Grade for the three bureau commanders (two lieutenants and one civilian bureau director) from a Pay Grade 3.2 to Pay Grade 3.1, which is also in alignment with other division directors. If implemented, the impact of these changes on this year's budget is approximately \$11,175.

In order to implement the new organizational structure as proposed, the filling of the positions in Engineering and the reclassifications necessary in the Division of Police, I am requesting that Council waive the competitive selection process for all the positions noted above. There are no net new positions in this proposal and no increase in personnel costs to achieve the organizational changes by creating the new Department of Parks & Recreation or the Department of Public Works. All other positions that need to be backfilled will be done through an internal competitive selection process, re-classification or promotion, providing internal candidates are interested and I deem them qualified. This reorganization could result in new promotional opportunities for existing personnel who are very skilled and talented in their respective fields. The total estimated personnel cost savings for the reorganization is approximately (\$19,000). The increased cost for the Division of Police, based on the recommendations of the consultant, is \$11,175.

It is important to note that, as staff begins to implement this reorganization, additional adjustments may be needed in order for the City to maximize efficiencies. Any new or additional actions needed will be brought forward to Council at the upcoming operating budget workshops later this year.

Recommendation

I recommend Council approve both Ordinances 30-15 and 31-15, the reorganization plan and amending the Compensation Plan, which includes the creation of a Department of Parks & Recreation, Department of Public Works, Department of Police, Department of Information Technology, and Department of Development in addition to the Departments of Law and Finance, already required by the Revised Charter of Dublin, Ohio, Article VI. In addition, I recommend waiving the competitive selection process for all the personnel actions necessary to effect the reorganization, dispensing with the public hearing and approving both ordinances by emergency at the April 27, 2015 Council meeting.

Attachment: Compensation Plan changes

RECORD OF ORDINANCES

Dayton Legal Blank, Inc.

Form No. 30043

30-15

Ordinance No. _____

Passed _____, 20____

AN ORDINANCE AMENDING THE ORGANIZATIONAL STRUCTURE OF THE CITY OF DUBLIN, AND DECLARING AN EMERGENCY

WHEREAS, the City Manager has analyzed the major initiatives, challenges, and priorities facing the City of Dublin within the next several years; and

WHEREAS, the City Manager has carefully evaluated the current organizational structure of the City of Dublin in relation to the accomplishment of these major initiatives, challenges, and priorities; and

WHEREAS, the City Manager has recommended changes to the City of Dublin organizational structure designed to achieve a higher level of organizational performance relative to these organizational initiatives, challenges, and priorities; and

WHEREAS, Council has determined that the proposed amendments to the City of Dublin organizational structure should be adopted.

NOW, THEREFORE, BE IT ORDAINED by the Council of the City of Dublin, State of Ohio, _____ of the elected members concurring that:

Section 1. The organizational structure of the City of Dublin, as reflected in attached Exhibit "A," is hereby adopted to reflect the creation of departments in accordance with the Revised Charter of Dublin, Ohio, Article VI. In addition to the departments of Law and Finance, the City shall have the following departments: Parks and Recreation, Public Works, Police, Information Technology, and Development.

Section 2. This Ordinance is declared to be an emergency necessary for the immediate preservation of the public peace, health, safety or welfare, and for the further reason of effective succession planning and transition and shall therefore be effective upon passage.

Passed this _____ day of _____, 2015.

Mayor – Presiding Officer

ATTEST:

Clerk of Council

City of Dublin Residents

EXHIBIT A

