Final Report on the Citywide Organizational Assessment

CITY OF RANCHO PALOS VERDES, CALIFORNIA

matrix consulting group

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1. INTRODUCTION AND EXECUTIVE SUMMARY

The Matrix Consulting Group was retained by the Rancho Palos Verdes City Council to conduct a Citywide Needs and Efficiency Assessment Study. The report, which follows, presents the results of the study. This study was designed to provide an assessment of the efficiency and effectiveness of City operations, identifying strengths and improvement opportunities relating to organization, staffing and management. In this concluding point of the study, the project team has assembled this final report, which summarizes our findings, conclusions and recommendations.

1. STUDY SCOPE AND METHODOLOGIES

The Rancho Palos Verdes City Council sought to conduct this Organizational Assessment in its continued efforts to streamline operations while maintaining appropriate service levels in an increasingly challenging economic environment. The objective of this study was to identify opportunities for improvement in operational and economic efficiency.

In this Study, the Matrix Consulting Group project team utilized a wide variety of data collection and analytical techniques. The project team conducted the following data collection and analytical activities:

- **Developed an understanding of the key issues impacting the City.** To evaluate the City, Matrix Consulting Group conducted interviews with members of the City Council, and managers in each City department. Interviews focused on goals and objectives, management systems, the use of technology, the levels of service provided by the City, the resources available to provide those services, etc.

- **Developed a descriptive profile of the City.** The Matrix Consulting Group collected data for each department to document current organization of services,

the structure and functions of the various departments, budgets, workload data, management systems, inventory of the infrastructure, etc.

• **Provided an opportunity for employee and committee member input.** In addition to selected interviews, the Matrix Consulting Group administered an employee survey and a survey of board and commission members. These surveys asked individuals to evaluate a variety of statements regarding the overall operations of the City, the individual departments and to identify strengths and opportunities for improvement.

• **Identified key strengths and opportunities for improvement in each department.** The 'best management practices' assessment included comparisons to industry standards developed by professional organizations, such as the American Planning Association, American Public Works Association, Government Finance Officer's Association, etc. Additionally, the project team also utilized the Matrix Consulting Group's library of best practices developed by the firm while conducting hundreds of management studies throughout the Country.

• **Conducted further analysis of issues identified for this final report.** Based on initial findings developed, the project team evaluated additional data, analyzed issues and alternatives, resulting in recommendations regarding staffing levels and management practices that would streamline operations and maintain existing service levels.

This report consists of a comprehensive review of the operations, management, and staffing of the City's departments.

2. EXECUTIVE SUMMARY OF RECOMMENDATIONS

This section presents a summary of the recommendations contained within the report. The following table provides a complete summary of each recommendation within the report, and includes a relative priority of the recommendation.

Recommendations	Priority
1. City Manager / Human Resources	
The Human Resources module in the ADP system should be carefully evaluated upon completion of its implementation to ensure that it contains the features and functionality to provide a comprehensive Human Resource Information System (HRIS) for the City.	High

Recommendations	Priority
The City should develop a workforce planning effort that identifies key positions within the organization, develops cross-training programs to develop additional internal staff with competencies and abilities to fill the position (at least on a short-term basis), and develops forward looking contingency plans for filling these critical positions when they become vacant. The succession planning effort underway within the Public Works Department should be utilized as a model for other Departments.	Low
The City should summarize the results of the currently performed exit interviews on all departing employees and provide annually in a report to the City Council.	Medium
The City should conduct an annual employee climate survey to better understand from the employee's perspective the employment climate.	Medium
The City should implement the updated employee manual as soon as practical following adoption of the MOU. Upon completion, it should be provided to all employees and training provided to all employees on the manual.	High
The City should provide refresher training to all supervisory staff on the performance evaluation process and the existing performance evaluation form to ensure consistent utilization and rankings across departments and supervisors.

Additionally, to ensure that all forms are completed in a timely manner, each supervisor should be specifically evaluated by their manager on the timely, accurate and thoroughness of their evaluations of staff. This should be a specific evaluation factor on supervisor evaluation forms. | Medium |
The City should develop a series of performance metrics to evaluate their worker's compensation program, with ongoing consultation with CJPIA on additional training needs for City staff to minimize claims.	Low
The City should centralize the handling of all accident, risk and worker's compensation claims by transferring the responsibility for claims review from the City Clerk's Office to the Human Resources position.	Low
The City should institute a safety committee covering all employees.	Medium
The City Council should periodically review its adopted compensation policy for the City of Rancho Palos Verdes and update as appropriate to maintain a competitive compensation system.	High
The City should review the current approach to position classification to determine if a more formalized system is needed to ensure both internal and external equity of positions.	Low
The City should implement a program for reviewing position descriptions and duties performed for each position at least once every five years.	Medium
Staffing as currently allocated to this Department should remain and the vacant Human Resources Manager position should be filled and the duties expanded.	High
The current contract Administrative Analyst II position responsible for emergency preparedness should be made permanent. Organizationally, it can either remain in Parks & Recreation or relocated to the City Manager's Office.	High
The City should rebid the City's legal services contract. This contract has not been competitively bid since it was originally established.	High
The City should consider establishing a staff City Attorney position to handle routine legal matters of the City. It is estimated this could save the City approximately $34,000 annually plus improve access and responsiveness to legal advice for City staff.	High
Finance and Information Technology	
A review of the performance measures utilized and tracked should occur to ensure alignment with Council priorities.	Medium

Recommendations	Priority
The five-year CIP document that is currently developed should be included within the budget document.	High
The City should continue to expand the use of electronic payments with vendors.	High
All cost recovery goals should be reviewed at least every three years by the City Council and updated as necessary.	Medium
The City should further automate existing financial practices and enhance online functionality during the implementation of the new financial system.	High
The City should expand the availability of online payments via credit card for public convenience, in conjunction with the implementation of the replacement ERP system.	High
The City's IT Technology Plan should be updated in light of the recently completed IT review.	High
The City should conduct an RFP process for IT services. Prior to conducting this effort, the desired service levels in each functional area of IT, especially related to GIS program services should be developed to ensure it is in alignment with City needs.	High
Training should be provided to designated department representatives so that they can load documents directly to their website without IT support.	Low
The duties currently performed by the Finance Director related to the handling of Air, Space and Noise issues related to Air Traffic should be transitioned to the Planning Division of Community Development.	High
The current staffing allocations should remain as budgeted with the exception of the IT position, which should be reclassified as an IT Project Manager and filled as recently recommended by NextLevel during their IT review.	High
City Clerk	
The City should consider a change to implement only action minutes for City Council meetings and the meetings of other Council appointed boards and commissions.	Medium
As the City furthers the database build of its Electronic Document Management System, it should provide online access to commonly requested information or documents to enhance public transparency without requiring public records requests.	Medium
No changes in current staffing allocations are recommended. All currently budgeted positions, including vacancies, should be filled.	High
Community Development	
The City should include plan review / processing times on applications, and more-prominently display these performance standards on the website.	High
The City should pursue expansion of additional onine services for Community Development permitting functions including online submittal of applications, online permitting for over the counter permits, online review of plan review comments, and online view of application status. This effort should be performed in conjunction with the replacement of the existing permitting software. This should occur after the completion of the IT services competitive bid process.	High
Any decision regarding changing the City's enterprise wide software system should take into considerations the ability of the new system to maintain or enhance functionality currently in place within Community Development with their existing system.	High
The City should consider addition of some funds to assist full-time staff in completing the update of the City's General Plan in a timely manner.	Medium
The City should implement online permitting for over the counter permits that do not require plan reviews to enhance service to the public.	High
Staff should pursue implementation of either an interactive voice response or online inspection requests to expand service to the public and automate the inspection request process.	Medium

Recommendations	Priority
Existing planners should be allocated the duties related to Airspace and Aircraft Noise related to air traffic issues currently performed by the Finance & IT Department staff.	High
One permit technician position should be reclassified to a Building Inspector position to provide greater ability to handle varying workloads.	Medium
No other changes in staffing or organizational structure are recommended at this time. Existing vacancies that are authorized in the budget were considered as a part of the staffing complement when evaluating workload and should be filled.	Medium
Public Works	
The Public Works Department should adopt the same processing time standards as are utilized by the Community Development Department.	High
The City should review and update, as necessary, the ongoing preventive maintenance guidelines for infrastructure under control. This will provide the ability to more accurately define annual expenditures necessary for maintenance of existing infrastructure for inclusion in the annual budget.	Medium
The City should rebid the fleet maintenance contract at least every five years.	Medium
The City should begin the planning process to conduct a comprehensive long-term facility needs study to develop a plan for upgrading or replacing municipal facilities.	High
The City should utilize cost of construction standards for establishing the size and specialities of City engineering staff. This will directly link staffing requirements to the number and size of projects under management by City staff to ensure sufficient resources are alloacted to oversee capital projects.	High
Engineering staff should have established informal "billability targets" so that work activities are charged directly to managed and designed projects.	High
The position of Deputy Director should be held vacant until the City fills the PW Director position.	High
Following the development of detailed capital program resource requirements and implementation of cost of construction guidelines, the number of engineering staff should be reviewed and the Assistant Engineer position filled as needed.	High
The City should consider implementation of a maintenance tracking system to address identified issues and provide real-time business intelligence regarding maintenance efforts, costs, and assessment of condition.	Medium
Recreation and Parks	
The City Council should conduct a review of recreational programs, in conjunction with staff, to determine whether they wish to remain with the current approach of primarily providing recreational classes through contracted private instructors.	Medium
The City should focus implementation of the selected software system on automation and on-line access to recreation programs and space rentals.	High
No changes are recommended in authorized staffing levels unless the Council determines through policy decision to increase the level of recreational programs provided by City staff resources.	High
The currently authorized and vacant Recreation & Parks Director position should be filled as soon as practical.	High
The Interim contract position handling emergency preparedness should be authorized as a full-time position in the City (either continuing in Recreation & Parks or relocated to the City Manager's Office),	High
Transparency Enhancements	
Direct email addresses for top administrative officials (such as is provided for the elected officials) should be available on the website.	Medium

Recommendations	Priority
A community calendar should be available on the website that shows all meetings of public bodies, commissions, and boards with the meeting date and time noted.	Medium
A sample Public Records Act request form that is downloadable or able to be completed online should be provided for ease of the public.	Medium
Historical budgets (at least covering last 5 years) should be available on the City's website, in addition to the current budget that is available. For the City, this would require adding the last three two-year budgets to the website.	Medium
A listing of all contracts entered into by the City should be provided that includes basic information regarding the contract such as effective and termination dates, services covered or to be provided by the contract, and the annual and total price of the contracted services.	Medium
Identification of any active lobbying contracts or services that the City has entered into with summary information regarding the firm hired, the purpose of the service, and annual costs of the contract.	Medium
The City should expand upon the current listing of fees and charges that are contained on the City's Finance Department page of the website to ensure that it includes all City fees and charges. A prominent link on the homepage should be added to enable residents and the public to easily locate this information.	Medium
The City should continue to convert all forms and applications utilized by the public to fillable pdf forms that can be completed online and printed rather than simply providing a download link to the form. This will increase the usability of the forms for the public.	Medium
In the longer-term, the City should provide online access to check the status of applications submitted. For some forms / applications, this will not be feasible until the City changes vendors for major software systems.	Medium

Each of these recommendations is addressed in more detail in Chapter 5.

2. PROFILE OF THE EXISTING ORGANIZATION

The pages that follow provide a descriptive profile of the City of Rancho Palos Verdes. The purpose of a descriptive profile is to document the project team's general understanding of the City's organization, allocation of staff by unit and function, and principal assigned responsibilities of staff. Data contained in the profile were developed, based on the interviews and data collection conducted by the project team, including:

- Interviews with City management and managers in the various Departments and Divisions.

- Documentation of key practices as they relate to work planning and scheduling, policies and procedures, as well as work processes.

In this chapter, the structure of each Descriptive Profile is as follows:

- Brief overview of the departmental functions and responsibilities.

- Organizational charts showing all staff positions by function and shift (as appropriate) and reporting relationships.

- Summary descriptions of key roles and responsibilities of staff. It should be noted that responsibility descriptions are not intended to be at the "job description" level of detail. Rather, the descriptions are intended to provide the basic nature of each assigned position.

Information contained in the Descriptive Profile represents the current "as is" status of the organization. Recommendations for change will be compared against the current practice to identify impacts on the existing organization or changes in organizational structure or staffing that should occur.
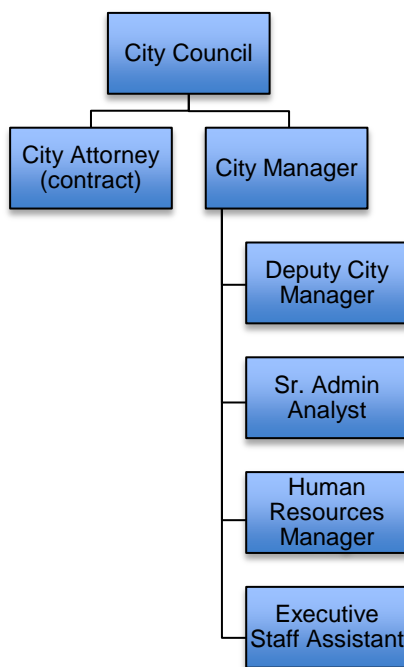
1. CITY MANAGER'S OFFICE

1. INTRODUCTION

The City Manager's Office provides leadership and oversight of the day-to-day administration of the City of Rancho Palos Verdes consistent with local government best practices and in accordance with the policies adopted by the City Council. The City Manager oversees all City staff and their operations, with direct supervisory responsibilities for four Department Directors and four staff of the City Manager's Office.

2. ORGANIZATION

The following chart provides the basic organization and actual staffing of the City Manager's Office. The chart shows all direct reports to the City Manager within the City Manager's Office. In addition, the following Department Directors also report directly to the City Manager: City Clerk, Community Development Director, Finance and Information Technology Director, Public Works Director, and Recreation and Parks Director.

Organizational Structure of
City Manager's Office

3. STAFFING

In the table, which follows, a summary is provided of the staffing allocated to the City Manager's Office along with a brief description of the roles and responsibilities of each position.

Authorized Staffing by Classification		Roles and Responsibilities
Administration		
City Manager	1.0	• Oversees operations of the City of Rancho Palos Verdes. • Develops background, information, and recommendations on programs and policies for adoption by the City Council. • Ensures overall compliance with City's adopted budget. • Provides general supervision and direction to direct reports including Department Directors.

Authorized Staffing by Classification		Roles and Responsibilities
Deputy City Manager	1.0	• Serves as principal support and backup to City Manager. • Currently also serving as Interim Recreation and Parks Director, due to current vacancy. • Oversees Human Resources (indirectly) and City Clerk functions on a day-to-day basis. • Handles special projects for the City including Open Space Sign Plan development. • Oversees Emergency Services Planning, cable franchise, and community outreach programs. • Serves as liaison with Fire Department and Sheriff's Department.
Senior Administrative Analyst	1.0	• Oversees and processes film permits. • Services as "grants coordinator" for the City including coordination with contracted vendor who seeks out grant opportunities for the City. • Conducts special projects as assigned (i.e. –updating City Council rules and regulations). • Monitors "border issues" and legislation.
Executive Staff Assistant	1.0	• Provides general City Council support and administrative support to the City's Executives. • Conducts special projects as assigned. • Coordinates schedules, answers calls and directs callers to appropriate individual, and handles internal administrative functions for the office. • Serves as HR Coordinator under supervision of the HR Manager, providing day-to-day technical support.

Human Resources		
Human Resources Manager (Currently filled with an interim contract manager)	1.0	• Oversees the City's personnel, labor relations, affirmative action and employee development functions. • Serves as employee benefits manager for various benefit programs including medical, dental, vision, disability and life insurance. • Oversees and administers recruitment, selection and new employee orientation phases of the hiring process. • Handles internal investigations and assists supervisors in addressing employee issues and/or discipline. • Administers City's worker's compensation program. • Assists City Manager on special projects and performs other duties as assigned.

2. FINANCE AND INFORMATION TECHNOLOGY

1. INTRODUCTION

The Finance and Information Technology Department is responsible for the overall financial operations of the City and oversight of the information technology services (and the associated contract).

2. ORGANIZATION

The following chart provides the basic organization and actual staffing of the Finance and Information Technology Department:

Organizational / Reporting Structure of
Finance and Information Technology Department
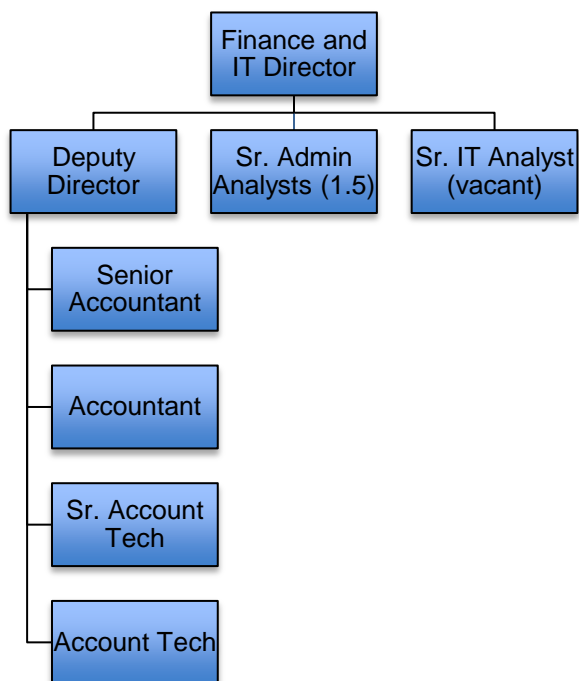
3.   STAFFING

In the table, which follows, a summary is provided of the staffing allocated to the Finance and Information Technology Department along with a brief description of the roles and responsibilities of each position.

Authorized Staffing by Classification		Roles and Responsibilities
Administration		
Director	1.0	• Oversees the various operations of the Finance and Information Technology Department. • City Treasurer • Develops policies and procedures for all programmatic areas of responsibility. • Responsible for all City investment activities. • Liaison with Oversight Committee on the storm drain program • Oversees all fiscal management programs for the City and the Successor Agency to the Redevelopment Agency and Improvement Authority including budget monitoring, reporting, and compliance. • During last year to eighteen months serving as principal IT oversight due to existing vacancy in IT Analyst position. • Serves as City representative related to oversight of Airspace and Noise issues related to air traffic.
Senior Administrative Analyst	1.5	• One position shared 50/50 with City Manager Office. Position handles special projects including budget in brief document development (FIT), publishing City Newsletter (CM), Airspace complaints (FIT), assist with development of Community Grant programs, event planning, and proclamations and special IT projects. Second position: Positions assist with all special projects throughout the City including those involving financial analysis, research and policy development.
Senior IT Analyst (Vacant)	1.0	• Performs day-to-day administration of IT contract service provider (PVNet). • Assists users and City employees with operational issues related to hardware / software functioning. • Assists in development and oversight of IT strategic plan. • Position role / responsibilities should be reviewed – vacant extended period of time.
Staff Assistant (PT)	0.5	• Works approximately 20 hours per week. • Assists with annual business licensing processing. • Provides phone system support. • Assists with filing and mailings related to financial activities.

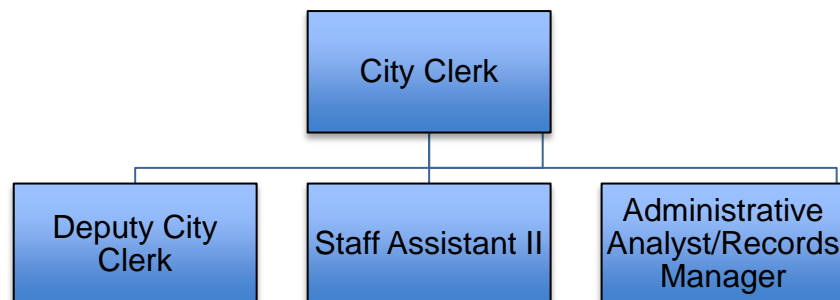| Authorized Staffing by Classification		Roles and Responsibilities
Financial Services		
Deputy Director	1.0	• Supervises many key financial services personnel and their respective duties. • Assists the Director on budget development, financial policy development and committee / commission support (including primary staff liaison for the Finance Advisory Committee) • Prepares draft budget document and provides staff support for City Council budget workshops. • Prepares Five-Year Financial Model. • Primarily responsible for overseeing Citywide purchasing compliance. Oversees development of various accounting reports to monitor fiscal activity of the City including accounts payable, accounts receivable, purchasing, and payroll. • Oversees cash management program and develops cash forecasts and analysis as required. • Provides fiscal support to all City entities including primary staff support for the RDA successor agency and dissolution activities.
Senior Accountant Accountant	1.0 1.0	• Provides general and as needed assistance to the Deputy Director in the daily operations of the City's fiscal operations. • Responsible for development of various financial reports, research on payroll and IT issues, and special projects. • Assists with development of CAFR. • Prepares monthly Cash Balance report and ensures timely reconciliation of all bank accounts. • Accountant performs monthly reconciliation of all bank statements, and cash reconciliations. Handles all general ledger accounting. • Positions perform a variety of fiscal audits, reconciliation, and journal entries to maintain fiscal records of the City and ensure appropriate internal controls. • Prepares and develops a variety of reports including monthly financial reports.
Senior Accounting Technician Account Technician	1.0 1.0	• Perform a variety of accounting duties including: accounts payable, accounts receivable, cash management, purchasing, and payroll. • Research and reconcile issues within assigned area of financial responsibility. • Prepares accounting reports and summaries, as needed, to ensure proper accounting for assigned area of responsibility. • Staff are generally assigned to the following functional areas with provision of, as needed, financial support in other areas: (1) one position (Accounting Technician) allocated principally as Accounts Payable Technician; and (2) one position (Senior Accounting Technician) allocated as payroll technician.

3. CITY CLERK'S OFFICE

1. INTRODUCTION

The City Clerk's Office is responsible for the preparation of agenda packets for all City Council, Successor Agency and Improvement Authority meetings; the administration of local elections; providing access to public documents in compliance with applicable statutes and regulations; and maintaining all historical records of the City – including minutes, ordinances and resolutions of Council meetings and other City commissions.

2. ORGANIZATION

The following chart provides the basic organization and staffing allocation of the City Clerk's Office:

Organizational Structure of
City Clerk's Office

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                    │  City Clerk │
                    └──────┬──────┘
          ┌────────────────┼────────────────┐
  ┌───────┴──────┐  ┌───────┴──────┐  ┌───────┴────────┐
  │ Deputy City  │  │    Staff     │  │ Administrative │
  │    Clerk     │  │ Assistant II │  │ Analyst/Records│
  │              │  │              │  │    Manager     │
  └──────────────┘  └──────────────┘  └────────────────┘
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3.   STAFFING

In the table, which follows, a summary is provided of the staffing allocated to the

City Clerk's Department along with a brief description of the roles and responsibilities of

each position.

Authorized Staffing by Classification		Roles and Responsibilities
City Clerk		
City Clerk	1.0	• Reports to the City Manager / Deputy City Manager. Appointed by City Manager. • Responsible for providing leadership and direction to assigned staff in the performance of all assigned duties of the City Clerk's Office. • Oversees the City's records management program including archiving, storage, and compliance with records retention requirements. Maintains City Municipal Code. • Prepares agenda and ensures compliance with posting requirements for all Council meetings. • Prepares all permanent records of the City Council and other proceedings. • Assists departments in handling records retention compliance and responding to Public Records Act requests. • City Elections Official • Fair Political Practices Commission Filing Officer • Responsible for receipt of claims and other legal filings (i.e., subpoenas, summons, etc.)
Deputy City Clerk	1.0	• Assists City Clerk in coordinating and administering all assigned functions of the City Clerk's Office outlined above. • Serves as City Clerk in her absence. • Handles public record requests. • Assists with preparation of agendas, budgets, and special reports as required. • Maintains City records. • Oversees contract management for selected service areas. • Responsible for document processing related to resolutions and ordinances. • Assists with Risk Management functions including acceptable legal services, claims acceptance, etc. • Conducts bid openings for Public Works.
Administrative Analyst/Records Manager	1.0	• Responsible for design, implementation and coordination of the Citywide Electronic Document Management System, utilizing the LaserFiche software program. • Assists with records management program and development of protocols related to records retention program. • Assists with research of City records, as needed, to support public records requests and/or staff requests for historical or public records.

Authorized Staffing by Classification		Roles and Responsibilities
Staff Assistant II	1.0	• Assists with agenda preparation, copying, imaging, posting to website, etc. • Assists with input and proofing of documents in LaserFiche system. • Assists with a wide variety of other special projects (interdepartmental and citywide).

4.   COMMUNITY DEVELOPMENT

1.   INTRODUCTION

The Community Development Department is responsible for the administration of the City's planning and land entitlement functions (Planning Division), building permitting and inspections (Building Codes and Safety), and code compliance and enforcement (Code Compliance).

Through the three Divisions of the Community Development Department, staff is responsible for developing and implementing appropriate policies and regulations to guide development activities within the City limits and the enforcement of those codes to ensure compliance.

2.   ORGANIZATION

The following chart provides the basic organization and actual staffing of the Community Development Department:

Organizational Structure of
Community Development Department
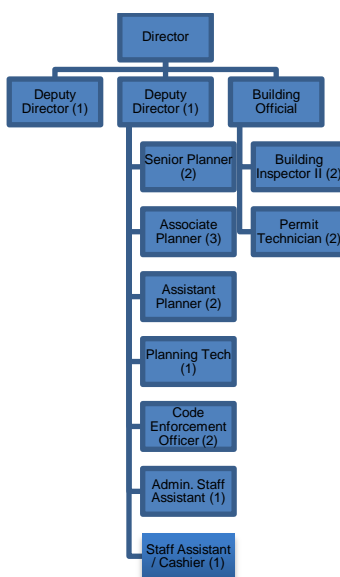
3. STAFFING

In the table, which follows, a summary is provided of the staffing allocated to the Community Development Department along with a brief description of the roles and responsibilities of each position.

Authorized Staffing by Classification		Roles and Responsibilities
Administration		
Director of Community Development	1.0	• Provides executive level oversight and administration to the operation of the Community Development Department in the areas of Planning, Building, and Code Enforcement. • Responsible for ensuring the goals and objectives of the City's programs are met for assigned areas. • Responsible for supervising staff, resolving operational and employee issues, and assigning work. • Develops budget and administers for the assigned functional areas. • Supervises and administers city codes related to planning, building codes, and code compliance.
Planning Division		
Deputy Director	1.0	• Supervises all Planning, Code Enforcement and Administration Staff and handles oversight of workloads and department operations such as budget preparation and implementation, monitoring of department performance goals, staff performance evaluations and the resolution of department personnel matters. • Directs department operations in the Director's absence. • Responsible for managing own projects such as Trump National Golf Club, General Plan Update and Affordable Housing.
Deputy Director	1.0	• Supervises Planning Staff on miscellaneous advance planning projects. • Directs department operations in the absence of the Director and/or other Deputy Director. • Responsible for managing own projects such as the Marymount College project, Terranea Resort, the City's Nature Preserve, Trails Network Plan Update, California Coastal Trail and Abalone Cove projects.

Authorized Staffing by Classification		Roles and Responsibilities
Senior Planners	1.0	• Senior Planners handle more complex land use development applications. Associate and Assistant Planners assigned less complex and more routine projects in relation to their position and experience.
Associate Planners	2.0	
Assistant Planner (one position vacant)	2.0	• Works with applicants to process land development permits, sign permits and subdivision applications from conceptual phase through Planning Commission / City Council approval.
Planning Tech (position vacant)	1.0	• Reviews submittals and provide comments to applicants on requirements to meet City codes. Interpret, apply and explain City planning policies, ordinances, and comprehensive plan related to land entitlement issues • Assigned as planner of the day to handle counter duties. • May represent department and present to various commissions including the Planning Commission, and City Council.
Senior Planner	1.0	• Primarily assigned to handle workload and case review for view restoration cases.
Associate Planner	1.0	• Process applications, conduct field assessments, develop staff recommendations and reports. • Assist with general plan update.
Administrative Staff Assistant (position vacant)	1.0	• Supports the operational activities of the Planning Division. • Handles phone calls and public service at the counter, answers questions, provides information and direct customers to staff. • Assists in preparation of documents / agendas for the Planning Commission. • Processes invoice payments for department and assists with development, monitoring and oversight of budget. • Handles purchase requisitions for the Department.
Code Enforcement Division		
Code Enforcement Officer	2.0	• Perform office and field work related to enforcement of the City's Municipal Code specifically in the areas of: zoning, sign, land use, ordinance violations, public nuisances, business licensing. • Provide information and assistance to residents to reach compliance with municipal ordinances. • When required, issue notice of violations and take enforcement action to achieve compliance with municipal ordinances. • Maintain case files to support enforcement actions. • Each officer is assigned to a primary service area within the City. Most enforcement is reactive – limited proactive program in place. • Conducts public outreach and educational efforts.

Building Division		
Building Official	1.0	• Oversees daily operation of the Building and Safety Division of the Community Development Department including budget development and operational procedures. • Supervises assigned staff, handles personnel issues, assigns work and evaluates performance. • Serves as Chief Building Official for the City of Rancho Palos Verdes. • Ensures all building permits issued are in accordance with adopted municipal codes and building codes. • Oversees plan review and inspection work of staff. • Develops, implements and enforces appropriate rules, regulations and interpretations regarding building codes for the City. • Resolves complex building code interpretation issues.
Building Inspect II (one position vacant)	2.0	• Performs plan reviews on submitted building permit plans for areas of assigned responsibility. Provide comments / feedback to applicants and review resubmittals. • Conduct field inspections to ensure construction activities are being conducted in accordance with both approved plans and applicable building codes. • Participate, as required, in coordination of projects through development review process. • Assist customers with understanding and complying with building codes and regulations, permitting procedures, and inspection requirements. • All staff have multiple certifications enabling cross utilization of staff.
Permit Technician	2.0	• Handles front counter activity related to submitted building permits including accepting applications, reviewing for completeness, and answering questions. • Assists with routing and processing of plans. • May assist with limited plan review activities as needed and based upon skill sets.

5. PUBLIC WORKS

1. INTRODUCTION

The Department of Public Works is responsible for the maintenance, repair and construction of the City's infrastructure, to include both horizontal, vertical and landscape assets, and to ensure the safe and efficient operations of equipment, machinery, streets, parks, open spaces and buildings. It is responsible for providing the full service of traditional public works functions, with the exception of utilities. The majority of functions are provided through contracted services delivery.

2. ORGANIZATION

The following chart provides the basic organizational structure of the Department of Public Works. Positions exclude part-time contracted positions or contracted service delivery vendors.

Organizational Structure of
Public Works Department
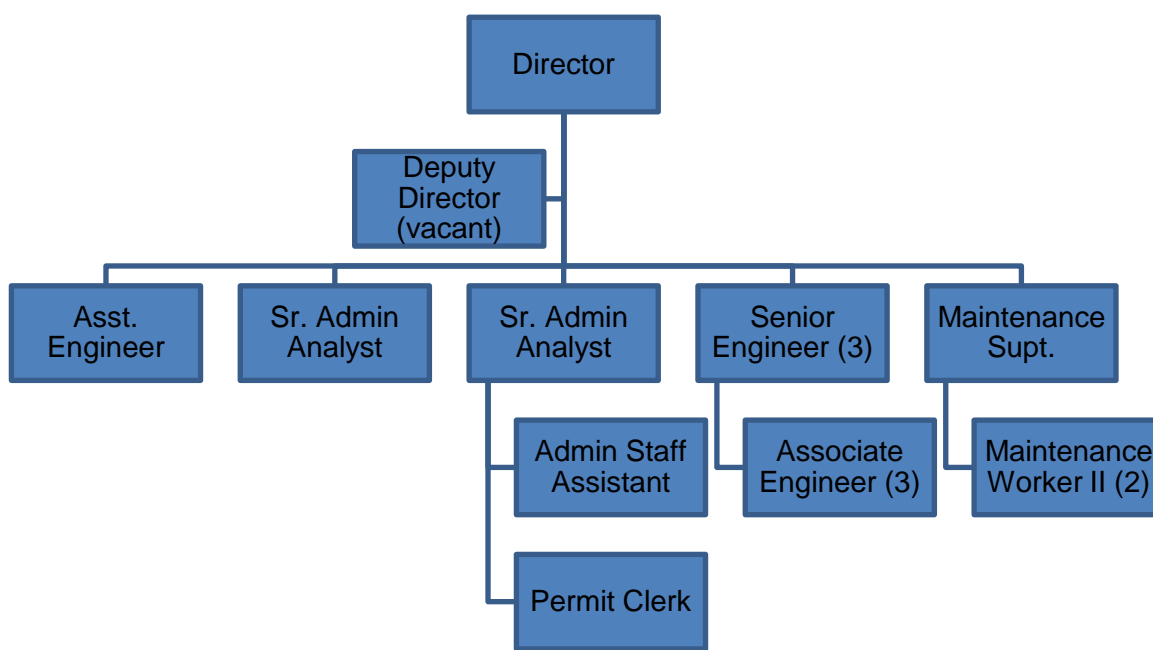
3.   STAFFING

In the table, which follows, a summary is provided of the staffing allocated to the

Public Works Department along with a brief description of the roles and responsibilities

of each position.

Authorized Staffing By Classification		Roles and Responsibilities
Administration		
Public Works Director (currently interim 12-month assignment)	1.0	• Provides executive level leadership over the Department of Public Works, including broad oversight over such activities as fiscal management, administration, engineering, construction, inspections, special events, streets, trails, facility, fleet operations and maintenance services. • Performs in a lead role in developing policies, procedures, and programs, staff development, etc. • Communicates regularly with the City leadership on policy matters, current events and issues, represents the department to the City Council, public, business community, and other agencies. • Manages and oversees various special projects. • Directly supervises personnel to include professional, para-professional, supervising and engineering staff and a variety of contracted and external service providers.
Deputy Director (vacant)	1.0	• Position is vacant.
Senior Administrative Analyst Administrative Staff Assistant Permit Clerk	2.0 1.0 1.0	• Provides various administrative and professional support functions to the Department. • One Sr. Administrative Analyst principally assigned to serve as Office Manager and handles solid waste contract oversight and administration functions, the other Sr. Administrative Analyst position handles departmental financial and budget duties. • Administrative Staff Assistant performs a variety of duties including mail and appointments, functioning as Secretary to Public Works Director, work front counter, and handled public and phone calls / inquiries. • Permit Clerk handles a variety of administrative duties related to the processing and issuance of Public Works permits.

Authorized Staffing By Classification		Roles and Responsibilities
Senior Engineer	3.0	• Senior Engineers currently report directly to the Public Works Director with respect to their assigned projects and areas of responsibilities.
Associate Engineers	3.0	• Senior Engineers are assigned to specific functional areas including:
Assistant Engineer (vacant)	1.0	(1) Water Quality – surveys, landslide issues, storm drain improvements, water quality/pollution source, and streets in landslide area;
Public Works Inspector (contract)	1.0	(2) Right-of-Way / Traffic Safety – all streets outside of landslide area, oversight and management of all contractors performing street maintenance for the City; and Traffic Safety / Traffic Studies; and
		(3) City Facilities / Parks – park improvement projects, restroom improvements, parking lot improvements, trails improvements, and City Hall ADA requirements.
		• Each Senior Engineer is supported in the performance of their duties by one Associate Engineer.
		• Provide project management (PM) services on various long-term capital projects for the City.
		• Public Works Inspection services provided by a contract Inspector who supports all Engineering staff.
Maintenance Manager	1.0	• Oversees contracts for facility and ground maintenance activities including buildings, grounds, and custodial services.
Maintenance Worker II	2.0	• Maintenance Works assist with contract services oversight and coordination and handle directly minor and more routine repairs and maintenance activities primarily for park and street maintenance.
		• Emergency situations handled by City staff as required to minimize risk and liability to the City and individuals.

6. RECREATION AND PARKS

1. INTRODUCTION

The Recreation and Parks Department is responsible for the administration of the City's recreation programs, parks, and recreation facilities (including the interpretive center / museum).

2. ORGANIZATION

The following chart provides the basic organization and actual staffing of the Recreation and Parks Department:
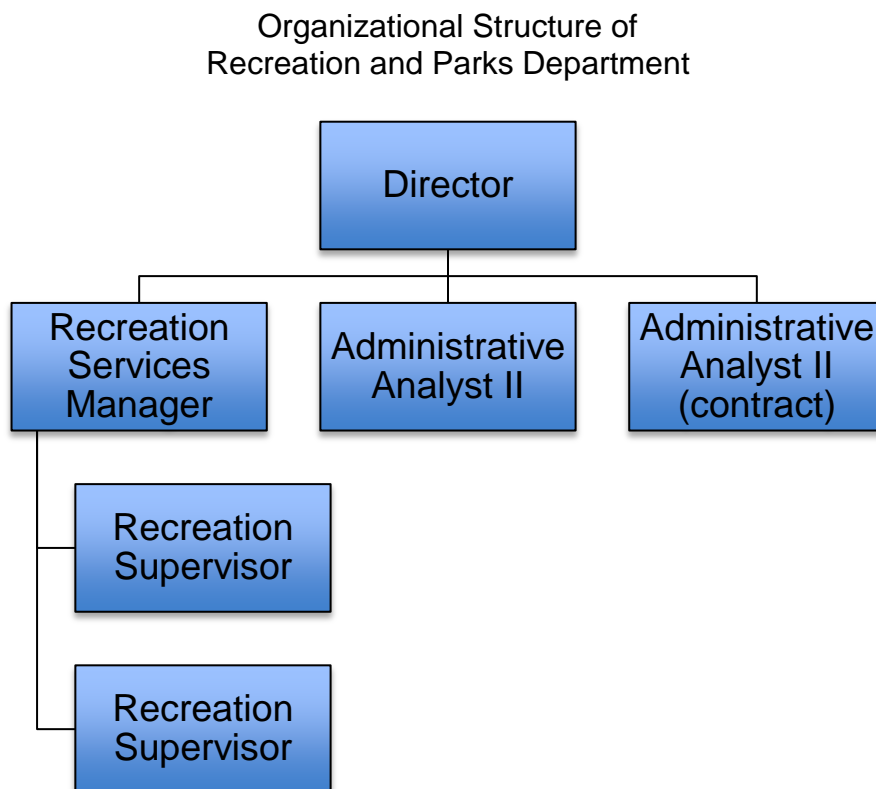
Organizational Structure of
Recreation and Parks Department

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                        ┌──────────────┐
                        │   Director   │
                        └──────┬───────┘
        ┌──────────────────────┼──────────────────────┐
 ┌──────────────┐      ┌──────────────┐      ┌──────────────────┐
 │  Recreation  │      │Administrative│      │  Administrative  │
 │   Services   │      │  Analyst II  │      │   Analyst II     │
 │   Manager    │      │              │      │   (contract)     │
 └──────┬───────┘      └──────────────┘      └──────────────────┘
        │
  ┌─────────────┐
  │ Recreation  │
  │ Supervisor  │
  └─────────────┘
  ┌─────────────┐
  │ Recreation  │
  │ Supervisor  │
  └─────────────┘
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3.   STAFFING

In the table, which follows, a summary is provided of the staffing allocated to the Recreation and Parks Department along with a brief description of the roles and responsibilities of each position.

Authorized Staffing by Classification		Roles and Responsibilities
Administration		
Director	1.0	• Position is currently vacant and is being filled on an interim basis by the Deputy City Manager. • Position is responsible for general oversight and administration of the Recreation and Parks Department including management of service delivery, work assignments and evaluation of staff, and measuring program and employee performance. • Responsible for budget development and administration for both operating and capital budgets related to Recreation and Parks programs.
Administrative Analyst	1.0	• Maintains department website, event banners and other community outreach programs. • Oversees Park Ranger program. • Handles a variety of special projects including master planning for park sites. • Supervises contract clerical staff.
Administrative Analyst (contract)	1.0	• Principally assigned as the City's Emergency Management Coordinator, including supporting the Emergency Preparedness Committee. • Develops policies, plans and staff response action plans for emergency management activities. • Oversees all tabletop and full-scale emergency management exercises. • Recreation and Parks representative on ERP committee.
Recreation Services Manager	1.0	• Responsible for oversight and management of the City's Point Vicente Interpretive Center / Museum and associated programs, activities; including hikes and tours of the facility and grounds. • Manages day-to-day operations of the Museum facility including rentals. • Oversees 170 docents (approx. 80 of which are active participants). • Supervises Recreation Program Supervisors.

Authorized Staffing by Classification		Roles and Responsibilities
Recreation Program Supervisor	2.0	• Oversee the City's Recreation Programs and facilities located within the City Parks. • Coordinate with service providers to schedule and provide a variety of recreational programs. The majority of recreational classes and programs in the City of Rancho Palos Verdes are provided by private instructors. • One supervisor oversees the City's REACH program for developmentally disabled adults. • Coordinate all special events for the City including Whale of a Day, July 4th Celebration, and other annual and one-time events. • Coordinate with school district and library district on joint programs and use of shared sites. • Each supervisor is assigned primary responsibility for a specific park / facility. • Each Recreation Program Supervisor is responsible for supervising a large number of part-time employees.

3. EMPLOYEE SURVEY RESULTS

As part of the City of Rancho Palos Verdes' Citywide Management and Staffing Study, the project team developed and distributed a survey to the City employees in September 2012 to solicit input and comments regarding a variety of operational practices. The following summary provides information regarding this survey effort and the key findings that were developed from the responses.

1. AN ANONYMOUS SURVEY WAS CIRCULATED TO ALL EMPLOYEES.

An anonymous survey was circulated to all City employees to provide them with an opportunity to provide input regarding operations, services, staffing, and organizational structure. Employees were asked to respond to a series of questions regarding the working environment, agencies, departments, efficiency, effectiveness, and overall operations of the city.

Respondents provided the degree to which they either disagreed or agreed with the statement, given the following options: "No Response", "Strongly Agree", "Agree", "Neutral", "Strongly Disagree", and "Disagree". For discussion purposes in this document, the project team groups the "Strongly Agree" and "Agree" responses into one grouping when reporting general employee responses; the same is true for the "Strongly Disagree" and "Disagree" responses and the "No Response" and "Neutral" responses.

Overall 95 surveys were distributed, of which 59 responses were received, resulting in an overall response rate of 62%. Forty-nine of the responses received were from full-time staff. This equates to a response rate of over 90% from full-time employees.

The following tables show the overall breakdown of responses by department and full-time / part-time.

Department / Function	# Responses
Administrative Services (City Manager's Office, Finance, HR, City Clerk)	20
Community Development (Building, Code Compliance, and Planning)	17
Public Works / Parks & Recreation	22
Total	**59**

Employee Status	# Responses
Full-Time	49
Part-Time	10
Total	**59**

The sections below summarize the results of the employee survey.

2. MAJORITY OF EMPLOYEES RESPONDED THAT TRAINING IS EFFECTIVE AND TECHNOLOGY IS USED EFFICIENTLY.

Respondents were provided with statements regarding employee training and the efficient use of technology. The survey questions in this category and their response are summarized in the table below:

Statement	Agree	Disagree	Neutral
1. I receive the training needed to be an effective and efficient employee.	81%	3%	16%
24. We leverage technology so personnel are more efficient.	56%	18%	26%
25. Our department utilizes the internet to allow citizens / customers to conduct business.	67%	16%	17%
26. I have access to the appropriate tools and equipment to do my job well.	82%	7%	11%
27. I receive the proper amount of training to use our technology systems.	84%	2%	14%

Statement	Agree	Disagree	Neutral
28. Our equipment / technology is well maintained.	75%	9%	16%
29. I have access to the necessary software and technology needed to perform my duties.	66%	20%	14%

In summary, the majority of the respondents believed that they receive the necessary training to be efficient and effective employees and that not only is technology well-maintained and readily accessible it is also used efficiently by the employees.

3. RESPONDENTS GENERALLY AGREED THAT EMPLOYEES ARE HELD ACCOUNTABLE AND THAT PERFORMANCE EXPECTATIONS AND EVALUATIONS ARE CLEAR, FAIR, AND CONSISTENT.

Respondents were asked several questions regarding employee performance expectations, employee accountability, and the performance evaluation process. The questions in this category and their responses are summarized in the table, below:

Statement	Agree	Disagree	Neutral
2. The performance expectations of my job are clear to me.	91%	3%	6%
5. Personnel within my department are held accountable for their performance.	71%	10%	19%
20. The performance evaluation process is fair and consistent.	65%	18%	17%

In summary, it can be seen that the majority of respondents agreed that the performance expectations are clear, employees are held accountable, and performance evaluations are fair and consistent.

4.   A MAJORITY OF OVERALL EMPLOYEES AGREED TO A SENSE OF TEAMWORK WITHIN DEPARTMENT AND TEAMWORK BETWEEN CITY DEPARTMENTS, BUT COMMUNITY DEVELOPMENT RESPONDENTS HAD MIXED REACTION TO THE SENSE OF TEAMWORK BETWEEN CITY DEPARTMENTS.

Respondents were asked to respond to two statements regarding the sentiment of teamwork within the department and within the City. The survey questions in this category and their responses are summarized in the table below:

Statement	Agree	Disagree	Neutral
3. There is a strong sense of teamwork within my department.	84%	7%	9%
4. There is a strong sense of teamwork between City departments.	55%	19%	26%

The following points summarize the statistical information provide in the table above:

- A majority of overall respondents, 84%, agreed with question #3 "There is a strong sense of teamwork within my department." Only 7% disagreed and 9% remained neutral regarding the statement. 100% of Administrative Services respondents and 86% of Public Works' respondents agreed with this statement, compared to 63% of Community Development respondents.

- A slight majority of overall respondents, 55% agreed with question #4 "There is a strong sense of teamwork between City Departments" about 19% disagreed, and 26% remained neutral. About 65% of Administrative Services respondents and 59% of Public Works' respondents agreed with the statement, while only 38% of Community Development respondents agreed with the statement, 38% of them disagreed, and 24% remained neutral.

In summary, a majority of the overall respondents agreed that there is a strong sense of teamwork within their department and a strong sense of teamwork across the City departments. However, Community Development respondents had a mixed

reaction to a sense of teamwork between City departments and did not agree with such

a clear majority.

5. RESPONDENTS HAD MIXED REACTIONS REGARDING WORKLOAD AND STAFFING LEVELS, BUT MAJORITY OF THEM AGREED THAT THERE IS AN APPROPRIATE MIX BETWEEN MANAGERS AND STAFF AND THAT THE DAY-TO-DAY WORKLOAD IS MANAGEABLE.

Respondents were asked to respond to a series of statements concerning the

level of staffing and workload activities, including their attitude towards day-to-day

workload. The survey questions in this category and their responses are summarized in

the tables below:

Statement	Agree	Disagree	Neutral
6. The workload is well balanced among the personnel in my department.	39%	25%	36%
7. The workload activity is well balanced among the different City Departments.	33%	14%	53%
8. My Department has the appropriate number of personnel to provide high levels of service.	36%	38%	26%
9. My department has an appropriate mix between the number of managers and staff.	62%	24%	14%

33. Attitude towards day-to-day workload.	% of Responses
I am always overloaded. I can never catch up.	25%
Sometimes my workload is heavy, but most of the time I can keep up.	61%
I have the right balance between time available and the amount of work.	11%
I could handle more work without being overloaded.	3%

In summary, employees agreed that there is an appropriate mix of managers and staff within their department and that their day-to-day workload is manageable. However, respondents remained neutral on the workload balance across City Departments, and had mixed responses regarding workload within their department and the ability of the personnel within their department to provide high levels of service.

6. **EMPLOYEES GENERALLY AGREED THAT MANAGEMENT PROVIDED STRONG LEADERSHIP AND COMMUNICATED EFFECTIVELY WITHIN THEIR DEPARTMENT, BUT HAD MIXED REACTIONS REGARDING PROBLEM RESOLUTION.**

Respondents were asked to respond to a series of questions regarding management and its communication with the employees. The following table summarizes the survey questions in this category and their responses:

Statement	Agree	Disagree	Neutral
10. Managers in my department provide strong leadership and clear direction for the future.	72%	17%	11%
11. I feel supported by the managers in my department.	84%	9%	7%
12. My department is rarely in a crisis mode.	49%	30%	21%
13. I generally know what is going on in my department.	86%	7%	7%

Statement	Agree	Disagree	Neutral
14. My first line supervisor keeps me apprised of developments in my department.	86%	5%	9%
19. In my department, we do a good job planning and scheduling our work.	86%	5%	9%
21. Problems and issues in the City are resolved in a timely manner.	49%	19%	32%

In summary, while respondents generally had positive responses towards management and its communication with the employees, it can be seen that regarding the department being in crisis mode and problems being resolved in a timely manner respondents had a mixed reaction.

7. A MAJORITY OF EMPLOYEES AGREED THAT PROCESSES WITHIN THEIR OWN DEPARTMENT WERE EFFICIENT, BUT REMAINED NEUTRAL REGARDING PROCESSES INVOLVING OTHER DEPARTMENTS.

Respondents were asked to respond to a series of statements evaluating the business processes and procedures of the department. The survey questions in this category and their responses are summarized in the table below:

Statement	Agree	Disagree	Neutral
15. The business processes within my department are efficient and effective.	70%	9%	21%
16. The business processes involving other departments are efficient and effective.	37%	11%	53%
18. My department has well documented policies and procedures to guide my work.	61%	11%	28%

In summary, a majority of respondents agreed that within their own department the policies, procedures, and processes are effective and efficient, but remained neutral regarding the processes of other City Departments and their effectiveness.

8.   RESPONDENTS GENERALLY AGREED THAT THEIR DEPARTMENT AND THE CITY'S ORGANIZATIONAL STRUCTURE IS SOUND.

Respondents were asked statements concerning operations planning, and organizational structure of the City and its departments. The survey questions in this category and their responses are summarized in the table, below:

Statement	Agree	Disagree	Neutral
17. My department performs work that is not duplicated by other departments.	75%	4%	21%
30. The organizational structure of the City promotes the efficient and effective delivery of services.	74%	7%	19%
31. The organizational structure of my department / division is well suited to its responsibilities.	74%	16%	10%
32. There are no functions / services performed by my department that would be more appropriately conducted by another department.	65%	14%	21%

In summary, the respondents generally seemed to agree with the organizational structure and planning of their own department and the City. Overall, a majority of respondents, 75%, agreed with question #17, "My department performs work that is not duplicated by other departments." Only 4% disagreed and 21% remained neutral on the subject.   100% of Community Development respondents and 79% of Administrative Services respondents agreed with this statement, compared to 55% of Public Works' respondents. However, where Community Development respondents felt that the

functions performed by their department were unique, Public Works' respondents did not agree as strongly.

9.   AN OVERWHELMING MAJORITY OF EMPLOYEES AGREE THAT CUSTOMER SERVICE IS A HIGH PRIORITY IN THE CITY.

Respondents were asked two statements concerning the level of customer service. The survey questions in this category and their responses are summarized below:

Statement	Agree	Disagree	Neutral
22. Customer service to the community is a high priority in the City.	98%	0%	2%
23. Internal customer service is a high priority in the City.	84%	4%	12%

In summary, the majority of respondents agreed that customer service both to the community and even internally is a high priority in the City.

10.   NARRATIVE SURVEY RESPONSES

In addition to the survey's forced choice questions, respondents were asked to provide narrative responses to two open-end questions (#35 and #36). The responses to the questions were grouped by common themes and summarized by the project team.

(1)   Please indicate the three greatest strengths of the City of Rancho Palos Verdes:

Those who chose to answer the open-ended questions were provided with the option to rank their options. Since many of the responses that were ranked either 1, 2,

or 3 were similar, the common themes for all three rankings are summarized together

as follows:

- o Customer service
- o Excellent teamwork between employees
- o Engaged and active residents
- o Support from management
- o Fiscally conservative
- o High employee productivity
- o Emphasis on constant improvement

The most frequent responses related either to customer service or helpful

employees of the City towards the residents or to the teamwork and loyalty that existed

among the City's employees.

(2)   What do you feel are the three most important changes that should be made in the operations of the City of Rancho Palos Verdes to improve customer service to the Public?

Staff respondents that answered this question were asked to rank their answers,

however, many of the responses overlapped between the three rankings and so the

most commonly expressed changes are summarized below.

- o Develop trust between City Council and City Staff
- o Improve interdepartmental communication and also communication between City Manager's Office and City Council
- o Increase staffing efficiency
- o Increase services offered on City's website such as payment and registration for services
- o Develop streamlined policies and procedures

In summary, the majority of respondents believed that greater trust and

communication needs to be developed between the City Council and City Staff, along

with increasing staffing. However, the respondents also stated that staffing should not

be indiscriminately increased, but it should be evaluated to determine where positions

can be consolidated and where it is necessary to have staff to perform certain functions.

4. COMMISSION / BOARD SURVEY RESULTS

As part of the City of Rancho Palos Verdes' Citywide Management and Staffing Study, the project team developed and distributed a survey to members of City Committees or Commissions in September 2012. This was done to solicit input, feedback, and comments from this group regarding current City operations, in particular, the support provided to their Committee or Commission by City staff. The following section summarizes the key findings and observations developed from reviewing the responses provided on the survey.

1.   **AN ANONYMOUS SURVEY WAS CIRCULATED TO ALL CITY COMMITTEE OR COMMISSION MEMBERS.**

An anonymous survey was circulated to all City Committee or Commission members to provide them with an opportunity to provide input regarding current service delivery. Committee and Commission members were asked to respond to a series of questions regarding the Committee / Commission focus, its operations, its staff support, its organizational issues, and interaction with Council and City staff.

Respondents provided the degree to which they either disagreed or agreed with the statement, given the following options: "No Response", "Strongly Agree", "Agree", "Neutral", "Strongly Disagree", and "Disagree". For discussion purposes in this document, the project team groups the "Strongly Agree" and "Agree" responses into one grouping when reporting general employee responses; the same is true for the "Strongly Disagree" and "Disagree" responses and the "No Response" and "Neutral" responses.

Overall 28 surveys were distributed, of which 22 responses were received, resulting in an overall response rate of 79%. The following tables show the overall breakdown of responses by committee / commission and length of service on the committee:

Committee / Commission	# Responses
Emergency Preparedness Committee	3
Finance Advisory Committee	6
Oversight Committee for Water Quality & Flood Protection	5
Planning Commission	4
Traffic Safety Committee	4
Total	**22**

Length of Service	# Responses
Less than 1 year	7
1 to 4 years	8
More than 5 years	6
Total	**21**

The sections below summarize the results of the Committee / Commission survey.

2. RESPONDENTS GENERALLY AGREED THAT THE PURPOSE OF THEIR COMMITTEE / COMMISSION IS CLEAR AND UNIQUE, ALONG WITH ADEQUATE ORIENTATION AND TRAINING PROVIDED REGARDING THE COMMITTEE / COMMISSION.

Respondents were provided with statements regarding the purpose of Committees and Commissions and if appropriate training is provided to those serving

on these Committees and Commissions. The survey questions in this category and their

response are summarized in the table below:

Statement	Agree	Disagree	Neutral
1. The purpose of my committee / commission is clear.	90%	0%	10%
2. Upon appointment, an orientation session was provided regarding the role and responsibilities of the committee / commission.	71%	19%	10%
4. The role and responsibility of my committee is clear and well defined in the Annual Work Plan.	71%	10%	19%
11. Training is provided to members of the committee / commission to provide relevant background information and knowledge of developing trends and issues related to our assignment.	62%	19%	19%
18. The work of my committee / commission is unique – it is not duplicated by other committees or staff responsibilities.	90%	0%	10%
25. I feel adequately informed to make policy decisions or recommendations for the City.	90%	0%	10%
26. The City has the appropriate number of Committees / Commissions.	57%	5%	38%
27. There is sufficient turnover in the individuals appointed to Committees / Commissions to provide opportunities for all that wish to serve the City.	50%	10%	40%

In summary, the majority of the respondents believed that the purpose of their

Committee / Commission was clearly defined and the work of their Committee /

Commission was unique. Additionally, the respondents expressed that they received

proper orientation and adequate training to serve on the Committees / Commissions.

3. A MAJORITY OF RESPONDENTS AGREED WITH THE COMMITTEE / COMMISSION ORGANIZATIONAL STRUCTURE AND ITS SIZE.

Respondents were asked several questions regarding Committee / Commission

organization and structure. The questions in this category and their responses are

summarized in the table, below:

Statement	Agree	Disagree	Neutral
3. The appointment process to serve on a Committee / Commission is fair and equitable.	71%	5%	24%
10. The committee / commission size is appropriate.	86%	5%	9%
15. The structure of our meetings enables us to effectively manage our workload.	81%	0%	19%
16. My committee / commission receives an appropriate level of legal support, when needed.	62%	5%	33%

In summary, it can be seen that the majority of respondents agreed that the Committee / Commission organizational structure is intact and is fair and appropriate.

4. THE MAJORITY OF RESPONDENTS AGREED THAT STAFF PROVIDED APPROPIATE AND EFFECTIVE SUPPORT TO THE COMMITTEES / COMMISSIONS.

Respondents were asked to respond to a series of statements regarding Committee / Commission interaction with staff and the level of support provided by City staff. The survey questions in this category and their responses are summarized in the table below:

Statement	Agree	Disagree	Neutral
5. City staff provide appropriate background information for each agenda item presented to the committee / commission.	90%	0%	10%
6. City staff provide, where applicable, alternatives for consideration and a clear recommendation for each action item presented to the committee / commission.	81%	0%	19%
14. The work of my committee / commission is valued by staff.	71%	5%	24%
22. Staff reports are well written.	90%	0%	10%
23. Staff reports are provided with sufficient time for me to review in advance of meetings.	86%	5%	9%
24. Staff verbal presentations are effective.	100%	0%	0%

In summary, a majority of the overall respondents agreed that City staff provides appropriate background support, whether it be in the form of written reports, verbal presentations, or recommendations.

5.   MAJORITY OF COMMITTEE / COMMISSION MEMBERS AGREE THAT CITY COUNCIL VALUES AND CONSIDERS THEIR RECOMMENDATIONS AND INPUT.

Respondents were asked to respond to two statements concerning the Committee / Commission interaction with City Council. The survey questions in this category and their responses are summarized in the tables below:

Statement	Agree	Disagree	Neutral
7. Recommendations and input developed by my committee / commission are given appropriate consideration by the City Council.	90%	0%	10%
13. The work of my committee / commission is valued by the City Council.	76%	0%	24%

In summary, respondents agreed that the City Council considered their recommendations and inputs and valued their work and time spent on the Committees / Commissions.

6.   RESPONDENTS GENERALLY AGREED THAT THE WORKLOAD OF THE COMMITTEE / COMMISSION IS APPROPRIATE ALONG WITH THE OPERATIONS OF THE COMMITTEE / COMMISSION.

Respondents were asked to respond to a series of questions regarding Committee / Commission operations such as meeting frequency and length, along with their workload level. The following table summarizes the survey questions in this category and their responses:

Statement	Agree	Disagree	Neutral
8. The workload of my committee / commission is appropriate – all items presented can be given due consideration before action is taken.	90%	0%	10%
9. The frequency of meetings for my committee / commission is appropriate.	86%	0%	14%
17. My committee / commission is made aware of developing issues that may impact our areas of responsibilities.	76%	19%	5%
19. Our meetings are substantive and support the purpose of the committee / commission.	95%	0%	5%
20. Our meetings are conducted in an orderly fashion.	95%	0%	5%
21. The public has sufficient opportunity to provide input to the committee / commission.	81%	5%	14%

In summary, the Committee / Commission members agreed that the workload of the Committee / Commission and the operational aspects of the Committee / Commission are appropriate and in functioning condition.

7.   NARRATIVE SURVEY RESPONSES

In addition to the survey's forced choice questions, respondents were asked to provide narrative responses to two open-end questions (#28 and #29). The responses to the questions were grouped by common themes and summarized by the project team.

8.   Please indicate the three greatest strengths of the City of Rancho Palos Verdes:

Those who chose to answer the open-ended questions were provided with the option to rank their options. Since many of the responses that were ranked 1, 2, or 3 were similar, the common themes for all three rankings are summarized together as follows:

- o Dedicated City Staff

- o Active and involved local community
- o Effective cost control and fiscally conservation
- o Community-oriented governing practices

The most frequent responses related either to City staff and their dedication to the community or to the local community's involvement in the City's governance.

9. **What do you feel are the three most important changes that should be made in the operations of the City of Rancho Palos Verdes to improve customer service to the Public?**

Respondents that answered this question were asked to rank their answers, however, many of the responses overlapped between the three rankings and so the most commonly expressed changes are summarized below.

- o Improve communication and develop transparency between the government and the community
- o Improve the City Website (e.g. electronic transactions, live webcast of meetings)
- o Decrease government regulation

In summary, the majority of respondents believed that the most important change needed to be made in terms of improved communication and greater transparency between the City Government and the community.

5. BEST MANAGEMENT, OPERATIONAL AND STAFFING ASSESSMENT

In the assessment of Rancho Palos Verdes, the Matrix Consulting Group project team utilized a wide variety of data collection and analytical techniques to evaluate the operational practices of the City organization. The project team conducted the following data collection and analytical activities:

- At the outset of the project, the study team interviewed City management. The purpose of these interviews was to develop an initial understanding of the issues and background, which led to this study.

- The project team conducted a process of interviewing managers in every department.

- In order to maximize the employee input into this study, the project team distributed an anonymous employee survey which every employee in the departments included in the scope of the study had the opportunity to fill-out and return to the project team.

- While on site, the project team collected a wide variety of data designed to document workloads, costs, service levels and operating practices.

- In order to make the assessments of operational strengths and improvement opportunities, the project team developed a set of performance measures, called "best management practices" against which to evaluate current services, workloads and service levels in the City. The measures utilized have been derived from the project team's collective experience in working with hundreds of municipalities in California and throughout the country. The performance measures utilized represent the following:

  - Statements of "effective practices" based on the study team's experience in evaluating operations in other municipalities. These measures are both qualitative and quantitative.

  - Where they exist, statements reflecting "industry standards" were used to incorporate commonly utilized service delivery approaches in addition to targets developed by national research organizations.

  - In both instances, these measures of efficiency and effectiveness were selected and adjusted to reflect the unique operating and service conditions in Rancho Palos Verdes. Such factors as weather, topography

and history came into play in the selection of actual performance measures.

The purpose of this report, then, was to develop an overall assessment of City operations and staffing needs that the City Council and City Manager can utilize to meet on-going service needs in a sustainable way. The following subsections of this chapter present the findings of our operational and staffing assessment by major functional area. We have identified both current strengths within the operations in place and opportunities for improvement that are designed to either increase efficiency and effectiveness of service provision or move the City toward implementation of best practices and operational practices. Each subsection concludes with organizational and staffing recommendations.

A. City Manager's Office and Human Resources.

The principal direct service areas within the City Manager's Office is the Human Resources function. At the present time, this position is vacant and filled on an interim basis through a contracted position. The following section outlines the best practices and operational practice assessment of the Human Resources function.

(1) Best Practices and Operational Assessment.

For each best practice or performance target, the project team has identified whether it is a current strength of the organization or an opportunity for improvement.

Performance Target	Strengths	Potential Improvements
Human Resources maintains personnel records in an efficient and readily accessible manner utilizing an integrated human resource information system (HRIS).	Personnel records are maintained in a central and secure location within the Human Resources office.	The City does not have a comprehensive HRIS in place.

Performance Target	Strengths	Potential Improvements
Human Resources use a workforce planning system to project retirement dates by Department and prepare for replacement of lost competencies and skills. This system has been automated. The plan is updated annually.		To date, limited workforce planning efforts have been undertaken. Staff is aware of the future impact retirements may have on the organization due to the long-tenure of many key staff members.
The average recruitment times include the following: 45-60 days for clerical and 'operations' staff 60-90 for professional and paraprofessional staff 120-150 days for management staff	Recruitment efforts have been extremely limited in the last year due to not filling vacancies during the revamping of the pension program. Average recruitment times have not been analyzed due to limited data set.	
Human Resources can demonstrate through climate surveys, exit interview results, and/or other appropriate methods, that it has created and modified a working environment for its employees that enhances worker satisfaction, and minimizes employee turnover. At a minimum: The City conducts climate surveys that measure employee satisfaction on such factors as work environment, quality of supervision, safety, City-wide support, and opportunities for professional development; and The City conducts exit interviews with employees who terminate employment, and compile the results of these interviews.	The City currently conducts exit interviews on full-time positions. Part-time positions have exit interviews conducted as feasible.	The City does not currently conduct frequent employee satisfaction surveys.
The Citywide non-retirement turnover rate is less than 5% of total employees and monitors this data per classification to identify specific areas for improvement.	Non-retirement turnover within the City organization is extremely low.	

Performance Target	Strengths	Potential Improvements
Human Resources maintains clear and effective channels of communication with City employees, including: Providing readily accessible copies of a useful employee handbook and information on City personnel policies and benefit packages Communicating City news and changes in policy to all employees Opportunities for employee feedback on City policies and practices that affect their areas of work or expertise, including employee membership on policy committees, and/or the solicitation of employee input on City policies and programs.	The City has a basic employee manual covering both represented and non-represented employees.	The employee manual has been updated and implementation is pending final approval of the first employee MOU. Following adoption, all employees should be provided a copy of the employee manual and training should be provided to all staff.
Human Resources has developed and implemented strategies to make the City a satisfying place to work including such strategies as the following: Public celebration of professional achievements. Social events (e.g., picnics). Recognition of personal milestones of employees (e.g., anniversaries). Stress release activities (e.g., casual dress days).	The City has undertaken several efforts to promote City employment and employee engagement including an annual holiday party, employee recognition programs, etc.	
Human Resources provides a comprehensive staff development program to achieve and maintain high levels of productivity and employee performance.	The City provides training for general topics (Sexual Harassment, Workplace Violence, etc.) to all employees periodically. Staff development related to specific skills is primarily a function of the individual departments.	The City should expand efforts to make employees aware of training available to them through the City's membership in other organizations (i.e. – risk management association). Additionally, the City should more thoroughly track employee attendance at training.

Performance Target	Strengths	Potential Improvements
Human Resources conducts needs assessments for the Citywide training program that include input from employees and their supervisors at least every other year.		A comprehensive training needs assessment has not been undertaken.
Human Resources has established and implemented Citywide procedures for assessing the performance of all personnel that include performance criteria including measures and standards related to outcomes. Provides written information regarding the performance assessment process to all personnel, including performance criteria that will be used in the assessment and the process that will be used to make the assessment.	The Human Resources program oversees the performance evaluation process. The City has a comprehensive evaluation tool.	However, the application of the performance evaluation tool appears inconsistent among supervisors.
Human Resources regularly provides training, guidance, and coaching to managers and supervisors on the procedures for improving the performance or disciplining of poorly performing employees.	Human Resources provides personal support to individual managers and supervisors to address employee issues.	

Performance Target	Strengths	Potential Improvements
Human Resources uses cost-containment practices for its Workers' Compensation Program to be proactive in attempts to reduce frequency and cost of Workers' Compensation claims. The following metrics are utilized to manage the Worker's Compensation practices: Average Cost per Claim Annual Cost per FTE Frequency Rate (per 100 employees) Percentage of Open Claims Percentage of Annual Indemnity Claims Average Reporting Lag Time Percentage of Claims by Part of Body Average Claim Duration Percentage of Litigated Claims WC Costs as Percentage of Payroll	The City utilizes basic cost-containment approaches to address worker's compensation costs.	The metrics outlined should be utilized to evaluate, on an on-going basis, the City's performance related to workers' compensation. Ongoing dialogue and claims reviews should be conducted with the City's claims handler to identify additional efforts that would further limit the City's liability.
The City has an active safety committee.		The City does not have a safety committee for all employees.
Human Resources has a safety inspection program that determines corrective actions necessary based on past workers' compensation claims and proactive inspection of high-risk areas and professions.		On-going safety inspections are not routinely conducted of all employee workspaces and public spaces.
Human Resources periodically compares its entry-level salaries with other public agencies, and adjusts entry-level salaries as necessary to compete for qualified applicants.	Human Resources conducts salary surveys, as part of maintenance of the classification system. The current Council adopted policy has established salary ranges at the 75th percentile of market.	The City Council should periodically review the current policy regarding where the City of Rancho Palos Verdes falls in comparison to their peer communities in terms of salary ranges, and total compensation to ensure continued market competitiveness. This policy should be reviewed at least every three years and modified as necessary.

Performance Target	Strengths	Potential Improvements
Human Resources proactively reviews the allocation of City employees to classifications every three to four years to ensure that employees are properly classified.		This is not currently conducted.
The City has a well-defined compensation and classification policy and philosophy.	The City has a general compensation philosophy that guides decisions regarding pay rates.	The City does not have a formalized classification process based upon a point-count (or similar system) to guide decisions regarding classification of individual positions. Positions are compared to the local market for classification purposes. The current approach has resulted in some internal-equity issues among classifications.
There are approximately 125 to 150 full-time municipal employees for every 1 full-time HR employee.	There is one full-time HR position for the City's workforce of approximately 72 full-time equivalent employees (Consisting of 58 full-time positions and many part-time positions)	The position should be allocated additional duties, and some existing duties should be expanded, to warrant continued allocation of a full-time position to Human Resources.

The following section summarizes the key strengths and opportunities for improvement.

(2)   Key Operational Strengths.

The City has several current strengths in place related to Human Resources that should be maintained and built upon in developing a stronger human resources program. These include:

•   The City maintains a centralized human resources function with a single individual responsible for oversight of the recruitment and selection function and ensuring compliance with applicable personnel rules and regulations.

•   The City has a very low non-retirement turn-over rate.

•   The employee has a basic employee manual covering both represented and non-represented employees.

- The City organization undertakes several efforts to promote employee engagement including employee recognition programs and an annual holiday party.

- The City provides basic training for all employees on key topics such as Sexual Harassment, Workplace Violence, etc.

- The City has a comprehensive employee evaluation tool and process.

- Human Resources provides support to individual managers and supervisors when workplace or employee, performance, or discipline issues arise.

These strengths provide a strong basis for implementation of the improvement opportunities noted in the following section.

(3)   Key Opportunities for Improvement.

From our assessment, the following are the key opportunities for improvement that should be addressed to improve and develop the Human Resources function within the City of Rancho Palos Verdes. For each of the opportunities for improvement noted in our assessment, we have provided in the following table, a recommended action to improve operations and address the noted deficiency.

Identified Improvement Opportunity	Discussion	Recommendation
The City does not have a comprehensive HRIS in place.	The lack of a well-developed human resources information system limits the ability of the City to automate personnel transactions, and to develop the needed business data to evaluate personnel activities and plan for the future.	The Human Resources module in the ADP system should be carefully evaluated to ensure that it contains the features and functionality to provide a comprehensive HRIS system for the City.
Limited workforce planning efforts have been undertaken.	Staff is aware of the future impact retirements (or other separations) may have on the ability of the organization to continue to provide services in a seamless manner. Given the small size of the organization's staffing allocation, and the fact that most positions are single incumbent, there is a greater need within the RPV organization to plan for and anticipate key personnel changes that would impact service delivery. Over the last year, the City has had to address several vacancies in critical positions and has been fortunate to find short-term contract employees to fill these key positions.	The City should develop a workforce planning effort that identifies key positions within the organization, develop cross-training programs to develop additional internal staff with competencies and abilities to fill the position (at least on a short-term basis), and develop forward looking contingency plans for filling these critical positions when they become vacant.
The City does not currently conduct employee satisfaction surveys or report the results of exit interviews to City Council.	To further develop the business intelligence needed to evaluate operational practices and the impact of personnel practices / policies on employment decisions, the City should conduct exit interviews for all departing employees and conduct an annual employee climate survey.	The City should summarize the results of the currently performed exit interviews on all departing employees and provide annually in a report to the City Council.

The City should conduct an annual employee climate survey to better understand from the employee's perspective the employment climate. |
| The City's employee manual should be comprehensively updated and provided to all employees. | There have been several changes in the employment arena during the last year (including the decision of employees for representation) that require an updating of the employee manual. | The City should implement the updated employee manual as soon as practical following adoption of the MOU. Upon completion, it should be provided to all employees and training provided to all employees on the manual. |

Identified Improvement Opportunity	Discussion	Recommendation
The employee evaluation process should be enhanced to eliminate the inconsistent approach utilized among supervisors.	While the City has an acceptable performance evaluation tool in place, it does not appear to be consistently utilized across all departments nor always completed in a timely manner.	The City should provide refresher training to all supervisory staff on the performance evaluation process and the existing performance evaluation form to ensure consistent utilization and rankings across departments and supervisors. Additionally, to ensure that all forms are completed in a timely manner, each supervisor should be specifically evaluated by their supervisor on the timely, accurate and thoroughness of their evaluations of staff.
The City should develop a core set of performance measures to evaluate the effectiveness of their workers compensation program.	While the City has few direct service field employees, it should develop a core set of measures including: - Average cost per claim, - Annual cost per FTE, - Claims by body type, - WC Costs as % of payroll, - Frequency rate (per 100 employees) to evaluate and identify actions needing to be addressed. Currently liability claims intake is the responsibility of the City Clerk's Office. To minimize potential oversight, enhance claims processing, and place a single individual accountable for this function, these duties should be transferred to the Human Resources Department.	The City should develop a series of performance metrics to evaluate their worker's compensation program. Additionally, the City should centralize the handling of all accident and worker's compensation claims by transferring the responsibility for claims review from the City Clerk's Office to the Human Resources position.
The City does not have a safety committee in place for all employees.	While the majority of field operations (the area of highest safety risk) are contracted within the City of Rancho Palos Verdes, the City should have a safety program in place covering all employees.	The City should institute a safety committee covering all employees.

Identified Improvement Opportunity	Discussion	Recommendation
The City should have a more aggressive Safety Program.	In addition to the implementation of a safety committee, the City should implement a more comprehensive safety program based upon evaluation of prior claims, facility inspections, and risk mitigation.	The City should implement a more comprehensive safety program that proactively identifies and mitigates safety risks for the public and employees.
The City Council should review the current policy regarding employee compensation identifying where in the marketplace the City of Rancho Palos Verdes should fall in terms of salary ranges, and total compensation.	To effectively recruit staff, and for City Administrators to effectively manage compensation and benefit programs, the City should have an adopted compensation and benefits policy that outlines the City Council's guidelines regarding where RPV should fall in relation to the marketplace. The City Council has adopted the 75th percentile of market as its policy.	The City Council should periodically review its adopted compensation policy for the City of Rancho Palos Verdes and update as appropriate to maintain a competitive compensation system. Along with this policy, the City should review the current approach to position classification to determine if a more formalized system is needed to ensure both internal and external equity of positions.
The City should review employee's classification every three to five years to ensure employees are properly classified.	Duties of positions change over time based upon the evolving needs of the organization. To ensure internal and external equity, the City should have a process where each position classification and the duties performed by each incumbent is reviewed every three to five years to ensure that the position description accurately reflects the duties performed.	The City should implement a program on reviewing position descriptions and duties performed for each position at least one every five years.

The implementation of these recommendations will provide a stronger and enhanced human resources program in the City of Rancho Palos Verdes.

(4)   Organizational and Staffing Recommendations.

The project team evaluated staffing needs in this Department based upon the existing service levels, comparisons to comparable organizations with which we have worked, and recognized standards in the industry. The following points summarize the key issues related to organizational structure and/or staffing levels:

- The overall organizational structure of this Department is appropriate and staffing levels are in alignment with assigned duties and organizational needs. The only function that is suitable for potential relocation is the contract Administrative Analyst II position responsible for emergency preparedness. This position should be made permanent. It can either remain in Parks & Recreation or relocated to the City Manager's Office.

- Organizations of this size are just approaching the level where a dedicated human resources professional is typically required. We are recommending that the vacant Human Resources Manager position be filled at the currently authorized level. With the recent employee organization, and the need to enhance many human resources practices, this position is much needed and will greatly benefit the organization.

- To effectively and fully utilize this position, some duties related to liability claims administration should be transferred to this position from the City Clerk's Office to provide a centralized Risk Management function.

- The only new position that the project team recommends that the City implement is a City Attorney position. The City of Rancho Palos Verdes utilizes entirely contract services for legal services. With average hourly rates ranging from $150 to $300 for these contracted services, the City can increase responsiveness and save money if a well-qualified municipal attorney can be hired to handle more of the routine business of the City. A staff attorney who can allocate 1,600 hour annually to legal services for the City would eliminate approximately $264,000 per year in legal expenses at an estimated $165 per hour. The total costs for this position would be less than $230,000 (including benefits and support costs) resulting in an annual savings of at least $34,000. However, as important as salary savings is the increased access and support that a City Attorney can provide to the organization.

- The potential exists for even greater savings from more controlled and effective use of outside counsel. In addition (while not staff related it would be connected to this change), the entire legal services contract should be rebid to determine if effective rates are being achieved since the contract has not been bid since it was originally established.

Overall, staffing should remain as currently allocated except for making permanent the contract Administrative Assistant position. The vacant Parks & Recreation Director position should be filled as soon as practical.

B.   Finance and Information Technology.

The Finance and Information Technology Department is responsible for all financial functions of the City of Rancho Palos Verdes and the oversight of the information technology contract and daily support for IT services.   The following sections outline the best management and operational practices assessment of this Department.

(1)   Best Practices and Operational Assessment.

For each best practice or performance target, the project team has identified whether it is a current strength of the organization or an opportunity for improvement.

Performance Target	Strengths	Potential Improvements
Financial Operations		
Financial staff is cross-trained for critical accounting and financial purposes.	Given the small size of the staffing allocation, many financial staff have been cross-trained to provide backup to other staff on critical financial functions so that they can be accomplished in a timely manner.	
Operating budgets provide readable, comprehensive information on budgeted expenditures, staffing, and revenue, and the goals and objectives and performance measures.	The budget provides comprehensive information regarding the City's financial condition, expenditures, revenue, and the goals and objectives for each functional area. .	A review of the specific performance indicators utilized in the budget and periodic reports should be reviewed to ensure they are in alignment with Council priorities.
The 5-year capital improvement plan provides readable and comprehensive information on costs, and provides a link to the operating budget.	The City provides detailed information, including funding source, for approved capital projects for the budget cycle.	Although a separate five-year Capital Improvement Plan document is prepared and approved by City Council annually, the document has not been included as an appendix in the two-year budget document. This should be included showing the projected five-year capital needs of the City.

Performance Target	Strengths	Potential Improvements
Operating and capital expenditures are monitored on an ongoing basis to assure actual expenditures do not exceed the authorized budget.	The City conducts ongoing budget monitoring and financial staff conducted periodic reviews with Department Directors. The City's two-year budget enables the City to take a more comprehensive and forward looking approach to budgeting and to make adjustments annually as needed to address changing economic conditions.	
The City has an established fund reserve policy.	The City has a fund reserve policy outlining required targeted fund reserve levels. The fund reserve is averaging $9M to $10M over the last five-year period. With an estimated annual general fund budget of $24M, the City has established fund reserves at an acceptable level.	
Account Payable functions are effective: All accounts payable disbursements are supported by adequate documentation (invoice, receiving report, purchase order). Invoices are reviewed and approved before payment is made; payments are accurate. Payables are processed in sufficient time to obtain discounts. Payments can be made electronically.	The City requires appropriate documentation to support each request for payment and require departmental approval.	Electronic payments should be implemented for as many vendors as possible.
Accounts Payable is processed within 30 days or other time periods sufficient to obtain available discounts.	The City targets payment of accounts payable within 30 days. No significant issues identified related to timely payment of accounts payable.	

Performance Target	Strengths	Potential Improvements
The City has established cost recovery goals for certain functions (i.e. – building permitting) and has established fees at a level sufficient for the designated operation to be self-funding.	The City has adopted cost recovery targets for permitting functions (essentially 100% of costs).	The City does not routinely employ cost recovery goals for other functions – such as Parks & Recreation programs where a less than full cost recovery policy was adopted by the Council. This policy should be reviewed at least every three years and modifications made as appropriate.
Provide information to departments to help monitor budget versus actual expenditures. Financial performance reviewed periodically.	Finance staff provides budget documents and reports to managers to review budget performance.	
Existence of policy of separation of data input and payroll/payables and check printing and mailing?	The Department has implemented appropriate segregation of duties for key financial processes.	
Investment performance is monitored?	The City's investment portfolio is monitored on an on-going basis to ensure compliance with the adopted investment policy.	
An investment policy has been adopted by the City Council.	The City has an adopted investment policy consistent with state requirements.	
Accounting policies, procedures and systems are in place?	The City has various accounting policies and procedures in place to ensure expenditures are conducted in accordance with accepted accounting practices.	
Are automated and integrated financial packages in place that eliminate duplicate data entry among departments for payroll, accounts payable, accounts receivable?	The City utilizes SunGard as its financial information system. A new system has been selected for implementation.	Key considerations in the implementation of the new system should be the automation of various financial functions to support the public and departments and increase efficiency of service delivery.
The City complies with GASB 34 and GASB 45.	The City is in compliance with GASB 34 and 45.	

Performance Target	Strengths	Potential Improvements
Operating procedures and supervisory controls are adequate to ensure that all activity is recorded accurately.	Procedures and supervisory controls are appropriate.	
The City conducts monthly reconciliation of bank accounts, preparation of the Treasurer Report, and audits financial transactions in a timely manner.	The City prepares a monthly Treasurer's Report and reconciles all bank accounts.	
Centralized purchasing guidelines and processing have been implemented to control spending and ensure compliance with purchasing requirements.		While the City has approved purchasing policies and procedures, departments have flexibility within the purchasing thresholds, for purchasing supplies and services.
The City has implemented electronic purchase requisitions to streamline the procurement process, and ensure compliance with purchasing thresholds.	The City has implemented electronic purchase requisitions.	The City does not have a fully automated purchase order process including electronic POs, receiving / receipting, and payments to more fully automate the procurement function.
The City has an adopted purchase card / credit card policy to guide use of assigned city credit cards.		The City has adopted procurement cards for some functions. The City has a strong preference to limit procurement cards to emergency situations / non-routine purchases.
Payroll		
Electronic submittal of timesheets by departments?	The City utilized both entry and supervisory approvals within the ADP system.	
Payroll hours are entered based upon "type of hours" (i.e. – regular, sick, holiday, overtime, etc.) to simplify reporting, track hours by type, and enable automated reports and FLSA tracking.	Payroll is entered based upon type of hours to enable tracking of leave balances.	
Treasurer Functions		

Performance Target	Strengths	Potential Improvements
Are automated and integrated financial packages in place that eliminate duplicate data entry among departments for payroll, accounts payable, accounts receivable?	As previously noted, the City employs SunGard as the comprehensive financial package. Key data is shared between financial modules – eliminating duplication of effort.	
Effective collection procedures have been put in place.	The City pursues amounts due the City from both accounts receivable and NSF checks.	
Responsibility for cash payments has been centralized.	Cash payments are generally deposited with the Finance Department daily, reconciled, and deposited.	Cash collection is not entirely centralized but occurs in multiple locations as a convenience for the public.
Appropriate internal controls are in place to secure, track and safeguard cash.	The City has appropriate internal controls to ensure cash is secure, tracked and safeguarded.	
Policies, procedures, and work practices are in place to assure the prompt and frequent reconciliation of all cash.	Cash is reconciled on a daily basis.	
Responsibility for billing has been centralized.	Billing has been centralized within the Finance Division.	
On-line payments have been implemented to increase public access to City Services and provide 24/7 access to payment options.		The City has limited on-line payment opportunities for the public. This should be expanded and fully integrated into the financial system with the implementation of the replacement ERP system.
Information Technology		

Performance Target	Strengths	Potential Improvements
The City has developed a multi-year technology plan addresses the subjects below and is reviewed/updated annually: Individual departmental and city-wide technology needs; Equitable resource allocation, anticipating growth and technology advances; Funding for technology; Cost-effective acquisition; Professional development for technology users; Technical support needs of users; Infrastructure and network communication including community access issues; and • Information management and delivery.	The City has an adopted IT technology plan.	However, it needs to be updated especially following the completion of, review and adoption of recommendations from the IT study currently in progress.
Security standards have been developed to include diagnostic tools, monitoring tools, intrusion detection systems, firewalls, encryption, secure e-mail, and anti-virus.	The City has adopted comprehensive security standards to protect City systems and data.	
A refreshment program is in place to replace computer hardware and PCs.	The City has a PC refreshment program in place to maintain desktops / laptops in alignment with advances in technology and service needs.	
Software is upgraded at appropriate intervals and consistently deployed throughout the organization.	The City has implemented an approach to software upgrades to generally maintain a consistent deployment of software across all departments.	
Support is provided to all users in handling both hardware and software operational issues.	IT provides comprehensive support to all users for both hardware and software issues.	
IT provides a webmaster to manage the content of the City's website.	Webmaster functions are handled by the contracted IT staff.	The City should provide the ability for individuals within each respective department able to upload documents to their website directly with the selection of a subsequent web host vendor.

Performance Target	Strengths	Potential Improvements
IT procures its primary systems (such as financial, payroll, personnel, property appraisal, etc.) from vendors; it does not develop its systems in-house.	Major software systems are procured from third-party vendors. Solutions are not developed in-house.	
IT services are appropriate centralized within the City to prevent duplication of services, and ensure a standard approach to IT infrastructure.	The City has implemented a centralized IT approach that provides responsibility for all core IT services (network, phone, servers, etc.). IT services are contracted out with one dedicated IT staff member in the Finance Department.	The Finance Director is currently spending excessive time on IT related issues – limiting time available for core financial functions. The City should fill the vacant IT Project Manager position.
GIS Staff provides training and assistance to all departments to utilize and benefit from the compiled data within the system.	GIS is under development by the IT staff.	The level of the GIS program under development should be reviewed to ensure it is appropriate for the City's needs.
The contract for IT services is bid out periodically to ensure cost-competitiveness.		The City should undertake a formal bidding process to ensure that the services currently provided are being acquired in a cost-competitive manner.

(2) Key Operational Strengths.

The City has several current strengths in place related to Finance and Information Technology that should be maintained and built upon in developing a stronger human resources program. These include:

• Financial staff have been suitably cross-trained in most areas to provide backup support and ensure continued operations in the absence of any specific individual.

• The City provides a comprehensive two-year budget document that provides sufficient detail for the public to understand how funds are allocated, major programs and services provided, and the cost of providing municipal services.

• Capital projects are detailed including funding sources within the budget document.

- Ongoing budget and financial reviews are conducted to ensure compliance with the adopted budget, identify early potential deviations so they can be addressed, and ensure financial policies are being followed.

- The use of a two-year budget process enables the City to take a more proactive review and planning approach than is typically achievable under annual budget processes.

- The City has a good fund reserve policy in place and a healthy fund reserve balance that exceeds recommended practices.

- Appropriate documentation is required from departments to support all request for payments submitted to the Finance Department.

- The City has adopted cost recovery targets in many functional areas (such as permitting) that enable staff to evaluate fee and charges necessary to support operations.

- Financial duties have been appropriately segregated to ensure financial internal controls.

- The City has an adopted investment policy consistent with state requirements and investment performance is routinely monitored with periodic reports provided to elected officials.

- The City is in compliance with GASB 34 and 45.

- A monthly Treasurer's Report is prepared and bank accounts are reconciled monthly.

- Cash payments are deposited with Finance Department daily and reconciled and deposited with the City's financial institution.

- The City has an adopted IT Technology plan and a PC refreshment program to maintain equipment at a level sufficient to effectively perform work activities.

- IT services are centralized within the City and provided by a contracted entity.

These strengths provide a strong basis for implementation of the improvement opportunities noted in the following section.

(3)   Key Opportunities for Improvement.

From our assessment, the following are the key opportunities for improvement that should be addressed to improve and develop the Finance and Information Technology function within the City of Rancho Palos Verdes. For each of the opportunities for improvement noted in our assessment, we have provided in the following table, a recommended action to improve operations and address the noted deficiency.

Identified Improvement Opportunity	Discussion	Recommendation
As part of the annual budget process, the performance indicators within the budget (and in other reports developed by staff) should be reviewed to ensure they remain in alignment with Council priorities.	To ensure that staff is monitoring and reporting on performance indicators of importance to elected officials, a review of the existing performance measures should take place during the next budget cycle. Performance measures and reports should be directly tied to and in alignment with the Council established priorities.	A review of the performance measures utilized and tracked should occur during the next budget cycle to ensure alignment with Council priorities.
The five-year CIP document should be included within the budget document to provide a longer-term plan and focus for major capital expenditures.	Capital investments are among the largest expenditures of a municipality and typically have a multi-year focus. To ensure a complete understanding of identified needs, the five year projection and project plan should be included within the budget document.	A five-year CIP document should be included within the budget document.

Identified Improvement Opportunity	Discussion	Recommendation
Increased use of electronic payments with vendors should be pursued.	The use of electronic payments can reduce staff time required in printing and mailing checks for payments. Vendors are increasingly willing and able to accept electronic payments. The expanded use of electronic payments can further automate processes within the Finance Department.	The City should continue to expand the use of electronic payments with vendors.
Cost recovery goals for additional functional areas, such as Recreation & Parks, should be developed.	The City should establish cost-recovery goals for all major functional program areas. While not all goals will be for 100% cost-recovery, the establishment of specific goals by functional areas provide staff the ability to evaluate service delivery, fees and charges for services, and other practices to ensure they are in alignment with the Council's policy and priorities.	Cost-recovery goals should be reviewed at least once every three years, and the City Council's policy updated, with a target of achieving full-cost recovery except where policy decisions reached to deviate.
A key consideration in the selection of the new financial system should be the ability to implement for electronic processing for staff, and enhanced online functionality.	The implementation of a new financial system is a major undertaking for a municipality and involves extensive financial outlays for acquisition and significant staff time for implementation. The City should utilize as a key consideration the ability of a new system to not only meet internal financial needs but the ability of the system to further automate financial practices and to provide additional online functionality.	The City should focus during the implementation phase of the new ERP system the further automation of existing financial practices and enhancements to online functionality.

Identified Improvement Opportunity	Discussion	Recommendation
The City should pursue implementation of time entry for payroll at the department level with appropriate supervisory approvals.	The entry of time at the Department level provides the ability of the City to further automate payroll processing. Appropriate supervisory reviews and approvals should be built into the system for internal controls.	
The City should pursue the implementation of additional on-line payment opportunities as a convenience to the public.	The public is increasingly expecting and demanding the ability to access government services online. The City should expand its ability to provide services online by expanding opportunities to pay for City services online through credit card payments.	The City should expand the availability of online payments via credit card for public convenience with the implementation of the replacement ERP system.
The IT Plan should be updated based upon the recent IT review conducted.	The City has recently completed a targeted IT audit. The IT Technology plan should be reviewed and updated as necessary to ensure compliance with the finding of this audit as approved for implementation by the City Council.	The City's IT Technology Plan should be updated in light of the recently completed IT review.
IT services contract should be rebid to ensure that the most cost competitive prices are being achieved.	The City should undertake a comprehensive rebidding of the IT contract. Prior to rebidding, the City must clearly delineate specific desired service levels to provide a fair and competitive bidding process for all potential bidders. Given the length of time that the current contract has been in place, there is a definite need to test the market regarding the value of the existing contract.	The City should complete a RFP for IT services following definition of desired service levels in each functional area of IT especially related to the GIS program under development to ensure it is in alignment with City needs.

Identified Improvement Opportunity	Discussion	Recommendation
The ability of staff within individual departments to directly load documents to their respective webpages should be enhanced.	To enhance service to the public and provide quicker responsiveness to loading documents to the web, staff within each Department should be trained to load reports and other documents to their specific web pages.	Training should be provided to designated department representatives so that they can load documents directly to their website without IT support This recommendation should be implemented after the web hosting is transitioned to a subsequent concern.
The City should reallocate responsibility for air noise from the Finance & IT Department to the Planning Department.	The responsibility for handling airspace and noise issues related to air traffic should be reallocated from the Finance Director to the Planning Division of the Community Development Department. This function was allocated to this individual based upon unique prior experiences he had in this topic area. However, the duties are more closely aligned with those that are performed in the Planning Division and should be transitioned to planning staff. While this change cannot be accomplished immediately due to historical knowledge and the need to bring a new staff person up to speed, the Finance Director needs to reallocate time spent on this function to a greater focus on direct Finance and IT duties over time.	The duties currently performed by the Finance & IT Department related to the handling of Airspace and Noise issues related to Air Traffic should be transitioned to the Planning Division of Community Development.

(4)   Organizational and Staffing Recommendations.

The project team evaluated staffing needs in the Finance and Information Technology Department based upon the existing service levels, comparisons to comparable organizations with which we have worked, and recognized standards in the

industry. The following points summarize the key issues related to organizational structure and/or staffing levels:

• The overall organizational structure of this Department is appropriate based upon allocated duties and functions.

• All currently allocated duties are appropriate with the exception of the Airspace and Noise duties related to air traffic. The project team recommends that these duties be reallocated to the Planning Division of Community Development where there is (1) a greater alignment with core duties, and (2) a need to more effectively utilize existing staff.

• Given the size of the IT contract and the fact that all direct IT services are contracted, the project team would recommend that the City continue with one staff position directly allocated to IT functions and that the vacant Sr. IT Analyst position be reclassified as an IT Coordinator and filled.

Otherwise, current staffing allocations should remain as currently budgeted.

C. City Clerk's Office.

The City Clerk's Office is generally responsible for ensuring all public records are appropriately maintained, including the administration of the document imaging program; public records request are timely processed; and agendas and minutes for the City Council are prepared. The following section summarizes our assessment of the best management and operational practices of the City Clerk's Office.

(1) Best Practices and Operational Assessment.

For each best practice or performance target, the project team has identified whether it is a current strength of the organization or an opportunity for improvement.

Performance Target	Strengths	Potential Improvements
Existence of automated indexing for legal records.	The City has implemented a very comprehensive records management system to index and digitize all City records.	

Performance Target	Strengths	Potential Improvements
Extent to which records management program adheres to state laws and local policies / procedures.	The City has a detailed and comprehensive records management program in compliance with state requirements. The Clerk's Office assists each department with compliance and records retention / disposal.	
Council agendas are prepared and distributed in accordance with adopted procedures and in compliance with public notice requirements.	The City's process for preparation, posting and public notice for Council meetings is in compliance with adopted policies and state public meeting requirements.	
Level / type of minutes generated from meetings.	The City prepares summary minutes for Council meetings outlining individual comments of speakers and the final actions taken on each item.	Consideration should be given to the preparation of action minutes only to reduce workload associated with minute preparation.
Use of technology (such as document imaging) to automate critical functions.	The City has implemented a document-imaging program to increase speed and access to all City records.	As this system is more fully developed, the City should consider the expansion of information on the website
Provide secure environment and location for protection of City records	The City has a secure location and environment for the storage of City records.	
Provide timely access to archived records while maintaining record integrity	The City has an effective records management program with an extensive digitized records system.	
Provides advice to departments on records retention issues?	The City Clerk serves as the City's records retention advisor and assists Departments and City staff in compliance with records retention issues.	

The following sections summarize the key strengths and opportunities for improvement.

(2)   Key Operational Strengths.

The City has several current strengths in place related to City Clerk's Office that

should be maintained and built upon in developing a stronger program. These include:

•   A strong public information program that provides access to council agendas, minutes and staff reports is in place.

•   The City has a strong document imaging program in place that provides extensive access to historical documents.

•   City records are maintained in a secure and safe environment.

These strengths provide a strong basis for implementation of the improvement

opportunities noted in the following section.

(3)   Key Opportunities for Improvement.

From our assessment, the following are the key opportunities for improvement

that should be addressed to improve and develop the City Clerk function within the City

of Rancho Palos Verdes. For each of the opportunities for improvement noted in our

assessment, we have provided in the following table, a recommended action to improve

operations and address the noted deficiency.

Identified Improvement Opportunity	Discussion	Recommendation
Consideration should be given to eliminating the preparation of summary minutes and replacing them with action minutes.	The preparation of summary minutes consumes a significant amount of time and effort. Many communities, especially those with meetings that are televised and where meetings are archived for future viewing by the public, have moved to action minutes only.	The City should consider a change to implement only action minutes for City Council meetings, and the meetings of other Council - appointed boards and commissions.
As the document imaging program develops, the City should consider providing greater access via the website to the public for access to primary government documents such as contracts, resolutions, etc.	With additional investments in technology, the ability of the City to provide additional access to the documents online can be enhanced.	The City should explore methods of providing additional online access to digitized public records without a need for submitting a public records request.

The implementation of these recommendations will provide a more efficient and effective City Clerk's function in Rancho Palos Verdes.

(4) Organizational and Staffing Recommendations.

The project team evaluated staffing needs in the City Clerk's Office based upon the existing service levels, comparisons to comparable organizations with which we have worked, and recognized standards in the industry. At the present time, the project team recommends no changes in staffing levels or organizational structure. As noted earlier, the functions related to liability claims are being recommended for transfer to the Human Resources Manager position (when the position is permanently filled).

D. Community Development.

The Community Development Department is responsible for all planning, building permitting and code compliance efforts within the City of Rancho Palos Verdes. The City has implemented a comprehensive one-stop shop for permitting functions, which includes some Public Works permitting activities. The following sections outline the best practices and operational assessment of the Community Development functions.

(1) Best Practices and Operational Assessment.

For each best practice or performance target, the project team has identified whether it is a current strength of the organization or an opportunity for improvement.

Performance Target	Strengths	Potential Improvements
Planning Division		
Is the lead responsibility for the processing of discretionary permits centralized within the Planning Division?	The Planning Division is the lead on all discretionary permits and coordinates reviews by other divisions as required.	
Are there established turnaround times for development review projects (such as special permits) and these are clearly communicated to the public (i.e. – on application materials / website)?	Processing times are dependent upon date of application submittal and scheduled planning commission meetings.	Adopted processing times are not listed on applications or the website in a prominent location. Performance standards for reviews conducted by Public Works have not been adopted. These should be established at the same level as those for the Planning and Building Departments.
Does the department offer a pre-application conference to handle any potential issues proactively and inform the applicant about all City requirements?	The City conducts pre-application conferences with applicants to discuss projects, determine requirements, and provide guidance to staff.	
Does the department have a process to ensure that the overall development review process is coordinated with other appropriate City departments?	The City utilizes the permit tracking system to ensure all review activities are conducted in a timely manner and to coordinate with required reviewers.	
Does the department utilize automated permit tracking software?	The City utilizes a permitting system to track all development review applications, building permits, etc.	Consideration is being given to moving to a new system at the same time the City's financial system is adopted; however, concerns have been identified regarding the ability of one system to provide "best in class" solutions for all City functions.
Does the City offer a one-stop permit center for discretionary permits?	The City has a one-stop center for applications. The Building and Planning functions are within the same Department and share a permit counter. Also within the permitting center, applicants make all payments for applications / permits.	All of Public Works permitting functions are not consolidated within the one-stop permitting center. However, residential applicants are not required to submit permits directly to Public Works – this is handled by staff in the permitting center.

Performance Target	Strengths	Potential Improvements
Is the zoning ordinance, specific plan, comprehensive plan up-to-date?	Zoning ordinance is maintained in an up-to-date manner through periodic updates, as needed.	The City made a determination to update its General Plan internally with staff to reduce costs. This has resulted in an extensive process and time delay in achieving full update.
Application materials and enabling ordinances / legislation is available online for use by applicants?	Zoning ordinance, general plan and specific plan are all available on-line. All application materials are available online.	
Design guidelines have been adopted to guide development within the City based upon an adopted philosophy and "look" for the community.	The City's compatibility requirements provide a high level of discretion and flexibility in addressing individual design elements on projects.	The process is very time consuming given the level of public involvement and subjectivity within the requirements.
An appropriate balance is maintained on workload distribution between current planning, long-range planning, and special projects.	The Division allocates resources between current and long-range planning based upon workload. Current planning workload generally takes priority over long-range planning efforts.	
A "planner of the day" approach is utilized to provide knowledgeable staff at the counter for applicants.	The City assigns planners to counter service each day. This function is primarily provided by the more junior staff.	
Building Division		
An automated permitting system is utilized. It is internet accessible.	The City utilizes the same automated permitting software for building permits as is used in Planning.	On-line permitting is not available.
Adopted plan review time frames and targets have been adopted and are prominently noted on application materials and the website.	The City utilizes a general 2-week review period for building permit applications with a one-week plan review target for resubmittals.	
A resubmittal fee is in place.	The City can charge a resubmittal fee for excessive numbers of plan reviews.	

Performance Target	Strengths	Potential Improvements
Submittals must be accompanied by a narrative outlining how each prior comment was addressed in the resubmittal.	The City requires that a written narrative outlining the change that was made to address prior comments and notation of where on the plans the change is addressed.	
Plan review performance is monitored and tracked.	Time periods for plan review are tracked in the system and reported on periodic reports provided to the Department Director.	
Incomplete applications are not accepted by City staff.	Staff conduct quick completeness review at time of application. Incomplete applications are not accepted.	
Building Inspector responds to inspection requests within one workday.	All requests for inspection received by the cut-off time are handled next business day.	
An automated voice-activated inspection request system (IVR) is utilized or online inspection requests can be submitted.		The City does not utilize either an on-line or IVR system for scheduling and requesting inspections.
Combination inspectors are utilized.	The City utilized combination inspectors.	
Building permit plan checking is accomplished concurrently by all of the departments/divisions involved in the process.	Plan checking is generally conducted concurrently.	
Inspectional staff has received appropriate training and maintain appropriate certifications for their specialties.	Staff has appropriate certifications to perform assigned functional duties.	
Application materials are available on-line.	Building permit application form is available online.	
Plan review submittal requirements are clearly outlined and available online.	The City has a comprehensive checklist available online for use by applicants.	

Code Compliance Division

The City has a proactive zoning Enforcement program / process.	Code Enforcement Officers are responsible for field enforcement of zoning (property maintenance, unpermitted construction, signs, etc.) compliance issues.	
Proactive enforcement is utilized to target activities based upon such factors as compliant volume, risk assessment, and property condition.	Officers are assigned to a specific region of the City and conduct proactive patrol and enforcement. Code Enforcement officers are responsible for a comprehensive range of code enforcement functions including noise, light, property maintenance, zoning, etc.	
Code violations complaints are prioritized and inspections scheduled accordingly (e.g. – respond to critical priorities within 8 hours).	All code complaints received are prioritized upon receipt to ensure highest priority issues are addressed first. Immediate responses are generated for high priority complaints such as vacant or abandoned homes, unfenced swimming pools (access issue or green water), attractive nuisances.	
An administrative enforcement process is utilized as a first response that includes citations and an administrative or independent hearing officer before criminal prosecution is utilized. This includes a range of tools to encourage voluntary compliance to accelerate processing time with a range of sanctions (fines, costs, and penalties) tailored to the case, designed to reduce the reliance on judicial processes, and provide stronger penalties for violators, particularly repeat offenders, etc.	The City has administrative citation process that can be utilized. The City has implemented a strong focus on working with customers to achieve compliance in lieu of formal enforcement mechanisms utilizing these as a measure of last resort. Majority of cases are addressed through voluntary compliance.	
Alternatives have been developed and utilized to reduce the amount of time compliance officers spend in the office dealing with paperwork.		Field utilization of laptops is limited due to connectivity issues in the community.

For certain types of cases (i.e., weed abatement, property maintenance, etc.), Code Enforcement proceeds immediately to abatement after (1) the issuance of a notice of violation and failure to comply within ten days and (2) a hearing by an independent hearing officer. This includes use of a civil penalty.	The City makes effective utilization of abatement activities, where appropriate and applicable, to immediately address non-compliance. Examples include graffiti removal and mowing of grass (i.e. – abandoned properties).	
Goals, objectives, and performance measures have been developed to provide a guide for decision-making, link departmental actions to the broad goals of the Mayor and City Council, and define what resources ought to be allocated to what services.	General goals and objectives are outlined within the City's budget.	More defined performance measures and targets should be adopted and utilized internally to measure and evaluate performance of the Code Enforcement function.
Fees are charged to help offset the costs of providing specific code enforcement services (appeal fees, administrative fees for abatement services, for example).	Fees and liens are placed against properties for abatement work conducted.	

The following sections summarize the key strengths and opportunities for improvement in Community Development.

(2)   Key Operational Strengths.

The City has several current strengths in place related to the Community Development functions that should be maintained and built upon in developing a more effective and customer-oriented program. These include:

•   The majority of permitting functions have been centralized within the Community Development Department. A single department head oversees all planning, building and code compliance efforts.

•   The City conducts pre-application conferences with applicants to discuss projects, determine requirements, and provide guidance to applicants.

•   The City utilizes a single permit tracking system for all permitting activities in planning, and building.

- The Zoning ordinance is maintained in an up-to-date manner and all planning, zoning and building regulations, along with applicable checklists, are available online for use by applicants.

- Planners are assigned to counter-duty as planner of the day to assist applicants with their applications.

- The City utilizes cross-trained building inspectors who are able to conduct inspections and plan reviews in multiple-trades.

- The City has implemented permit coordinators to assist applicants and conduct intake and processing activities.

- The City makes effective use of its website to make the public aware of pending planning applications (especially major developments) and provides relevant background information for the public's review.

- The building permitting function performs plan reviews in a timely manner and have adopted processing times (two weeks initial review, and one week resubmittal reviews) that represent best practices in the industry.

- Code Enforcement officers are responsible for a wide variety of city code enforcement activities and the City has placed a strong emphasis on code compliance rather than punitive enforcement activities.

These strengths provide a strong basis for implementation of the improvement

opportunities noted in the following section.

(3)   Key Opportunities for Improvement.

From our assessment, the following are the key opportunities for improvement

that should be addressed to improve and develop the Community Development function

within the City of Rancho Palos Verdes. For each of the opportunities for improvement

noted in our assessment, we have provided in the following table, a recommended

action to improve operations and address the noted deficiency.

Identified Improvement Opportunity	Discussion	Recommendation
Application processing times are not listed on the applications or the City's website. Performance review targets for Public Works not adopted.	To effectively communicate with the public and ensure a high level of service, processing times should be prominently listed on the City's website for all review functions (planning, building and public works). Applicants should know when to expect a response from the City following submittal of a complete application. Public Works should adopt plan review times consistent with those adopted by the Community Development Department.	The City should include plan review / processing times on applications, and prominently display these performance standards on the website.
Any change in the permitting software should be done with concurrence of the Community Development Department and with a focus on increasing online services available to the public.	At the present time the City is considering acquisition of a new financial system and is considering several enterprise-wide solutions. Any decision on a system to acquire should include concurrence from Community Development that they will continue to have at least the same functionality as present in their current system, and ideally expanded services such as online permitting, online application submittal, status checking of submitted applications, online access to plan review comments, etc.	The City should pursue expansion of additional on-line services for Community Development permitting functions including online submittal of applications, online permitting for over the counter permits, online review of plan review comments, and online view of application status. Any decision regarding changing the City's enterprise wide software system should take into considerations the ability of the new system to maintain or enhance functionality currently in place within Community Development with their existing system.
The City's comprehensive plan should be given priority for completion.	The City has made a policy decision to complete the updating of the City's General Plan internally with existing staff resources. This has resulted in an extensive review and updating process that has delayed completion.	The City should consider addition of some funds to assist full-time staff in completing the update of the City's General Plan in a timely manner.

Identified Improvement Opportunity	Discussion	Recommendation
The City should pursue implementation of on-line permitting for selected permits.	There are many permits issued by the Community Development Department that do not require plan review such as water heater replacements, reroofs, etc. The City should pursue implementation of online permitting for these permits to enhance service to the public.	The City should implement on-line permitting for over the counter permits that do not require plan reviews to enhance service to the public.
The City should consider implementation of on-line inspection requests (or alternatively IVR – interactive voice response system) for the processing of inspection requests.	The use of online inspection requests or an IVR enables the City to eliminate the need for contractors / applicants to talk with staff to request an inspection, enables inspections to be requested 24/7, and further automates the process.	Staff should pursue implementation of either an IVR or online inspection requests to expand service to the public and automate the inspection request process.

The implementation of these recommendations will provide stronger and enhanced Community Development services in the City of Rancho Palos Verdes.

(4)   Organizational and Staffing Recommendations.

The project team evaluated staffing needs in the Community Development Department based upon the existing service levels, comparisons to comparable organizations with which we have worked, and recognized standards in the industry. The following points summarize the key issues related to organizational structure and/or staffing levels:

• The overall organizational structure of this Department is appropriate based upon allocated duties and functions and no change in organizational structure or reporting requirements is needed.

• As previously noted, the project team has recommended the reallocation of duties related to Air, Space and Noise related to air traffic from the Finance Department to the Planning Division. Existing planners should be able to accommodate this work without additional staff requirements.

- Current allocations of planners exceeds that which is typically seen by a community the size of Rancho Palos Verdes, but this is directly attributable to the neighborhood compatibility and view restoration ordinances and regulations that create a level of work not typically found in other communities.

- One position of Permit Tech should be reclassified to a Building Inspector to enable more effective handling of work requirements / activities. While this position can still perform permitting functions as needed, there are times where a single Building Inspector is not sufficient to handle workloads.

Other than these specific recommendations, there are no other staffing or organizational structure changes recommended from the current authorized staffing levels. Existing vacancies that are authorized in the budget were considered as part of the staffing complement when evaluating workload and should be filled.

E.   Public Works.

The City of Rancho Palos Verdes provides most of the public works services through contracted services. Internally provided services are principally related to permitting activities, project development and management, contract management, grants administration, solid waste management, NPDES, and maintenance functions.

(1)   Best Practices and Operational Assessment.

For each best practice or performance target related to the Public Works program, the project team has identified whether it is a current strength of the organization or an opportunity for improvement.

Performance Target	Strengths	Potential Improvements
Fleet and Facilities Maintenance		
Building maintenance staff has an effective preventive maintenance program for its facilities.	Building maintenance services are done primarily through contract services. Each current contract outlines performance criteria within it that are monitored and enforced by City staff.	The current manual work order system should be converted to an automated system.

Performance Target	Strengths	Potential Improvements
Fleet maintenance and repair functions have been centralized.	Due to the small size of the fleet, these services are contracted out.	The City should periodically rebid fleet services to ensure best value is being obtained.
The City has an asset replacement/rehabilitation fund for both vehicles and facility assets, which is contributed to annually base upon useful life and other protocols.	The City documents fleet and facility refurbishments costs in the capital budget.	A long-term facility and fleet program should be more fully developed. Of particular note is the upgrading of the City Hall complex.
STREET & SIGNAGE MAINTENANCE		
Potholes are patched within one workday of receipt of the complaint.	There are extremely few potholes in Rancho Palos Verdes. Potholes (when they occur) are patched quickly in accordance with the City Council's adopted 48 hour repair time frame.	
The average pavement condition index for the City's street network ranges between 65 and 75.	The average pavement condition index for the City's street network exceeds this range. The City Council has adopted a PMI target of 85 out of 100.	
Major road repairs and reconstruction are contracted out.	All maintenance and repair work within Rancho Palos Verdes is contracted out.	
Storm water catch basins, box culverts, and drainpipes are cleaned annually.	Storm water catch basins, box culverts, and drainpipes are cleaned annually.	
Storm water ditches are cleaned annually.	Storm water ditches are cleaned annually.	
Sign reflectivity is checked once every two years and regulatory signs are replaced when their reflectivity falls below acceptable standards.		Sign reflectivity is not checked throughout the City on a consistent bi-annual basis.
ENGINEERING		

Performance Target	Strengths	Potential Improvements
Application processing times are not listed on the applications or the City's website. Performance review targets for Public Works not adopted.	To effectively communicate with the public and ensure a high level of service, processing times should be prominently listed on the City's website for all review functions (planning, building and public works). Applicants should know when to expect a response from the City following submittal of a complete application. Public Works should adopt plan review times consistent with those adopted by the Community Development Department.	The City should include plan review / processing times on applications, and prominently display these performance standards on the website. The Public Works Department should adopt the same processing time standards as are utilized by the Community Development Department.
Engineering services are centralized to ensure economies of scale.	Engineering services are centralized in the Department of Public Works. A substantial portion of engineering work remains contracted out.	
Staffing requirements for all of the capital projects in the first year of the five-year capital improvement program have been identified.	Annual capital program are balanced against the availability of resources to contract for repairs. Contracts to construct specific projects are handled based upon identified projects in the CIP.	
Staffing for design and inspection of capital projects is based upon cost of construction guidelines.		There is no linkage between in-house staffing based on ASCE cost of construction guidelines (for planning, design, project management, etc.) in order to properly identify the resources needed internally to effectively manage and oversee the capital projects.
A project cost accounting system is utilized to enable comparisons of planned versus actual staff hours for the design and inspection of capital projects.	Projects are governed by the capital project budget and internal procedures utilize a project budget cost accounting approach.	
A project management procedures manual has been developed for capital project management and construction management.	The Department of Public Works conforms to and utilizes standards in the "Greenbook" Standard Specifications for Public Works Construction and the Caltrans Manual.	
PARK MAINTENANCE		

Performance Target	Strengths	Potential Improvements
Staff inspects the condition of the parks.	Staff inspects the condition of the staffed parks on a daily basis and inspects un-staffed parks periodically. Park maintenance is primarily a contracted function and staff monitors maintenance activities to ensure compliance with contract requirements.	A more formalized park inspection program should be established to identify maintenance issues.
Quality standards have been developed for park maintenance.	Rancho Palos Verdes has high quality expectations with respect to landscape maintenance standards and park condition.	The City has not adopted formalized maintenance standards with respect to "maintenance metrics." For example, each park is not assigned to a maintenance category (i.e. – A – Best Quality; B – Average Quality) as recommended by the National Parks & Recreation Association.
Levels of service have been developed that define the frequency with which maintenance tasks are to be performed.	Landscape maintenance contracts have service frequency terms and conditions.	
The Department maintains and uses information on the full unit costs of maintenance activities.		Full unit cost of maintenance activity is presently not captured for various work units.
Work activities are scheduled on a frequency sufficient to maintain parklands and assets at a pre-determined level.	The contracted vendors perform landscape maintenance services based upon frequency levels.	
A computerized maintenance management system is in place to handle and schedule preventive, routine, and emergency maintenance service requests.	While a maintenance management system is not in place, with the majority of maintenance work conducted through contracted services it is not necessary for the City to invest in one at this point in time.	The City should consider implementation of a maintenance tracking system to address identified issues and provide real-time business intelligence regarding maintenance efforts, costs, and assessment of condition.

The following sections summarize the key strengths and opportunities for improvement.

(2)   Key Operational Strengths.

The City has several current strengths in place related to the provision of Public

Works services that should be maintained and built upon in developing a stronger and

more effective program. These include:

*   The majority of direct service provisions (building and road maintenance, construction projects, fleet maintenance, etc.) are contracted out enabling the City to leverage market prices, reduce capital investment and limit city staff resources required to provide services to the public. City staff concentrate their efforts on public outreach and response.

*   The City develops an capital program outlining City priorities for capital investment in the municipal infrastructure.

*   The City has adopted maintenance standards based upon community desires to ensure a well-maintained road (though adoption of a target PMI) and infrastructure network (through the use of capital planning). Most key deficiencies are identified and planned for in the capital budget.

*   The City follows general preventive maintenance standards (for items such as pavement condition, catch basin / culvert cleaning, etc.) that are in accordance with industry standards.

*   Engineering services are centralized within Public Works and individual engineers specialize within the engineering practices.

*   Engineers are responsible for project management activities to ensure projects are completed on budget and schedule.

*   The City has conforms to and utilizes the "Greenbook" Standard Specifications for Public Works Construction and the Caltrans Manual.

*   Park maintenance is primarily contracted to private firms for completion. The maintenance function and required service levels are outlined in the individual contracts.

*   The City of Rancho Palos Verdes has high service quality expectations with respect to landscape maintenance standards and park conditions.

*   Landscape maintenance contracts have implemented service frequency terms and conditions that outline the level of service to be provided and how often it should be performed.

These strengths provide a strong basis for implementation of the improvement opportunities noted in the following section.

(3)   Key Opportunities for Improvement.

From our assessment, the following are the key opportunities for improvement that should be addressed to improve and develop the Public Works function within the City of Rancho Palos Verdes. For each of the opportunities for improvement noted in our assessment, we have provided in the following table, a recommended action to improve operations and address the noted deficiency.

Identified Improvement Opportunity	Discussion	Recommendation
The City should review and formalize preventive maintenance and inspection activities to ensure sufficient focus is placed on preventive maintenance of the City's infrastructure.	The long-term ability of the City to provide a well-maintained infrastructure relies on the implementation of a comprehensive and managed preventive maintenance program. The City should review all routine preventive maintenance activates and determine recommended maintenance guidelines that are utilized for developing annual work programs in addition to the new capital projects included in the capital budget.	The City should review and update, as necessary, the on-going preventive maintenance guidelines for infrastructure under control. This will provide the ability to more accurately define annual expenditures necessary for maintenance of existing infrastructure for inclusion in the annual capital budget. The City should consider implementation of a maintenance tracking system to address identified issues and provide real-time business intelligence regarding maintenance efforts, costs, and assessment of condition.
The City should rebid fleet services at least every five years to ensure competitive pricing is being achieved.	While the City has a small fleet that it is responsible for maintaining, the service should be rebid, at least every five years, to ensure competitive pricing is being achieved.	The City should rebid the fleet maintenance contract at least every five years.

Identified Improvement Opportunity	Discussion	Recommendation
A long-term facility needs study should be conducted to determine the required facility needs of the organization.	The City should begin the planning process to determine long-term facility needs within the organization. While all services are being provided in an acceptable fashion with current facilities, the cost of upgrading or replacing existing facilities will require advance planning and budgeting. Of greatest concern is the City Hall complex which is less than an ideal facility for both staff and service provision.	The City should begin the planning process to conduct a comprehensive long-term facility needs study to develop a plan for upgrading or replacing municipal facilities.
The City should adopt ASCE cost of construction guidelines to establish staffing levels within the Engineering function of Public Works.	Since the majority of engineering and maintenance activities is contract out, the City should be staffing its internal engineering function based upon level of effort required to manage the contracted services and perform in-house engineering work. The American Society of Construction Engineers provide well-developed guidelines for the appropriate staffing and expenditures that should be dedicated to project management and design based upon the total dollar value of the project being managed / designed. The City should adopt these standards for on-going evaluation of their required level of staffing internally.	The City should utilize cost of construction standards for establishing the size and specialities of City engineering staff. This will directly link staffing requirements to the number and size of projects under management by City staff to ensure sufficient resources are alloacted to oversee capital projects.

Engineering staff should have established informal "billability targets" so that work activities are charged directly to managed and designed projects and that time spent on each phase of a project is reasonable. |

As described in the recommendations above, the project team recommends that the City adopt specific service levels for each park area in the City park system. The following table summarizes the service level methodology commonly utilized for this

effort and is based upon standards promulgated by the National Parks & Recreation

Association.

Service Level	Service Level Definition and Required Maintenance Staffing
"A"	State-of-the-art maintenance applied to a high quality, diverse landscape. Turf is lush, free from weeds and cut to a precise level. Plants and trees in parks are pruned for safety, tree health and ornamental beauty. Hardscapes are regularly swept and litter is collected 5-7x per week. Requires one park maintenance worker per 4 to 6 developed park acres.
"B"	A reasonably high level of maintenance associated with well-developed park areas with higher visitation rates. Major difference with Service Level "A" is turf is not cut on frequent, regular intervals at precise level and plants and trees in parks are not pruned and trimmed at the same frequency. Litter control is periodic and hardscape maintenance is less frequent. Requires one park maintenance worker per 6 to 10 developed park acres
"C"	The lowest expected service level for fully developed parks or a moderate level of maintenance associated with park locations of large size, of average development, and/or visitation. Maintenance is accomplished, usually with longer service intervals, to keep the park safe and minimally serviceable to the community. This level requires one park maintenance worker per approximately 12 to 18 park acres.
"D"	A minimal service level to parklands or open space with no facilities with the intent to maintain safe grounds and a "natural" ambience. Generally inspection services and litter control are conducted, but on an infrequent basis. Usually such services are conducted as "fill-in" work by staff but otherwise one park maintenance work can cover several hundred acres of undeveloped parkland or open space.

The implementation of these recommendations will provide a stronger and

enhanced parks maintenance program in the City of Rancho Palos Verdes. While

Public Works principally oversees the Park Maintenance activities, Recreation and

Parks staff should be involved in the establishment of condition levels to be utilized.

The table on the following page provides an example of how staff resources

should be planned and allocated based upon cost of construction guidelines. The

billability targets should be based upon a reasonable annual hour total that takes into

consideration the use of leave time (vacation, sick, holiday), training time, and a

reasonable estimation of time required for administrative functions not related to a specific capital project.

Typical billability targets for staff are around 1,500 hours annually or 125 hours per month. This target represents an aggregate for all projects under the control of an individual employee and can be adjusted to provide a time allocation for staff accessibility, public outreach and staff support to projects. While achieving comparable billability targets to those utilized in the private sector is not the overriding goal, these standards ensure that staff time is fully utilized in a productive manner for capital projects and is tracked based upon work performed. Depending upon the number and size of the projects being worked on, some employees may be charging time to a small number of projects and others to a larger number. What is critical is monitoring the total time per employee that is spent on direct service provision that can be allocated to a project and ensuring equitable workloads.

The implementation of these recommendations will address the major opportunities for improvement noted in the Public Works function.

Allocation of Staff Resources for Design and Inspection as a Median Percentage of Net Construction Costs

Type of Project	Street Construction				Street Reconstruction				Traffic Control		Water and Wastewater			
Level of Complexity	**Above Average**		**Average**		**Above Average**		**Average**		**Average**		**Above Average**		**Average**	
Construction Cost (+/-)	$0.25 million	$1 million	$0.25 million	$1 million	$0.25 million	$1 million	$0.25 million	$1 million	$0.25 million	$1 million	$0.25 million	$1 million	$0.25 million	$1 million
Planning and Scoping	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Design Development	10%	8%	9%	7%	13%	11%	10%	8%	8%	6%	9%	8%	8%	6%
Design Survey	1 ½%	1%	1 ½%	1%	1 ½%	1%	1%	½%	1 ½%	½%	1%	½%	1%	½%
Design Administration	2%	2%	1 ½%	1 ½%	2%	2%	1 ½%	1 ½%	1 ½%	1 ½%	1½%	1½%	1 ½%	1 ½%
Construction Survey	3%	2 ½%	2 ½%	2%	2%	1 ½%	1 ½%	1%	0.1%	0.1%	2½%	2%	2½%	2%
Construction Inspection	5%	5%	4%	4%	5%	5%	4%	4%	3%	3%	4%	4%	4%	4%
Construction Management	3%	3%	2%	2%	3%	3%	1 ½%	1 ½%	2%	2%	3%	3%	2%	2%
Project Closure	0.4%	0.1%	0.4%	0.1%	0.4%	0.1%	0.4%	0.1%	0.4%	0.1%	0.4%	0.1%	0.4%	0.1%
Total	**25.4%**	**22.1%**	**21.4%**	**18.1%**	**27.4%**	**24.1%**	**20.4%**	**17.1%**	**17%**	**13.7%**	**21.9%**	**19.6%**	**19.9%**	**16.6%**

(4) **Organizational and Staffing Recommendations.**

The project team evaluated staffing needs in the Public Works Department based upon the existing service levels, comparisons to comparable organizations with which we have worked, and recognized standards in the industry. The following points summarize the key issues related to organizational structure and/or staffing levels:

• The position of Public Works Director should be filled as soon as reasonably possible.

• The current vacancies in the Deputy Director and Assistant Engineer positions should not be filled until after the new Public Works Director is in place, and the Department has implemented cost of construction guidelines and reevaluated staffing requirements for Engineering positions.

• Cost of construction guidelines should be adopted for determining in-house engineering staff requirements. Internal staff resource requirements should be evaluated every couple years based upon adopted and projected capital programs.

Other than these changes, no additional changes in staffing levels are recommended at this time in the currently authorized positions. This level of staffing, including currently authorized but vacant position, was considered in the evaluation of staffing requirements. Following the development of detailed capital program and implementation of cost of construction guidelines, the number of engineering staff should be reviewed.

F. **Recreation and Parks.**

The Recreation and Parks Department is responsible for the oversight and provision of a variety of recreational opportunities within the City of Rancho Palos Verdes including park resources, the museum/interpretative center, and access to recreational programs.

(1)   Best Practices and Operational Assessment.

For each best practice or performance target related to the Recreation and Parks program, the project team has identified whether it is a current strength of the organization or an opportunity for improvement.

Performance Target	Strengths	Potential Improvements
Parks Maintenance		
The City has adopted a cost recovery goal for Parks & Recreation.		The City does not have a formal cost recovery goal for Parks & Recreation Activities. Cost recovery targets should be established for major parks & recreation functions such as the Museum, Recreational programs, etc.
The City provides a comprehensive level of recreational programs to meet community needs.	The City has adopted a targeted approach to provision of recreational programs in line with prior Council policy. The majority of recreational programs are provided by private instructors who rent space from the City at one of the City facilities. Payments are made directly to the provider by participants. Due to the large number of community resources and providers of specialized recreational activities, there is a low "unmet" need in relation to recreation programs. The City directly provides limited programs, mainly focused on special events.	The City Council and Staff should revisit the existing policy of limited recreational programming provision to ensure staff's approach continues to be in alignment with Council Priorities. Current staffing does not support direct provision of recreational programs. If the City were to expand either direct contract providers to expand recreational activities, or expand the number of programs provided by staff, an increase in staff allocation would be required.
The City has a Recreation Software Program in place to assist with registration, enable on-line registrations, and schedule available rooms / facilities.		The City does not currently have in place a software system to manage recreational programs or space rentals. Staff has selected a software program and implementation is underway. Critical functionality for improved efficiency is the ability to utilize on-line registration and space scheduling.

Performance Target	Strengths	Potential Improvements
The City actively promotes rentals of existing recreational buildings / spaces to generate revenue.	The City rents many of its existing facilities to outside entities to generate revenues to offset costs of service provision. Space at the museum is utilized for weddings and similar events.	

The following sections summarize the key strengths and opportunities for improvement.

(2) Key Operational Strengths.

The City has several current strengths in place related to Recreation and Parks services that should be maintained and built upon in enhancing the services provided. These include:

- The City has adopted a targeted approach to provision of recreational services within the City of Rancho Palos Verdes in accordance with prior Council policy decision. The majority of recreational programs are provided by private instructors who often utilize City space / facilities. City provided programs are typically limited to special events.

- The City has a well-defined and utilized rental program to generate additional revenues from short-term rentals of City facilities and locations.

- The City makes extensive use of volunteers, especially docents, to support their operations.

These strengths provide a strong basis for implementation of the improvement opportunities noted in the following section.

(3) Key Opportunities for Improvement.

From our assessment, the following are the key opportunities for improvement that should be addressed to improve and develop the Recreation and Parks services within the City of Rancho Palos Verdes. For each of the opportunities for improvement

noted in our assessment, we have provided in the following table, a recommended

action to improve operations and address the noted deficiency.

Identified Improvement Opportunity	Discussion	Recommendation
The Council should revisit the existing policy of providing the majority of recreational program through private instructors.	While the current approach has served the City well, the City Council should have a working session with staff to review the current policy of providing the majority of recreational services through contracted providers. This discussion should evaluate whether the needs of the community are still being served, the level of programming that should be provided with staff resources, and the sufficiency of the current policy. Current staffing is based upon this model and an increase in direct provision of services would require staffing adjustments.	The City Council should conduct a review of recreational programs, in conjunction with staff, to determine whether they wish to remain with the current approach of primarily providing services through private instructors.
The City does not have in place a software program to manage recreational programs or space rentals.	The City is managing current recreational programs and space rentals without the benefit of a specialized recreational software. This limits efficiency of operations and impacts the ability to provide any on-line registrations or reservation services to the public. The City should pursue implementation of a specialized software package to handle course registrations, space rentals, and enable on-line access to recreation services. Based upon experience with other entities, this should be feasible for an expenditure under $50,000 based upon the current services and service levels in Rancho Palos Verdes.	The City should focus implementation of the selected software system on automation and on-line access to recreation programs and space rentals.

(4)   Organizational and Staffing Recommendations.

The project team evaluated staffing needs in the Recreation and Parks Department based upon the existing service levels, comparisons to comparable organizations with which we have worked, and recognized standards in the industry. This department is operating on a very limited staff allocation and the majority of direct services are either contracted (for maintenance activities and/or recreational programming) or provided by volunteers. The current authorized staffing complement should be maintained with the following exceptions:

- The interim contract position handling Emergency Management functions should be converted to a permanent position within the City. Organizationally, it can either remain within Recreation and Parks or be relocated to the City Manager's Office.

- There is a notable lack of administrative assistant support within this department. These functions are filled primarily by part-time staff who also support the staffing of the City Hall reception desk.   The City should implement a full-time Administrative Assistant position to serve each of these functions.

- The vacant Recreation and Parks Director position should be filled as soon as practical.

Additional staff positions are only recommended if the Council were to make a policy decision to increase City provided recreational programs.

6. EVALUATION OF ORGANIZATIONAL TRANSPARENCY

Over the last several years, there has been an increasing demand from the public for enhanced levels of transparency for government entities. Local governments are no exception, and since local governments are typically the closest and most accessible to residents, the push for greater disclosure of information has focused on the cities and towns across the county.

While there are no "standards" that define an acceptable level of transparency, there are several initiatives throughout the country that provide some guidance on the types of information that should be made readily available by the local government in a proactive manner to increase transparency. One good example (derived from the initiative developed by the Illinois Policy Institute in conjunction with the Sunshine Review) utilizes a ten-point checklist to evaluate local government organizations on their level of transparency. The Sunshine Project also recommends several additional items be considered in evaluations of transparency that are not included within the ten-point checklist of the Illinois Policy Institute.

The following table summarizes recommended items that should be available on local government's website, the rationale for the disclosure of this information, and indicates the project team's assessment of the City of Rancho Palos Verdes' current level of transparency on this item. This is a combination listing of those items recommended from both sources.

Element	Description	Rationale
1. Elected & Administrative Officials' Contact Information	The website should include contact information (Phone & E-Mail) of all elected officials, the top administrator, and the head administrator for each department.	Officials are elected to represent their constituents. In order to do so effectively they should be engaged in regular dialogue and be as accessible as possibly by providing a variety of ways to be contacted. Administrative staffs are knowledgeable resources, provide constituent services and often enforce ordinances. Because of these roles it is imperative for them to be available to constituents by providing contact information to the heads of each department and not just general information.
2. Meeting Information including calendar (future meetings) and minutes and board packets (next upcoming and prior).	Websites should include notices about public meetings of its governing board, and minutes of past meetings. Websites should have meeting agendas for future and/or past meetings, and board packets so citizens and elected officials have equal access to the information used to make legislative decisions.	Citizens should have the knowledge of when an elective body meets and what issues they will be voting on so they can be an informed and engaged in the democratic process. Meetings are one of the few ways the public can engage in true dialogue with representatives. Given the reality of busy schedules, governments should offer an alternative to meeting attendance by posting meetings, agendas, board packets, locations and minutes on their website.
3. Public Records Request	Public Record Request submission & Contact Information for Public Record Custodians	While a website with comprehensive transparency will cut down substantially on Public Records requests, these requests provides an important means through which the public can obtain information regarding the activities of government agencies. Governments are required by law to respond to public record requests within designated timeframes. A public body that maintains a website should post relevant information regarding request procedures, and who to contact prominently online.
4. Budgets	The website should include the current-year budget and the budget for the prior 4 years. (5-years total)	Budgets show the big picture of what goals and priorities the government established for the year and prior years. Budgets details also serve as a way for taxpayers determine how the government performed in relation to past years.

Element	Description	Rationale
5. Financial Audits	The website should include regular audit information for the past 5-years, specifically the comprehensive annual financial report (CAFR) for the agency's total performance. Additionally, websites should include special project report results (such as TIF districts and special construction projects), audit schedules and performance audits for government programs. (Prior 5-years)	While budgets give the big picture to constituents, an audit reveals how well the government performs on their goals. An audit reveals how closely elected officials kept their promises, and enable constituents to hold them accountable.
6. Expenditures	The website should include a Checkbook Register and Credit Card expenditures to all individuals and third-party vendors. (Prior 5-years)	Having access to a checkbook register, or bill list, provides timely and pertinent information about government operations to the citizens and taxpayers. Often such bill lists are voted upon by elected officials and citizens should have access to the same information as its leaders. Having expenditure information online deters waste and abuse by government employees, and increases the chances of rectifying problems once they occur.
7. Salary & Benefits	The website should contain compensation information for each individual employee including Wages, Salary, Overtime, Health, Dental, Life, Pension, etc. (Prior 5-years)	Salaries & benefits is the biggest expense area for most bodies of government. Government employees work for the citizens & taxpayers. Citizens should have a right to know how much in compensation they are paying each of their employees as well as knowing the number of employees each body of government has.
8. Contracts	The website should include rules governing contracts posted online for the last 5-years; including bids and contracts for purchases over $25,000 and the vendor's campaign contributions posted with contract. Labor agreements with all employee groups. (Prior 5-years)	Contracts should be available for review so the people can evaluate if the contract was a no bid replacement and/or if the government chose the best solution for its constituents.

Element	Description	Rationale
9. Lobbying	If the unit of government belongs to any taxpayer-funded lobbying associations that it helps to fund by paying association or membership dues, that information should be disclosed on the government unit's website. Additionally, if any unit of government directly contracts with a lobbying firm that should be disclosed on a website as well. (Prior 5-years)	Almost all government entities have lobbyists on retainer or are members of an association that lobbies on their behalf. This information should be disclosed to constituents, so they can make sure what is being lobbied benefits the community.
10. Taxes & Fees	Websites should include detailed information for any type of tax or fee that it levies including sales, property, income, and miscellaneous taxes, fees on residents & businesses. A comprehensive fee schedule detailing all taxes is preferred. The information should be easy to find.	Citizens should have ready access to tax & fee information. Not only is it important for citizens to know the costs of government, readily available information helps increase collection rates.
11. Municipal Code	The website should include access to the municipality's ordinances (the Municipal Code Book).	
12. Building Permits & Zoning applications.	At the very least applications should be available to be downloaded online. In addition, constituents should be able to submit applications and track the process online.	

The following table summarizes the project team's evaluation of the City of

Rancho Palos Verdes' website and level of transparency against these guidelines.

Element	Evaluation	Recommendation
1. Elected & Administrative Officials' Contact Information	The City's website has a prominently displayed top at the top of the screen labeled contacts that provides access to all necessary information. Full contact information including address, phone numbers and emails are provided for all elected officials. Telephone numbers and an email address contact are provided for all top City administrative positions. In addition, a contact email address is provided for each of the five major commissions and committees of the City.	The City complies with this guideline. The only suggestion for potential improvement is to provide direct email addresses for top administrative staff rather than a generic email for each department.
2. Meeting Information including calendar (future meetings) and minutes and board packets (next upcoming and prior).	The City's website provides access to the current and historical meeting agendas and staff reports associated with each action item. Historical council agendas are listed from 1996 to the present. Agendas for each of the 5 major commissions / committees are also present and include links to the staff reports prepared on each agenda item. At least five (and in some cases many more) years of archived agendas are available. Minutes are available for at least five years for each of the following entities: City Council, Planning Commission, Emergency Preparedness Committee, and the Finance Advisory Committee.	A consolidated meeting calendar that shows for the City all scheduled meetings would provide easier access for the public to identify upcoming public meetings.

Element	Evaluation	Recommendation
3. Public Records Request	The City Clerk's portion of the website provides extensive information related to Public Records Requests including: contact number for requesting public records, log showing all public records requests received, the subject of the request, and the action taken on the request.	A downloadable form or sample request for public information would be beneficial for the public.
4. Budgets	The City has posted both the budget in brief and the full municipal budget online. In addition, the City has available online key financial management policies including: Long-term financial planning, long-term capital planning, investment management, and reserve policy. The City also had a midyear financial report showing budget amendments and updates.	Links to the prior City budgets (at least five years) should be maintained on the website so that the public can view historical budgets.
5. Financial Audits	The current and prior nine comprehensive annual financial reports (CAFRs) are available online.	The City is in compliance with this guideline and no action is necessary.
6. Expenditures	The Finance Department website contains copies of the monthly cash balance report and the improvement authority monthly cash balance report. No reports outlining current expenditures (i.e. – checkbook registers and/or credit card expenditures) was identified / located.	The City should provide access to adopted contracts to provide a more comprehensive and timely access to information regarding the financial condition of the City and where funds are being spent.

Element	Evaluation	Recommendation
7. Salary & Benefits	The City of Rancho Palos Verdes provides a link to salary and benefit information available through the California's State Controller's Office as part of the Government Compensation in California effort. Currently only 2009 and 2010 reports are available on the Controller's website. The City has provided a link to the 2011 report on its own website since this will not be posted by the State until late in 2012.	The City is in compliance with this guideline and no action is necessary.
8. Contracts	No comprehensive listing of contracts entered into by the City is readily accessible from the City's website. Given the extensive number of services provided through contract services in Rancho Palos Verdes, this information should be readily available and disclosed to the public	A master listing of contracts should be provided on the City's website. This should include all contracts entered into, the effective date of the contract, the expiration date of the contract, a summary of the service covered (to be provided) under the contract terms, and the annual and total price of the contract.
9. Lobbying	No information regarding lobbying contracts or activities is available on the website.	To comply with this guideline, the City should provide information regarding any lobbying activities that it is undertaking as well as information on any lobbyists or firms contracted to represent the City's interest.
10. Taxes & Fees	The Finance Department provides links to all fee schedules that are in effect including: Planning Permit, Building and Safety Permits, Public Works Permits, Business License, Massage and Film Permit, City Clerk Fees and Recreation and Park Fees.	The City has developed a fairly comprehensive listing of all fees in a single location for the ease of residents. A more prominent link to this information from the website's homepage may make it easier to locate for the public. Some fee listings (such as encroachment fees) are listed only the Public Works Department section of the website. This should be included in the comprehensive listing provided on the Finance page.
11. Municipal Code	The City Clerk's website provides access to the City of Rancho Palos Verdes' municipal code.	The City is in compliance with this guideline and no action is necessary.

Element	Evaluation	Recommendation
12. Building Permits & Zoning applications.	The City makes available on the Community Development pages of the website, relevant information regarding adopted policies, procedures and regulations. Additionally, a listing of "recently submitted applications" is available showing all applications received over the last four years for planning applications. The website also lists status of approved projects that are under operation, under development, and approved but not yet under development. These links provide detailed information regarding each project. All permit applications are available online enabling individuals to download necessary applications.	Permit applications should be converted to fillable forms for ease of completion by applicants. Longer-term, applications should be available to be submitted online for minor permits (those not requiring plans to be submitted). Status of submitted applications is not available on-line at this time due to the computer system being utilized.

Our evaluation of the transparency of the City's website indicates an extremely high level of information dissemination to the public. In addition to the items listed above, the City makes available a broad range of additional information regarding municipal programs, services, and activities that is not addressed above. The City of Rancho Palos Verdes has a very highly developed website that is designed to provide extensive information to the public and would compare favorably to most municipal websites – and would be viewed as highly transparent in this comparison. While the City has a highly effective website for information dissemination, as noted in the table above, there are a few areas where the City should seek to provide additional information (or realign how some information is presented) to improve access by the public.

The implementation of these recommendations, in conjunction with the current efforts that are already in place to provide transparency, will place the City of Rancho Palos Verdes in the top-tier of communities that embrace and demonstrate transparency of operations.