

**Executive Summary of the Report on the
Organizational Efficiency and Effectiveness
Study**

CITY OF ROSEVILLE, CALIFORNIA



721 Colorado Avenue, Suite 101
Palo Alto, CA 94303
v.650.858.0507 f.650.858.0509

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TABLE OF CONTENTS

Section	Page
INTRODUCTION AND EXECUTIVE SUMMARY	
1. STUDY PURPOSE	1
2. STUDY METHODOLOGY	1
3. STRENGTHS OF ROSEVILLE'S OPERATING DEPARTMENTS	2
4. SUMMARY OF RECOMMENDATIONS	7

INTRODUCTION AND EXECUTIVE SUMMARY

The Matrix Consulting Group was retained by the City of Roseville to conduct an Organizational Efficiency and Effectiveness Study for all municipal operations with the exception of the Fire Department. The report, which follows, presents the results of the study. This study, which began in the autumn of 2010, 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 PURPOSE

The primary intent and goal of this project was to conduct a comprehensive study of the City's operations and ultimately recommend and aid in the facilitation of actions that will improve the effectiveness and efficiency in the utilization of the City's resources. The study shall have a particular goal of identifying and implementing recommendations that will assist management to address the City's need to become a more streamlined organization that is positioned for the future.

2. STUDY METHODOLOGY

In this Organizational Efficiency and Effectiveness Study for Roseville, 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:

- At the outset of the project, the study team interviewed the Mayor and the City Council. 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 an intensive process of interviewing staff in every department in the City, with the exception of the Fire Department (a study conducted by another consulting firm). Members of the project team interviewed over 100 City staff in individual interviews. These interviews included staff at every level in the organization -- managers, supervisors and line staff.
- In order to maximize the employee input into this study, the project team distributed a confidential employee survey which every employee in the City (including Fire) had the opportunity to fill-out and return to the project team. Over 73% of the City's employees took this opportunity to provide input through the survey.
- While on site, the project team collected a wide variety of data designed to document workloads, costs, service levels and operating practices.
- The project team developed descriptive summaries, or profiles, of each department in the City – reflecting organizational structure, staffing, workloads, service levels and programmatic objectives.
- 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 of Roseville.

The best management practices analysis was a critical task in our approach – organizational strengths were identified in that document as well as improvement opportunities. This report focuses on the most significant organization, staffing and management issues facing Roseville.

The next section provides an overall summary of the project's findings, conclusions and recommendations.

3. STRENGTHS OF ROSEVILLE'S OPERATING DEPARTMENTS.

It is important to place any analysis such as this into a complete context. A study such as this one, necessarily focuses much of its attention on improvement opportunities which need to be addressed in a client agency. However, this study

process has also identified many positive characteristics for the City of Roseville. This conclusion was established from:

- Our extensive input and interaction with staff in the organization.
- The ‘best practices’ assessment process utilized in this study was also key to understanding that the City has a history of providing high levels of service and a wide range of services in a cost effective manner.

The project team feels that it is important in this Executive Summary to highlight at least some of the positive features of the City. The table, below, summarizes just a few of these positive attributes:

Central Services
The department facilitates an effective use of purchase cards, city-wide.
Purchasing authority has been delegated to departments for small dollar purchases, although this best practice can be further expanded.
The City’s fleet preventive maintenance program is established consistent with best practice (e.g. manufacturer) guidelines.
Fleet is organized and established as an Internal Service Fund.
There is a fleet replacement program that is funded, maintains cost-effective reserves, and is based upon reasonable replacement cycles.
City Attorney
Each of the City departments has an assigned lead attorney who meets with them regularly to identify any legal issues, upcoming initiatives, and projects to be aware of.
The City Attorney presents a litigation report to the City Council every 4 – 6 months providing a synopsis of all the pending cases to keep them apprised of any issues.
The City Attorney utilizes a Request for Legal Services process for customer departments to obtain counsel from the attorneys, in order to monitor and track workload and issues.
City Clerk
The staff resources are effectively allocated toward the efficient support of City Council, including the preparation and routing of agendas and staff reports.
The City Clerk has developed and updated a comprehensive records management and retention schedule for the departments to follow.

City Manager's Office / Public Affairs & Communications
The Communications Office is a highly professional unit based on corporate model of integrating public affairs, public relations, public information and e-services.
The Communications Office has shown itself to function effectively in highly sensitive situations, such as the recent Mall fire.
Where the Communications Office does not have central control over a service, it provides advice to the staff in departments which do.
City Manager's Office / Development and Operations
A permit coordinator is utilized to address customer / applicant concerns regarding pending applications / permits.
The City has adopted a residential fee deferral program to enhance residential development levels.
Roseville Electric
Roseville Electric is a low cost electrical utility. The 2011 system average rate for Roseville Electric is 6.3% lower than the median rates charged by these investor-owned and publicly-owned utilities. In fact, the rates charged by Roseville Electric are sixth lowest of these twenty-three other electric utilities.
Roseville Electric is a reliable provider of electricity to its customers. Roseville Electric has been awarded the <i>Reliability One</i> award for several years running, most recently in 2009. Its System Average Duration Index, System Average Frequency Index, and Momentary Average Frequency Index are lower than many other electric utilities such as Redding, Pacific, Gas, and Electric and SMUD.
Roseville Electric is largely meeting the expectations of its customers. In a 2009 customer survey, 93% of the Roseville Electric customers that were surveyed were either very satisfied or satisfied with the overall service provided in the past year.
Environmental Utilities
The Department has a dedicated Division to Water Conservation. The Central Valley Project Improvement Act (CVPIA) requires that the City of Roseville institute programs to implement best management practices for urban water used.
The Department has a dedicated Division to water recycling consistent with Title 22 requirements; 3,000 acre feet of Title 22 recycle water are delivered to customers annually.
Staff is trained to maintain and repair both the water and sewer system vertical assets such as treatment plants, pump stations and lift stations.
The City has a Fats, Oils and Grease Ordinance—4683—and effective program to control such discharge.
Water and wastewater field operations are encouraged to keep skill levels current through financial incentives to obtain state certification.
The city's green waste and recycling collection programs result in the City having one of the highest diversion rates in the state.

A household hazardous waste program is in place in the City with a dedicated website discussing information related to CRTs, mediations, motor oils, batteries, etc.
Developed a committed rehabilitation program to contribute funds to rehabilitation and replacement of aging infrastructure with the water, wastewater, and solid waste utilities.
Serving as initial implementation location of the city-wide MAXIMO maintenance management system enterprise-wide which is replacing legacy systems. This is required for tracking and scheduling maintenance of equipment that will allow efficiencies and business driven decisions.
Finance
Written policies and procedures are in place for critical financial / accounting processes.
Extensive payment options including online, electronic (credit card, electronic checks, ACH) have been implemented to serve customer needs.
The City has incorporated both workload and measures of efficiency and effectiveness into department budgets.
All staff have access to a budget “dashboard” to show current performance against budgeted amounts.
The City has policies regarding cost allocation and cost recovery for various city functions.
Human Resources
The HR Department has a developed a comprehensive online Learning Management System to provide web-based training courses for employees.
The HR Department has a dedicated website for users to have access to a wide range of information, with links to key information, including benefits, current job openings, policies, risk management, etc.
The HR Department provides leadership training for middle and top managers.
Information Technology
The City has implemented a Project Management Office to facilitate technology governance processes, implement technology standards, and manage enterprise-wide system projects.
The IT Department has established a number of performance measures as part of its budgeting process to promote its efficiency and effectiveness.
The Help Desk is meeting best practices in terms of timeliness of addressing user issues and problems with hardware and software.
The IT Department has developed and published comprehensive standards, and operating policies and procedures to promote the efficient and effective use of City technology and equipment.
Parks, Recreation and Libraries
Department marketing plans are available for all major facilities/programs: RSC, MSIP, MMHS, Golf, Facilities Overall, and Childcare.
The Department provides diverse and comprehensive recreation programming to the City.

Registration is made as easy as possible so as to encourage participation. Recreation class registration is performed through five different means, including online.
Citizen committees are in place to provide constant feedback and oversight. There is an 8 member Parks & Recreation Commission, 5 member Senior Commission, 7 member Youth Sports Coalition and 6 member Library Board.
The Department has developed formalized park maintenance standards consistent with the PMA – PMD philosophy (e.g., Rushmore to Mojave). These are memorialized in the Parks Division Handbook.
A cost-effective balance full-time versus- part-time staff is utilized as well as between in-house staff and contractors are used. The City utilizes full-time personnel and part-time personnel whereby approximately 50% of staff are full-time and 50% are part-time. Also in-house and contracted personnel for parks maintenance service are generally within a 40% / 60% distribution in workload / staff hours, respectively.
Parks are maintained in good condition and evaluated formally in a QA/QC program. Digital photography is used to identify appropriate park maintenance standard as shown in the Parks Division Handbook.
A Master Tree List was recently developed and an Urban Forest Master Plan is currently underway.
The City's libraries provide a high level of service, meeting or exceeding common library service benchmarks relating to collection size and diversity as well as circulation and programming.
The Libraries coordinate their programs and services within the larger Department, with other libraries in the region and with private non-profit related service providers.
The Libraries have leveraged other sources of income, including the Friends of the Library, the creation of a library foundation, as well as grants.
Planning, Housing and Redevelopment
Strong educational and information materials available for applicants including checklists and online access to development agreements, online fee schedules, etc.
Utilization of professional planning staff to serve at the front counter for application intake and review.
Coordinates a cross department "Infill Review Team" to streamline developments related to infill projects.
The City makes good use of administrative permits to streamline the approval process on smaller / routine projects.
Police
The Police Department actively utilizes volunteers throughout the organization to support various functions and activities, including vacation checks, checking pawn slips, records filing, and data entry.
There are alternative service delivery approaches in place to respond to community-generated calls for service, including civilian response in the field and online reporting.
The Police Department deploys various types of proactive units in the field, including the Crime Suppression Unit, Traffic Enforcement, and Vice and Narcotics to address targeted problems.

The Police Department effectively allocates Youth Service Officers to proactively work with the high-schools and middle schools in the City.
The Police Department has a program performance budget as part of the citywide budgeting process which identifies annual objectives, performance measures, resource requirements, etc.
Public Works
Various technology systems are in place in Public Works engineering, maintenance services, transit, etc. to facilitate decision-making. The City is implementing MAXIMO maintenance management systems enterprise-wide.
Public Works has dedicated staff to floodplain management and interfaces directly with the Environmental Utilities and Park Maintenance Open Space management staff to manage flood control programs.
A detailed design and constructions standards manual is in place and located on the department's website. A stormwater construction guidance manual is also available.
The department plans for and maintains the City Council directed Level of Service Policy as it relates to the transportation needs of the City.
The City has implemented an Intelligent Transportation System technology at all 166 intersections to manage traffic flow, reduce congestion and increase travel efficiency.
Major road repairs and reconstruction are contracted out. This includes all road work and drainage assets in the right-of-way.
Various technology systems are in place in Public Works engineering, maintenance services, transit, etc. to facilitate decision-making. The City is implementing MAXIMO maintenance management systems enterprise-wide.

Again, these are just a few of the strengths of the City's organization as identified by the project team. It is clear from the recommendations which have resulted from this project that Roseville has successfully taken steps to ensure the long range viability of the City. While there are many recommendations for improvement in operations, there are few which call for additional reductions in work force size and composition.

4. SUMMARY OF RECOMMENDATIONS

The extended exhibit, which follows, provides a list of the principle recommendations made in this report, together with the estimated cost impact. The

recommendations have been listed by Department together with an indication of the type of recommendation each is (management / operational efficiency or cost effectiveness) and the magnitude of cost savings, if any.

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
Central Services			
The City should evaluate the need for Central Services and either establishes dedicated department leadership or transfer functions to Public Works (maintenance) and Finance (purchasing) Departments.	Efficiency / Effectiveness	Annual Savings	Agree - The need for Central Services has been evaluated over the past year and the City has determined it should continue to exist as a stand-alone department.
If the City believes a Central Services Department infrastructure is warranted, then a department head position should be assigned fully to the function.	Effectiveness	Neutral	Agree - The City is currently recruiting for the Central Services department head position.
The classification of the Administrative Analyst overseeing the purchasing and warehousing function should be evaluated with the City's ongoing classification study.	Effectiveness	Annual Cost	Agree - The Administrative Analyst position overseeing purchasing and central stores function was evaluated during the City's classification study.
Warehouse and Purchasing			
Increase the delegation of authority for the City Manager from \$19,500 to \$100,000, with varied reduced amounts to \$20,000+ for department heads and division managers, thereby streamlining current purchasing process. Have all purchases exceeding \$100,000 approved by Council. This will require a charter revision to fully execute.	Efficiency / Effectiveness	Annual Savings	While an increase in purchasing authority for City staff would lead to gains in efficiency; such a change requires a City Charter amendment and a similar proposal was not supported with the last charter update.
Perform and report upon regular warehouse inventory audits. Ensure the entire inventory of the city is effectively controlled by formal, written warehouse and purchasing division protocols. Include outcomes as a component of budgetary performance objectives. Warehouse inventory auditing should be performed in all Departments at all satellite warehouse facilities.	Effectiveness	Neutral	Agree - The warehouse is currently in the process of working with Nexant, a warehouse management consulting firm. This effort includes the development of policies and procedures, a citywide reconciliation process, and key performance indicators to evaluate the efficiency and effectiveness of the warehouse operation.
Facility and Custodial Maintenance Services			

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
As service levels provided for custodial maintenance appear to be adequate from end users' perspective, maintain existing in-house staffing levels and contract custodial service approaches. However, all custodial service contracts should be managed and centralized within the Division to ensure consistency of service delivery across all City Departments. <i>Since the draft report, all custodial contracts are centralized and managed within the Division at this time.</i>	Effectiveness	Neutral	Agree - We will continue to use the contract approach while maintaining a small core of City staff to provide contract oversight and custodial services to sensitive and highly visible areas.
Despite benchmark information which indicates low staffing levels in facility maintenance, maintain existing full-time staffing levels and continue to augment services with vendors. The City should continue to consider the impact of long-term deferred maintenance on vertical infrastructure and increase facility maintenance staff accordingly.	Effectiveness	Neutral	Agree - In response to low staffing levels the City has executed service agreements with several vendors over the past year to augment the Building Maintenance staff: Electrical services, HVAC maintenance and repair, and construction services to name a few. Additionally, we completed a 10 year facility plan this year to ensure there is a funded, long-term plan to maintain our vertical infrastructure. We will continue to analyze our maintenance plan and augment services with vendors where appropriate.
Upon MAXIMO implementation, begin tracking customer complaints relative to all maintenance-based services (facility, custodial and fleet).	Effectiveness	Neutral	Agree - Facility maintenance has implemented MAXIMO and we will explore options on how best to capture and analyze customer complaints and resolution within the system for all maintenance divisions.
Develop internal written protocols to determine whether or not in-house staff will be used for a maintenance or project-based initiative versus contracted maintenance. This will ensure a formalized and consistent approach to such decision-making.	Effectiveness	Neutral	Agree - Internal staffing levels, budget, and contractor pricing are used to assist with determining whether to use in-house or contract services. Staff will work with other city departments to develop protocols considering the elements listed in this report.
Fleet Maintenance			

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
Develop additional annual budgetary performance objectives that include wrench-turning and other metrics noted in this chapter.	Effectiveness	Neutral	Agree - Fleet currently uses the performance objectives listed in the report and will add wrench-turning for FY 2013.
Continue to conduct comprehensive fleet usage studies and develop strategies to reduce the size of the fleet both in terms of the number of vehicles and potentially the size of vehicles.	Efficiency / Effectiveness	Annual Savings	Agree - We will continue to conduct fleet usage studies. The utilization policy was revised this year and a usage study is currently underway. Additionally, usage and appropriate vehicle size discussions have been incorporated into the department vehicle replacement meetings with Fleet for the current budget review cycle.
Maintain existing staffing levels in Fleet Maintenance.	Effectiveness	Neutral	Agree – Staff levels will be maintained in Fleet Maintenance commensurate with workload.
Increase shop wrench time expectations from 65% to a minimum of 70%. Indirect charges result in comparatively high labor rates; the City should seek to reduce indirect charges while continuing to capture the full cost of these services. .	Effectiveness	Neutral	Agree – Staff will use 70% for our wrench turning expectation. We will continue to actively participate in the City’s indirect cost studies and seek to reduce charges where reasonable and appropriate.
Consider monetary rewards for maintaining relevant certifications in various maintenance skill sets.	Effectiveness	Annual Cost	Agree - The Mechanic I classification requires three valid certificates as an Automotive Service Technician as issued by the National Institute for Automotive Service Excellence (ASE) and the Mechanic II classification requires eight valid certificates. The City provides training materials for ASE testing and pays for ASE examinations for both certification and recertification.
Expedite implementation of the MAXIMO CMMS for use by Fleet.	Effectiveness	Neutral	Agree - Fleet MAXIMO implementation is scheduled for spring of this year.
City Attorney			
The City Attorney’s Office should continue with its current organizational and management structure.	Efficiency	Neutral	Agree – The City Attorney’s Office will maintain the current organizational and management structure.
The City Attorney’s Office should continue with its current allocation of staffing levels.	Efficiency	Neutral	Agree – The City Attorney’s Office will maintain staffing levels commensurate with the workload.

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
The City Attorney's Office should formalize the service request process and develop more effective workload and performance indicators in order to better manage staff resources and utilization.	Effectiveness	Neutral	Agree - Improved identification and tracking of service requests and assignments that are generated outside the current formalized system would better manage resources. Related is our interest in adapting the formal process to better integrate requests submitted by email, which could also shorten response times.
Continue assessing the capabilities of in-house staff and better measuring the utilization of outside counsel to determine cost-effectiveness.	Efficiency	Neutral	Agree - This process is continuous and its goal is one of the core principles of our departmental mission and philosophy of service to the organization.
City Clerk			
The City Clerk Technician should report directly to the City Clerk.	Efficiency	Neutral	Disagree - The City Clerk Department staffing ratio meets the direct mission of the department without reorganizing supervision levels or realigning direct reports.
As part of the reclassification study, the City should further explore the reclassification of the Records Coordinator to a Senior Deputy Clerk and thus eliminate the Records Coordinator title.	Effectiveness	Annual Increase	Disagree - The Classification Study is a separate and distinct view of job duties and titles. If the Classification Study denotes a reclassification is warranted the department will move forward with the recommendation.
The City should maintain an allocation of 7 full-time equivalents for the City Clerk's Department.	Efficiency	Neutral	Agree – The City Clerk's Department will maintain staffing levels commensurate with the workload.
The City Clerk Department should allocate 1 Deputy Clerk staff position under each Senior Deputy Clerk position.	Effectiveness	Neutral	Disagree - The City Clerk Department is a relatively small department with a need to perform duties without over-supervising employees. The recommendation would create redundant layers in the department.
The City should implement a 311 system and re-allocate switchboard services from the City Clerk staff. If implemented and staffed by a department other than the City Clerk, the City should not fill the vacant Senior Deputy Clerk position or reallocate the position to the department staffing the 311 operation.	Efficiency	One-Time Increase	Agree - The City Clerk, in concert with Information Technology and the Communications Department is committed to study costs, design, staff levels and implementation of a 311/CRM system within the next 18 to 36 months

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
The City should implement a paperless agenda process.	Efficiency	One-Time Increase	Agree - The Information Technology Department and the City Clerk will be working on a citywide records management project with representation from all departments. The forum will allow the team to discuss the benefits of a paperless system and research the steps and cost for possible implementation.
City Manager's Office / Public Affairs & Communications			
There should be one voice from the City to the public. Review the need for separate public relations / public affairs functions in other departments; ensure that communication, training and coordination exists in public information functions in Offices in which they will be retained.	Efficiency	Neutral	Agree - A citywide communications redesign committee was assembled in Fall 2011 to examine how departmental staff and centralized staff can meet citywide needs and priorities more efficiently and effectively. A City wide communications strategy will be developed in 2012. The strategy could result in increased costs to the City.
Encourage the development of a formal Comprehensive Communications Strategic Plan to inform the public and to guide departments on top communications goals, objectives and strategies for the City as a whole. The Communications Office should facilitate a process with the City's elected and staff leadership to develop this plan.	Efficiency	Neutral	Agree - A citywide strategic communications plan is planned for 2012. There will be one-time costs for the development of the plan and ongoing costs are undetermined.
City Manager's Office / Development and Operations			
The City should implement a strong Development Team approach to the provision of development review services, under the overall direction of the Development and Operations Division, to increase services and collaboration between the various departments / divisions involved in the Development Review process.	Effectiveness	Neutral	Agree - Development and Operations is implementing a Development Services Team which reduces the number of departments involved in plan review and inspection. All Development Services Team members will be located in the Civic Center in proximity to the Permit Center.

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
The Permit Coordinator position in the Development and Operations Division of the City Manager's Office should be assigned greater oversight of managing the development review process and the duties of the position expanded.	Effectiveness	Neutral	Agree -The Community Development Coordinator has been assigned to the Building Division. This positions duty has been expanded to provide oversight and management of the Permit Center counter staff providing for an immediate cross departmental response to customer concerns.
The City should develop a comprehensive "How to Manual" or "Development Guide" for use by the public and publish this document to the website.	Effectiveness	Neutral	Disagree - The City has posted how to directions and flow charts for the development services within the Permit Center and on the City's webpage. Given that most projects only require a narrow segment of the City's development services a comprehensive guide is of limited benefit to the City's development customer. No change is planned with this recommendation.
The Guide should include copies of checklists for each phase of the development process, as well as copies of all standard conditions of approval for each department.	Effectiveness	Neutral	Agree - City staff has produced submittal checklists for Planning, Building, and Engineering and has posted them to the City's web page. Staff will continue to monitor the web page to ensure current and accurate information is provided.
The City should implement an on-line electronic subscription based newsletter covering development related issues.	Effectiveness	Neutral	Disagree - Staff believes that resources are better spent informing the development customer through existing venues including; the City's webpage, outreach workshops, Development Advisory Committee and networking with groups such as the BIA, PCCA and Builders Exchange.
The Staff in Development and Operations should coordinate the overall effort to enhance the information provided to the public including application guides, email newsletter, standards conditions of approval, zoning code interpretations, etc. Development and Operations should ensure all participating departments / divisions take a similar approach. Additional information and materials should be provided on the City's website.	Effectiveness	Neutral	Agree - The creation of a Development Services Team coupled with the implementation of Accela Automation will dramatically increase the availability of information and accountability of development services. The implementation of new permitting software will provide common branding and include the standardization of development reporting across departments. Department or work unit performance measures will be posted to the City's web page.

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
The City should automate the fee calculation process and provide this ability on its website for applicants to estimate project fees in advance of submission.	Efficiency	One-Time Increase	Agree - The City has contracted with Accela Inc. for the purchase, install and implementation of Accela Automation as the City's single source software for all permitting needs. Included within the contract for services is the delivery of an online fee calculator and estimator.
The City should develop a policy outlining criteria for projects eligible for expedited review and permitting and establishing a fee for this service.	Effectiveness	Neutral	Agree - The City has developed and implemented multiple policies for expedited reviews and permitting within the Building Division. Each of the expedited processes has identified the cost associated with providing the service. Staff will explore opportunities for expedited services for other development permit types.
The City of Roseville should replace PTS and Permits Plus with a single new permitting software that is capable of handling both planning, building and engineering applications and permits and that will enable the implementation of additional on-line services including electronic plan submittal and routing.	Effectiveness	One-Time Increase	Agree - The City has contracted with Accela Inc. for the purchase, install and implementation of Accela Automation as the City's single source software for all permitting needs. This software will serve Building, Engineering, Planning and Fire with integration with Environmental Utilities and Electric.
Standard reports should be developed on the status of current development review activities for use in the management of projects and for reporting to key audiences (such as top City management and the City Council) the status of development review activities. These reports should be developed on a monthly basis for distribution to the intended audience and posted to the City's website.	Effectiveness	Neutral	Agree - The implementation of Accela Automation will include the standardization of development reporting across departments. Department or work unit performance measures will be measured in real time to be reported on in weekly, monthly and yearly formats. Performance results will be reported to customers via the City's web page and email.
Re-allocate the Environmental Coordinator to the integrated Community Development Department.	Effectiveness	Neutral	Disagree - The Environmental Coordinator position plays a key role in coordinating environmental responses to projects within and outside the City. This position also plays a key role in environmental policy development which requires a big picture view which is available in the current position within Development and Operations.
City Manager's Office / Economic Development			

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
The Economic Development function should continue under the leadership and management of the City Manager's Office.	Effectiveness	Neutral	Agree - A new Economic Development Strategy is being prepared with implementation expected in Spring, 2012. Partnerships will be a key aspect of the new strategy with the Roseville Community Development Corporation (RCDC) playing a critical implementing role.
Roseville Electric			
The City should consider ways to team the Four (4) Information Technology Staff in Energy Systems, within Roseville Electric with the Information Technology Department.	Efficiency	Neutral	Agree – The City has contracted with Moss Adams LLP to conduct an Infrastructure, Staffing and Security Compliance Assessment of the City's Information Technology resources.
The Public Relations Manager in Roseville Electric should be “teamed” with the Office of the City Manager.	Efficiency	Neutral	A citywide strategic communications plan is planned for 2012. Additionally there are two upcoming studies -the Compensation, Staffing and Service Delivery study and Organizational Check Up will be reviewing communications for the utility. Combined these studies will inform opportunities to improve communication efficiency and effectiveness.
The responsibility for the supervision of the Utility Exploration Center should be transferred to the Parks, Recreation, and Libraries Department.	Efficiency	Neutral	The City agrees that successful oversight and operations of the center should be evaluated. Staff will review the current supervisory responsibilities and study options for improving efficiency.
The extent of supervision for Retail Services should be further evaluated.	Efficiency	Annual Savings	Agree - The Compensation, Staffing and Service Delivery and Organizational Check Up studies mentioned above will also look at this area for opportunities for improvement.
Roseville Electric should evaluate the need for a second Construction Supervisor position in the Distribution Division.	Effectiveness	Annual Increase	Agree - The Compensation, Staffing and Service Delivery and Organizational Check Up studies mentioned above will also look at this area for opportunities for improvement.
Roseville Electric should evaluate the need for the Electric Utility Technician in the Distribution Division allocated to the completion of the asset registry in MAXIMO upon completion of that task.	Efficiency	Annual Savings	Agree - MAXIMO is expected to be fully operational for the Distribution unit within 18 months. Once the system is fully operationally, staffing levels will be evaluated.

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
A MAXIMO system administrator position should be authorized in the Information Technology Department. That position should function as the citywide system administrator for MAXIMO.	Effectiveness	Annual Increase	Agree - MAXIMO is expected to be fully operational within the next 18 months. Once the system is fully operationally, staffing levels will be evaluated.
Roseville Electric should evaluate the need for additional professional-level electrical engineering positions within the Engineering / Dispatch Division.	Effectiveness	Annual Increase	Agree - The Compensation, Staffing and Service Delivery and Organizational Check Up studies mentioned above will also look at this area for opportunities for improvement.
The Distribution Division should initiate a capital improvement program project to replace electromechanical relays.	Effectiveness	One-Time Increase	Agree - Over the past 18 months, Roseville Electric staff has worked on preparing a comprehensive rehabilitation plan and program. The program will begin to be funded in Fiscal Year 2013.
Roseville Electric should develop an expanded replacement and upgrade capital program to address aging electrical distribution assets including those assets cited in this report.	Effectiveness	One-Time Increase	Agree - Over the past 18 months, Roseville Electric staff has worked on preparing a comprehensive rehabilitation plan and program. The program will begin to be funded in Fiscal Year 2013.
The first-line supervisors in the Distribution Division should be required to use MAXIMO to plan and schedule the work of their staff on a weekly or bi-weekly basis.	Efficiency	Neutral	Agree - Once MAXIMO is completely installed and operational, work practices and procedures will be implemented for all staff to follow.
The first-line supervisors should be required to utilize the MAXIMO Asset Management Scheduler to plan and schedule the work of their crews.	Efficiency	Neutral	Agree - Once MAXIMO is completely installed and operational, work practices and procedures will be implemented.
The Distribution Division should enter the electrical distribution asset data into the Equipment Module of MAXIMO.	Efficiency	Neutral	Agree - Once MAXIMO is fully operational (within the next 18 months), its available functions will be utilized.
The Distribution Division should develop a comprehensive preventive maintenance program for the electrical distribution system.	Efficiency	Neutral	Agree - Specific asset group maintenance programs have been implemented, however a comprehensive, utility wide program will be developed as resources are available.
The Distribution Division should use the Job Plan Module and the Preventive Maintenance Module in MAXIMO to manage the preventive maintenance of the electrical distribution system.	Efficiency	Neutral	Agree - Once MAXIMO is fully operational (within the next 18 months), its available functions will be utilized.
All of the work performed by the field crews in the Distribution Division should be charged to work orders in MAXIMO using the Work Order Module.	Efficiency	Neutral	Agree - Once MAXIMO is fully operational for the Distribution group, work orders will be used within the MAXIMO system.

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
Roseville Electric should prepare a detailed master plan for the electrical generation and distribution system.	Effectiveness	Neutral	Agree - Plans for certain asset groups have been completed, however, a combined generation/distribution system plan has not been done. A master plan will be developed as resources are available.
The Engineering / Dispatch Division should develop a system contingency plan.	Effectiveness	Neutral	Agree - A system contingency plan does exist.
The Engineering / Dispatch Division should expand the scope and content of its circuit management studies to include short circuit, system protection, insulation coordination, power factor analysis, load flow and voltage analysis.	Effectiveness	Neutral	Agree - All of these activities are currently being performed with the exception of insulation coordination which is normally only performed on transmission systems. Roseville does not own or operate transmission systems.
Roseville Electric should “chunk” its approach to compliance with NERC standards and initially focus its efforts on compliance with those regulations that are cited by NERC as most often as being in violation.	Effectiveness	Neutral	Agree - A gap analysis is being performed to further address areas of focus with regard to NERC compliance standards.
Roseville Electric should retain a consulting firm, at a one-time cost of \$50,000 to \$100,000, that specializes in NERC Compliance to conduct a “demonstration project” for Roseville Electric that focuses on high-priority NERC standards with an eye towards building a model of sustainable compliance that Roseville Electric could apply to the rest of the applicable NERC Reliability Standards due for an audit in 2013.	Effectiveness	One-Time Increase	Agree - Roseville Electric issued an RFP in 2011 and hired a consultant in January 2012, to perform gap analysis of its compliance program.
Environmental Utilities			
Through continued re-organization of the Environmental Utilities Department, continue to identify positions that can remain vacant, be eliminated or be consolidated.	Efficiency	Annual Savings	Agree – Staffing resources need to be commensurate with workload.

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
As detailed in other chapters, further evaluate the re-organization of the Environmental Utilities Department including transfer of civil engineering-related services and Utility Exploration Center staff to other city departments. This includes all of the EU Engineering Manager’s staff excluding the Safety Coordinator, EAM MAXIMO Engineer and Data Management Section staff.	Efficiency / Effectiveness	Unknown	<p>Agree - Both PW and EU “Civil Engineers” involved in development services can consolidate efforts for greater efficiency. However, PW, EU and Electric engineers involved in capital projects should remain within their respective departments.</p> <p>Agree - The Safety Coordinator position has been evaluated and moved to the Business Services Section of EU.</p> <p>Disagree – The EAM Engineer and Data Management section should be a support group for the program with a steering committee that governs the process similar to the GIS governance process.</p>
The effective, consistent and comprehensive implementation and use of the MAXIMO CMMS should represent a “vital few” agency goal for all City maintenance organizations.	Effectiveness	Neutral	Agree
Consistent with ISO best practice philosophies, develop an agency-wide Standard Operating Practice Manual to describe the overall proper use of the MAXIMO CMMS as a data repository and management information system.	Effectiveness	Neutral	Agree - Maximo is currently being implemented on a City-wide basis.
Design the MAXIMO CMMS Preventive Maintenance scheduling program to ensure assets are maintained at the appropriate frequency.	Effectiveness	Neutral	Agree - Maximo is currently being implemented on a City-wide basis.
During the design of the MAXIMO CMMS Preventive Maintenance database, ensure preventive maintenance time-on-task estimates accurately reflect the expected time to perform a preventive maintenance service.	Effectiveness	Neutral	Agree - Maximo is currently being implemented on a City-wide basis.
During the design of the MAXIMO CMMS Preventive Maintenance database, over the longer term, update the PM job plan descriptions so that they provide comprehensive details as to the PM tasks expected.	Effectiveness	Neutral	Agree - Maximo is currently being implemented on a City-wide basis.

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
Record actual parts and materials, and their attendant costs, to all CMMS work orders where such supplies are used.	Effectiveness	Neutral	Agree - Maximo is currently being implemented on a City-wide basis.
To ensure accuracy, audit on an annual basis the hourly rate of maintenance staff used in the MAXIMO CMMS. Similar to fleet mechanics, a fully loaded labor rate should be calculated for EU Department Maintenance staff.	Effectiveness	Neutral	Agree - Maximo is currently being implemented on a City-wide basis.
Record actual labor time as opposed to estimated labor time on PM and other work orders. Develop an SOP whereby all City staff are instructed to record time to the nearest quarter-hour on maintenance work orders. Develop a Standard Operating Practice for recording travel time on all relevant CMMS Work Orders. Travel time should be captured to the nearest quarter-hour.	Effectiveness	Neutral	Agree - Labor time will be part of developing the system and data recording requirements.
Develop a procedure for completing CMMS Work Order text fields when maintenance jobs would benefit from clarifying information as to work accomplished.	Effectiveness	Neutral	Agree - The software has the ability to insert notes, maintenance log information
Transfer the MAXIMO EAM Engineer from Environmental Utilities to the Information Technology Department to spearhead/assist in project managing the initiative to ensure a comprehensive CMMS implementation designed to enhance the database as well as usability of MAXIMO as a maintenance management tool.	Effectiveness	Neutral	Disagree – The EAM Engineer and Data Management section should be a support group for the program with a steering committee that governs the process similar to the GIS governance process.
Finance			
The Finance Department should continue to evaluate the overall organizational structure of the Finance Department. If a similar structure remains in place, the City should seek to fill the Utility and Special Projects Manager position and hold a different managerial / supervisory position vacant (i.e., Customer Services Manager).	Efficiency	Annual Increase	Agree - We are currently in the process of evaluating the utility billing service's staffing structure. We have held, and continue to hold, open the Utilities Billing Manager position.
Staff allocated to the Utility Billing and Customer Service should be fully cross-trained.	Efficiency	Neutral	Agree - We have a cross-training program in place.

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
The City should develop a plan for full implementation of AMR to determine both financial feasibility and potential staff reductions.	Efficiency / Effectiveness	Neutral (potential savings)	Agree – Automatic Meter Reading (AMR) is planned within the next year (pending financial resources). Electric meters will depend on the technology solution chosen by the City’s Electric department. Implementation of a full AMR solution is likely two to three years off.
The Finance Department should develop a five-year financial plan outlining and projecting major revenue and expenditures to guide policy decisions regarding service levels, staffing allocations, and major revenue and expenditure decisions.	Effectiveness	Neutral	Agree - The Finance Department has developed a detailed five-year budget projection and updates it at least annually.
The City should undertake a self-evaluation of its financial condition by utilizing the standards and benchmarks outlined in the ICMA “Evaluating Financial Condition” handbook.	Efficiency	Neutral	Agree - We have purchased the “Evaluating Financial Condition” handbook and will pursue this evaluation as staff time is available.
The Finance Department should issue an RFP for banking services to evaluate whether better or more cost effective services are available. On an on-going basis, this should be done at least every five years.	Effectiveness	Neutral (potential savings)	Agree - We are planning on issuing a banking RFP early in the 2012 calendar year.
The City should issue an RFP for electronic payment services in order to gather necessary information to evaluate whether the existing multi-vendor approach is still the most cost-effective manner of providing service.	Effectiveness	Neutral (potential savings)	Agree - A single vendor is preferable, and we will research the possibility of consolidating all electronic payments under one vendor.
The Finance Department should work with the various departments involved with development review activities to implement electronic online payments.	Efficiency	Neutral	Agree - This is being done via the Accela Automation software upgrade and should be implemented within the year.
The City should undertake both a cost-allocation and user fee study within the next three years utilizing external consultants.	Effectiveness	One-Time Cost	Agree - The City currently hires a third-party consultant to prepare cost-allocation studies on an annual basis. Fee studies are reviewed every three to five years.
Following upgrade of the Sunguard IFAS system, the Finance Department should develop a plan for implementing electronic processing of invoices throughout the City.	Efficiency	Neutral	Agree - We are currently scanning paid invoices into Sire, the City’s electronic documentation software. It is our plan to implement electronic processing of invoices once the IFAS upgrade is stable.

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
The Finance Department should develop and implement a comprehensive training program to train Department staff on the utilization of the new Sunguard IFAS system focusing on the functionality available on the system and reporting features and options.	Effectiveness	Neutral	Agree - We currently do semi-annual training and are in the process of developing an on-demand on-line training module.
The Finance Department should participate in the GFOA Distinguished Budget Award program.	Effectiveness	Neutral	Disagree - The City currently participates in the CSMFO budget award process. We believe the GFOA process is too costly and does not provide extra value to the City.
Human Resources			
The HR Department should maintain its current organizational structure and management levels.	Efficiency	Neutral	Agree - The City intends to maintain Human Resources Department staffing commensurate with workload.
The HR Department should maintain its staffing levels at 12 full-time positions.	Efficiency	Neutral	Agree - The City intends to maintain Human Resources Department staff at the current numbers.
In conjunction with other planning efforts in the City, the HR Department should develop and implement a strategic human resource plan.	Effectiveness	Neutral	Agree - The department has developed an updated strategic plan. This updated plan was finalized on November 7, 2011.
Continue developing more effective and efficient performance measures and indicators to manage HR services and personnel.	Effectiveness	Neutral	Agree - This item will be reviewed as part of the 2013 budget process.
Each City Department should implement and utilize the Learning Management System.	Effectiveness	Neutral	Agree - Staff continues to support departmental use of the Learning Management System which documents training and educational records.
As part of a comprehensive human resource strategy, the City should implement a training program for each classification that best supports city-wide and departmental goals and objectives.	Effectiveness	Neutral	Agree - Staff is working to affirm and update previously established competencies for each level with the organization.
Continue with comprehensive efforts to reduce workplace injuries and illnesses by implementing various best practice elements.	Effectiveness	Annual Savings	Agree - Staff provides and promotes safe work practices training through RoseU. Human Resources staff also chairs the Occupational Health and Safety Committee with representatives from each department focusing on employee safety.
Reduce the liability exposure of the City by continuing to implement best practices for high-exposure areas.	Effectiveness	Annual Savings	Agree - Staff resolves risks within the community using the expertise of a third party claims administrator.

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
Information Technology			
The Information Technology Department should consolidate its organizational and management structure by reducing the number of Divisions.	Efficiency	Neutral	The City has retained Moss Adams Consulting to evaluate the IT organizational structure and staffing.
The City of Roseville should further centralize information technology staff resources, particularly re-allocating staffing from Environmental Utilities and the Electric Department, including the allocation of an existing resource to serve as the citywide MAXIMO system administrator under IT.	Efficiency	Neutral	Disagree – The EAM Engineer and Data Management section should be a support group for the program with a steering committee that governs the process similar to the GIS governance process.
The IT Department should be centrally staffed with at least 32 positions.	Efficiency	Neutral (potential savings)	Agree - The City intends to maintain IT Department staffing commensurate with workload.
The IT Department should consolidate the Manager positions between the current Business Applications Division and Public Safety Technology Division and pool the staff resources together in order to support all City departments.	Efficiency	Neutral	The City has retained Moss Adams Consulting to evaluate the IT organizational structure and staffing.
The IT Department should work to reduce help desk call volume and adopt a performance target of between 3 – 5 help desk calls per employee.	Effectiveness	Neutral	Agree - Implementation of Maximo service catalog (self-service) will help to achieve the desired result; also minimum competencies in addition to the recommendations of the report.
Publish a Frequently Asked Questions and other self-help tutorials for troubleshooting hardware and software problems.	Efficiency	Neutral	Agree - Implementation of Maximo service catalog (self-service) will help to achieve the desired result.
The IT Department should maintain the current line staffing levels of the help desk.	Efficiency	Neutral	Agree - The City intends to maintain IT Department staffing commensurate with workload.
Allocate any equipment management and purchasing activities from the Service Desk to the Administrative Services / Project Management Office function.	Efficiency	Neutral	Agree - Ordering and budget efficiencies may be achieved by implementing this recommendation.
Re-allocate the Senior Systems Analyst from the Service Desk to Administrative Services / Project Management Office to focus more on enterprise-wide system implementations.	Effectiveness	Neutral	The City has retained Moss Adams Consulting to evaluate the IT organizational structure and staffing.

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
Maintain current GIS staffing levels in ITD and continue to leverage the current citywide efforts made to increase collaboration among GIS resources.	Efficiency	Neutral	The City has retained Moss Adams Consulting to evaluate the IT organizational structure and staffing.
Re-allocate the Systems Analyst II position currently under the GIS Division to the Business Applications Division.	Efficiency	Neutral	The City has retained Moss Adams Consulting to evaluate the IT organizational structure and staffing.
Consider consolidating the infrastructure and network staff resources under the existing Operations Manager.	Efficiency	Annual Savings	The City has retained Moss Adams Consulting to evaluate the IT organizational structure and staffing.
Parks, Recreation and Libraries			
As soon as practical, re-organize the Parks, Recreation and Library Department to include two PRL senior managerial positions, thereby reducing the current excessive span of control for the Director.	Effectiveness	Annual Cost	Agree - Span of control is currently not functional. Will evaluate the department organizational structure to allow for growth.
Fill the PRL Director position immediately, no longer substituting the "temporary acting" classification presently held by the Director.	Effectiveness	Neutral	Agree – The PRL Director position has been filled.
All museum operations should be operated by the PRL Department, transferring necessary core staff, duties and responsibilities from Utilities, etc. presently involved in museum functions. The utility departments should continue to support the Utility Exploration Center through inter-fund transfers to the PRL Department.	Effectiveness	Neutral	Agree - We will continue to evaluate the best way to transition to PRL or effectively collaborate with Utility Departments.
Re-evaluate the need for tree trimmer positions as a component of the classification study.	Effectiveness	Neutral	Agree – Staff will evaluate the organizational structure of the Open Space division in conjunction with overall assessment of department organizational structure.
Parks			
Maintain existing park maintenance, open space maintenance, and allocation of work between full-time, part-time and contract staff. Continue to appropriately, efficiently and effectively maintain parklands at an overall "B service level."	Effectiveness	Neutral	Agree - Service level standard will be maintained at "B" service. In addition staff will develop Open Space service level standards and will continue to balance fulltime staff with contract staff.

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
Expedite implementation of the city-wide MAXIMO CMMS to better facilitate workload data collection in the PRL Department.	Effectiveness	Neutral	Agree – PRL Department is scheduled to move forward with MAXIMO implementation in 2012
Implement a formal 7-year or species-specific contracted tree trimming program throughout the City estimated at approximately \$300,000 per annum. The Urban Forester should oversee this program.	Effectiveness	Annual Cost	Agree - Some areas are currently on a 7 year pruning cycle. Other areas of the City do not have funding for tree trimming and will not meet standards unless alternative funding source is identified.
Ensure all tree trimming operations are centralized in the PRL Department under a professional arborist to ensure a consistent approach to arbor maintenance. The Urban Forester should oversee all tree-related functions.	Efficiency / Effectiveness	Neutral	Disagree – Tree trimming with the exception of trimming around power lines will be maintained in the PRL Department and the City will seek opportunities efficiencies through contracting.
Recreation			
Maintain existing recreation staffing levels despite relatively lean staffing given the totality of recreation program offerings. Maintain diverse recreation programming.	Effectiveness	Neutral	Agree - The City intends to maintain recreation staffing commensurate with workload.
Develop an overall cost recovery goal at a policy-level to be approved by the 8 member Parks and Recreation Commission and City Council. It is recommended the City strive for a 40%-45% fully loaded overall cost recovery goal and establish similar metrics for each programmatic area (e.g., Youth Sports). Periodically rotate these assignments to facilitate cross-training.	Effectiveness	Unknown	Agree - We will be developing policy goals including cost recovery plan that fits our City and Department needs.
Consider revising the recreation program assignment strategy across multiple positions and identify one position as accountable for leading a program (e.g., all Youth Sports).	Effectiveness	Neutral	Agree – Staff will evaluate organizational structure of Recreation Division in conjunction with overall assessment of department organizational structure. May have a hybrid model with individual and geographical oversight of program areas.
Library Services			

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
The Library should continue to function in a “community services” environment, organized with other community services functions in the City. This provides opportunities to coordinate a wide variety of services as well promotion of these services in the City.	Effectiveness	Neutral	Agree
The “community services” concept should be strengthened by organizing both of the City’s museums in the Parks, Recreation and Library Department. Both of the City’s museums should be organized under the Library and be made the management responsibility of the new Director. The responsibility for the supervision of the City’s museums, including the Maidu Museum and the Utility Exploration Center should be transferred to the Libraries Division.	Effectiveness	Neutral	Agree - Maidu Museum has been transitioned to the Library. We will continue to evaluate the best way to transition to PRL or effectively collaborate with Utility Departments.
The mid managers currently functioning in an acting capacity should be made permanent.	Effectiveness	Neutral	Disagree – Positions will be evaluated through the classification study and positions will be filled through the recruitment process.
Maintain the current approach to providing library services based in three branch locations with less than optimal service hours. This issue should be revisited in the future with general fund growth, the availability of alternative revenue sources and/or declines in library use by patrons.	Effectiveness	Neutral	Agree
Planning, Housing and Redevelopment			
The new Community Development Team should include staff representatives from the Development and Operations Division, Planning Department, Building Division and Engineering Division.	Effectiveness	Neutral	Agree - Development and Operations is implementing a Development Services Team which reduces the number of departments involved in plan review and inspection. All Development Services Team members will be located in the Civic Center in proximity to the Permit Center.

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
The Housing function should remain a division of the Planning Department.	Efficiency	Neutral	Disagree - The City is restructuring its Housing, Revitalization and Economic Development Functions as an integrated unit with the intent of maximizing community investment efforts. The new unit will function as a strategic partnership consisting of the City, RCDC and Roseville Housing Authority (RPHA).
Absent new long-range planning projects, the staff allocated to long-range planning may need to be shifted to current planning where increased workload associated with the completed plans is likely.	Efficiency	Annual Savings	Agree - The City intends to maintain Planning Department staffing commensurate with workload.
The Planning staff should be responsible for developing their section of a comprehensive "How to Manual" or "Development Guide" for use by the public related to the land entitlement process and publish this document to the website.	Effectiveness	Neutral	Agree - This information exists in the Community Design Guidelines and application submittal materials.
The Guide should include copies of checklists for each phase of the development process, as well as copies of all standard conditions of approval for each department.	Effectiveness	Neutral	Agree - This information exists as referenced above and can be incorporated into a comprehensive development guide when it is developed.
The Planning Department should document interpretations of the land management ordinance and internal policies and procedures and make these available to the public on the City's website.	Effectiveness	Neutral	Agree - The Planning Department keeps records of zoning interpretations and policies and procedures and makes them available to the public upon request.
The Planning Department should enhance the information it provides to the public including application guides, email newsletter, standards conditions of approval, zoning code interpretations, and a "How to Develop In Roseville" guide. Additional information and materials should be provided on the Department's website.	Effectiveness	Neutral	Agree - A City wide communications strategy will be developed in 2012 and the Planning Department communications needs will be considered with this strategy.

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
The City should conduct a comprehensive completeness review of applications at the time of submittal against a checklist, and incomplete applications (those missing items that prevent a comprehensive plan review from being conducted) should not be accepted. Applicants should be informed of all deficiencies that need to be corrected, or additional information submitted, to enable a review to be conducted.	Effectiveness	Neutral	Agree - This is a standard operating procedure for application submittals at the permit center.
Small commercial projects, those of 5,000 square feet or less, should be approved by the Planning Director administratively.	Efficiency	Neutral	Agree - This will require an amendment to the Zoning Ordinance for how Design Review Permits for new development are processed and approved. The Planning Department will be taking this recommendation to a future Development Advisory Committee meeting for their recommendation
The City should revisit its cost recovery policy and consider implementation of a full-cost recovery approach for all development review activities with fees adjusted, as needed, to achieve this.	Efficiency	Neutral	Agree - The Planning Department will continue with its annual evaluation of its cost recovery through the budget process. The City Council sets the policy establishing percent of cost recovery to be obtained.
Redevelopment staff should undertake efforts to evaluate and identify alternative funding sources that can be pursued to supplement (or replace) existing funding to ensure long-term viability of the City's redevelopment efforts.	Efficiency	Initial Investment Needed	Agree - The City is exploring formation of a strategic partnership with the RCDC and RPHA to carry out the actions necessary for achievement of the City's Revitalization, Economic Development and Housing goals.
Staff should employ additional and enhanced communication efforts to publicize and promote redevelopment programs, goals and objectives.	Efficiency	Initial Investment Needed	Agree - A City wide communications strategy will be developed in 2012 and the Housing authority communications needs will be considered with this strategy.
The Housing Authority should modify its approach to developing waiting lists to provide on-line application submittal and a more frequent application process. The application process, and establishment of a new list, should generally occur at least every three years.	Effectiveness	Neutral	Agree – In April 2011 the RHA had its first on-line waiting list opening. At that time the RHA also limited the number of pre-applications accepted. The RHA Administrative Plan was revised.

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
The Housing Authority should explore contracting out the annual housing inspections to supplement or replace time spent by existing staff on this function.	Effectiveness	Neutral	Agree – Staff will evaluate the opportunities to reduce costs through contract services.
Police			
Further explore the re-allocation of the Community Services / Traffic Lieutenant and Associated Resources to the Operations Division for Integration with Field Patrol Services.	Efficiency	Neutral	Disagree - This would increase the span of control of the Lieutenants to a level we are not comfortable with. The Community Services Lt. is also responsible for the Jail and several special projects.
The City should consider consolidating the Lieutenant of Professional Standards and Lieutenant of Investigations into one position managing both functions, and should be further examined during the classification study.	Efficiency	Neutral (potential savings)	Disagree - This is not possible due to the requirement that criminal investigations and Internal Affairs Investigations be kept separate. Span of control/responsibilities would be too large as well.
The Roseville Police Department should formally adopt the 45% - 50% overall range for proactivity in patrol.	Effectiveness	Neutral	We recently went to a beat structure in patrol and are looking at ways to manage productivity. We were not in a beat structure when this study was done.
The Roseville Police Department should enhance the use of patrol officer positions during proactive time to engage in further community-policing tasks and activities.	Efficiency	Neutral (potential savings)	Agree - Our department is doing exactly this. We have moved to Community Oriented Policing and Problem Solving philosophy and patrol officers are heavily involved in it.
To achieve higher amounts of proactive time for proactive enforcement and / or to re-allocate resources to other priorities, the City and the Roseville Police Department could implement an alternative shift schedule (e.g., the 10-hour or 12-hour schedule).	Efficiency	Neutral (potential savings)	Agree - We have briefly looked at other shift models and will continue to examine this, but there are many considerations when selecting a shift schedule. The current shift schedule works best for what we are trying to achieve at this time, but we will continually examine this in order to be efficient.
The Police Department should adopt a performance measure regarding the number of self-initiated activities conducted on an hourly basis.	Effectiveness	Neutral	Agree - We have moved away from placing hard numbers on employee activity and put the emphasis on Problem Solving. Some problems solving takes longer than others depending on what the problem is. We place the responsibility to ensure our employees are working effectively
The Roseville Police Department should assign patrol sergeants and officers to Patrol Beat 1, 2, 3, or 4 during their respective shifts.	Effectiveness	Neutral	Agree -This has been done. We actually went to 6 patrol beats.

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
Implement the utilization of patrol officer Tactical Action Plans as a tool for sergeants to better monitor activity and manage / measure the effectiveness of officer proactive time.	Effectiveness	Neutral	Agree - This has somewhat been done. Every sergeant is responsible for their officer's activities. Officers get "beat sheets" regarding the activities/problems in their beat and are held responsible for solving those problems in partnership with the community.
The Roseville Police Department should develop and implement a comprehensive community-policing strategy.	Effectiveness	Neutral	Agree - This has been done
The Police Department should enhance the utilization of current non-sworn Community Service Officers in Patrol Services and target 80% of their time responding to calls for service.	Efficiency	Neutral	Agree - This has been done. The Community Service Officers have been moved onto patrol teams for better communication and problem solving.
The Police Department should target a 20% call diversion rate for calls for service handled by non-sworn Community Service Officers, resulting in the need for additional positions assigned to Patrol Services.	Efficiency	Annual Increase	Agree - The Community Service Officers handle as many calls as they can with limited resources based on the number of CSO's we have. We currently send most non-suspect calls to CSO's when they are available.
Once the 20% rate of call diversion is achieved, the Police Department should re-examine how sworn resources are utilized in order to maintain high levels of activity during their respective proactive time.	Efficiency	Neutral (potential savings)	Agree - We continually look at this issue to ensure we have enough officers to handle calls for service and also time to conduct proactive problem solving activity. This has also been affected by our new Beat system.
The Police Department should allocate 8 detectives for persons and property crimes.	Efficiency	Neutral (potential savings)	Disagree - We currently have 10 detectives that are responsible for persons and property crimes and they are very busy. It would not be prudent for us to reduce the number of detectives.
Move Correctional Officers to a 5 / 8-hour schedule and operate / open the jail between 1900 and 0300 on Sunday, Monday, Tuesday, and Friday and Saturday, resulting in the need for 3 Correctional Officer positions.	Efficiency	Neutral (potential savings)	Disagree - We tried to operate the jail with limited hours and it simply didn't work and caused other problems. We are currently testing a 12-hour work schedule to help alleviate some of these issues. The jail could not function properly with reduced staffing and reduced hours.

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
The Police Department should allocate at least 14 full-time dispatcher positions to handle police and fire / EMS calls for service.	Efficiency	Neutral (potential savings)	Agree - Our dispatchers do fire and police and it would not be prudent to reduce staffing to 14 dispatchers. The dispatchers have many ancillary duties also and are heavily involved in the new CAD/RMS project. Reducing dispatchers would cause significant operational issues and greatly increase overtime etc.
Public Works			
Evaluate opportunities to consolidate “civil engineering” operations and services in the Public Works Department, potentially transferring relevant staff and attendant duties and responsibilities from the Environmental Utilities Department to Public Works. In the absence of such consolidation, ensure cross-department teams are employed to address city-wide engineering issues such as the development of comprehensive standards and specifications, a Capital Improvement Program, etc. Retain existing independent engineering services in the Electrical Department.	Efficiency / Effectiveness	Annual Savings	Agree - Both PW and EU “Civil Engineers” involved in development services can consolidate efforts for greater efficiency. However, PW, EU and Electric engineers involved in capital projects should remain within their respective departments.
Formally facilitate an effective transition that will help determine the specific steps necessary to fully re-engineer how such an engineering services transition to a “centralized model” should be accomplished.	Effectiveness	Neutral	Agree - We plan to take steps to achieve the changes discussed above.
Identify opportunities for cross-functional utilization of staff and broadening spans of control of supervising personnel. Avoid, as practical, one-over-one reporting relationships.	Effectiveness	Annual Savings	Agree – Staff will seek opportunities for cross functional utilization as opportunities arise.
Evaluate the feasibility of Traffic Operations, Traffic Studies, and Transportation Planning to be organizationally consolidated and supervisory streamlined at the Senior Engineer level.	Efficiency / Effectiveness	Annual Savings	Disagree - Transportation Planning is closely integrated with land development. We therefore believe it is appropriate to leave Transportation Planning where it located. Traffic Operations and Traffic Studies are significantly different enough that combining them would not result in any measurable improvements in efficiencies.

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
Building Division			
Plan examiner staff is busy with plan check workload; however insufficient time-per-plan workload metrics are available to definitively recommend staff increases. Such information should be captured and staffing patterns reinvestigated.	Effectiveness	Unknown	Agree - Workload metrics will be improved with the new Accela Automation permit system targeted for implementation in 2013.
Improve the availability of inspection services performance metrics to facilitate management decision-making to include readily available data such as inspections by person by type, total time required, cases closed via voluntary compliance versus enforcement activity, etc.	Effectiveness	Neutral	Agree - Workload metrics will be improved with the new Accela Automation permit system targeted for implementation in 2013.
Street Maintenance			
Based upon data available, maintain existing staff resources, which are lean, within the Street Maintenance Division.	Effectiveness	Neutral	Agree - The City intends to maintain Street Maintenance staffing commensurate with workload.
Expedite implementation of the MAXIMO CMMS within the Street Maintenance Division.	Effectiveness	Neutral	Agree - We are using Maximo for processing work orders and for some inventory. We plan to continue to implement Maximo in our business practices.
Engineering			
Evaluate the need for a more comprehensive five-year Capital Improvement Program development process consistent with the steps noted in this report. This should be led by the City's engineering staff in partnership with the Finance Department and strongly supported by "end-user" entities.	Effectiveness	Neutral	Agree - We currently establish our five year CIP project list and post that on our website as well as send the information to the Council.
Evaluate the variety of Project Management best practices in this report to either augment or replace existing Capital Projects Management tools. This includes such practices as a rating system to evaluate the performance of consulting engineers.	Effectiveness	Neutral	<p>Agree - For our major CIP projects, we follow the key elements of what Matrix staff recommends, e.g., project's budget, scope, schedule and milestones; project progress; and keeping our executive team informed of any major issues that have developed.</p> <p>Consulting Engineers are evaluated through the RFP process.</p>

CITY OF ROSEVILLE, CALIFORNIA
Organizational Efficiency and Effectiveness Study

Recommendation	Type of Recommendation	Cost Impact	City Response
Simplify and streamline project plan routing, allowing Engineering staff to perform review based upon standard specifications and conditions of approval.	Effectiveness	Neutral	Agree – Plan routing will be simplified with the implementation of a development services team within the Civic center and this streamlined work flow will be supported by the implementation of Accela Automation the permit tracking software currently being deployed.
Based upon the economic downturn thus limiting engineering development review workload, staffing levels could be reduced if necessary below two full-time dedicated positions. However, given the high profile of this endeavor and desirable flexibility to respond in case of increased workloads, such reduction should be low priority. Any reduction will likely need to be reversed upon economic recovery.	Efficiency	Annual Savings	Agree - The City intends to maintain Public Works staffing commensurate with workload.
Further evaluate the use of TDA funds for various road programs, particularly CIP initiatives.	Efficiency	Neutral	Agree - We intend to evaluate the feasibility of using a portion of TDA funds for roadway maintenance.