

City of Corona
California

Organizational Assessment & Audit

Final Report
Fiscal Year 21/22

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Executive Summary

The City of Corona Organizational Assessment & Audit report analyzes current structural issues and operational challenges of the City and explores new models for organizational improvement. The analysis of the current organizational structure indicates that the City of Corona needs to change to modernize, improve customer service and achieve greater levels of coordination and accountability. Increasing demand for services while operating on a reduced staff team has put considerable pressure on the capacity of the organization to perform effectively. Staff indicate that service quality is slipping, community expectations are rising and the inability of staff to proactively meet service expectations are a growing concern both residents and staff.

The current structure has evolved mostly due to budget cuts over the last 11 years and shows classic signs of dysfunctional performance. Departmental assignments are imbalanced, with the number of direct reports (span of control) at the director level being either too large or too small. Some of the departments have no structure to support day-to-day operations. Other departments are misaligned, resulting in poor performance and reoccurring customer complaints. Management and staff show initiative and talent in pursuing plans and projects within their departments, but there is no corporate framework to move forward strategically for the benefit of the whole community.

This report offers 19 recommendations to guide management and staff in improving the organization structure, corporate strategy, infrastructure quality, facility management, public relations and communications, leadership style and culture, customer services, resource capacity, and remuneration equity. The recommendations concerning organizational structure are fundamental to all other recommendations. Structural realignment will set the stage for the successful continuation of a more participative leadership style, a collaborative culture, transparency in communications, community-focused customer services, and sustainable resource capacity. All of which will help make the City of Corona an employer of choice in the Inland Empire and position the city to effectively compete for workforce talent.

The report presents recommended structural models for change at the corporate level as well as several alternatives at the departmental level. This model proposes a new corporate structure around the City's twelve core departments, including:

1. Community Services
2. Legal & Risk Management
3. City Manager's Office (Communications, Homeless Solutions, City Clerk)
4. Economic Development
5. Finance Services
6. Fire
7. Human Resources
8. Information Technology
9. Planning & Development
10. Police
11. Public Works
12. Utilities

Note: The Fire and Police Departments recently completed organizational assessments thus they are largely left unchanged except for a few minor adjustments.

The new organizational structure offers the opportunity to better manage spans of control, rebalance workloads, strengthen areas of expertise, and clarify managerial roles, responsibilities, and accountability. These structures also add strength to succession planning, innovation, performance management, and employee motivation. Most of all, these structures provide a solid framework for the continued improvement of City services.

The initial transition to a new structure will take six to eight months and will take perhaps two to three years to evolve in full. There is strong interest from staff and management to see the organization change and improve to meet current and future service delivery expectations.

1. Introduction

The City of Corona (the City) organization has approximately 750 full-time staff, 30 part-time staff, more than 250 casual staff, and hundreds of volunteers. It is geographically located between Norco to the North, Riverside to the East, the Cleveland National Forest to the South, and Anaheim and Yorba Linda to the west. Pockets of unincorporated areas (i.e. Coronita, El Cerrito, Home Gardens, and Temescal Valley) border Corona in several areas and are within the Corona sphere of influence. The City of Corona provides services to more than approximately 170,000 people, within the broader Riverside County population of 2,520,000, and the larger Inland Empire MSA population of more than 4,200,000.

The area that is now modern-day Corona was first founded in 1886 as South Riverside. In 1896 the area was incorporated as the City of Corona. Rapid growth in the 1980s and 1990s transformed the largely agricultural community into a residential community with a strong manufacturing base.

Over the past several decades, demand for city services has grown and evolved. Community expectations for tier one “traditional core services” including police, fire, roads, water, wastewater, traffic signals, library, engineering, finance, and land use planning are consistent and growing. The demand for tier two “new core services” including parks, trails, recreation, legal and economic development, and information technology has surged with heightened expectations for service and results. Finally, expectations for tier three “new mandate services” including homelessness, community engagement, affordable housing, and sense of place are exploding with residents demanding immediate and impactful results to problems that cities have not traditionally been asked to solve. Importantly, the onus for communicating important information has reversed from being the responsibility of residents to educate themselves on important issues, to the City needing to find ways to educate residents by meeting them “where they are.”

The combined demand for all three tiers of service has put significant pressure on the City and stressed its capacity to perform effectively and efficiently. Staff costs are rising as a result of legacy pension obligations, increased competition for talent, and increasing regulation. Workloads have steadily grown as the traditional city organization is challenged to do more, with few additional resources. Moreover, staffing cuts over the last 15 years, intentionally designed to reduce costs and maintain minimum levels of service, have resulted in a reactively-oriented workforce.

Today, residents want a proactive, interactive, and anticipatory government that is based on their needs, schedules, and desires. This means more digital engagement, and more “Government OnDemand” access to online services 24/7. Fortunately, structural changes

coupled with new skills, technology, innovation, and creative mindsets as well as a recognition to better tailor service models to embrace customer-centric services provide a limitless opportunity to meet today's challenges.

This report deals primarily with structural changes, although from time to time, recommendations for other innovations and service enhancements will be included in the recommended actions.

The recommendations in this report will assist the City organization to accommodate growth, improve customer service, and assist with cost management. This report is designed to help the City design an organizational structure that provides the responsiveness, flexibility, accountability, and team spirit necessary to provide 'great services and be a great place to work' at a sustainable cost.

1.1 Organizational Development Goals

Regardless of the governance structure, the departmental structure of the City needs to take advantage of the organizational streamlining that most municipalities use in providing services to their communities. The current city organizational structure reflects fragmentation, imbalance, and dispersed responsibilities that evolved as a result of past financial constraints and personnel strengths and weaknesses. Realignment of the City's organizational structure with current best practices will improve its ability to deliver the highest level of service possible, for the lowest possible cost, as guided by the policies, ordinances, resolutions, regulations, and goals set forth by the City Council.

The City structure needs to achieve an effective span of control at all levels and *show clear, clean lines of responsibility and accountability*. Supervisors should have a manageable number of subordinates, each with a clear set of responsibilities and reporting requirements. The reporting structure needs to be considered with the objective to improve the level of consistency among departments. Consistency helps improve understanding, simplicity, clarity, and transparency for customers, business partners, and staff. Maintenance of the reporting structure and its fundamental design, once approved by management, should be the domain of the Human Resources Department.

The new organizational structure for the City needs to accommodate a strategic approach to service delivery as well as teamwork and 'work-life balance' for staff. The structure needs to provide for the networking and collaborative aspects of infrastructure management, cross-departmental planning, and to accommodate service delivery with partners under different governance structures, cultural backgrounds, and varying socio-economic circumstances. The structure should be strategically aligned internally with broad long-term targets but also aligned externally to the extent that it facilitates business relations with other levels of government and government agencies.

The City structure needs to assist the management team in strengthening a participative leadership style throughout the organization. It also has to be able to offer opportunities for internal career advancement as well as assist management in attracting the kind of talent that builds a first-class organization. The structure also needs to support succession planning to ensure long-term sustainability, productivity, effectiveness in service delivery, and corporate knowledge development.

The following four organization development concepts and principles are recommended:

1. Departmental nomenclature should utilize functional structures such as ‘Accounting’, ‘Planning’ or ‘Streets’ to name a department, division, section, or other organizational units.
2. The Unity of Command principle specifies that each employee should only have one supervisor. Lack of clarity in reporting relationships is one of the key culprits of poor productivity in organizations.
3. Chain of Command refers to the reporting hierarchy and the consistent application of position titles in an organization. For example: Department Director, Division Manager, Section or Area Supervisor, Team Leader or Crew Leader.
4. The span of control principle is based on organizational theory research that indicates it is best to maintain the number of people reporting to a manager between 4 and 7. Beyond that, leadership effectiveness may be compromised. Crew Leaders or Supervisors responsible for routine work can maintain a span of control that ranges up to 30 or 40 staff.

1.2 Project Steps

The following process steps were used to identify and define current issues; determine the scope of change to be considered; identify goals and options; seek input from staff and offer strategic alternatives for organization structure design.

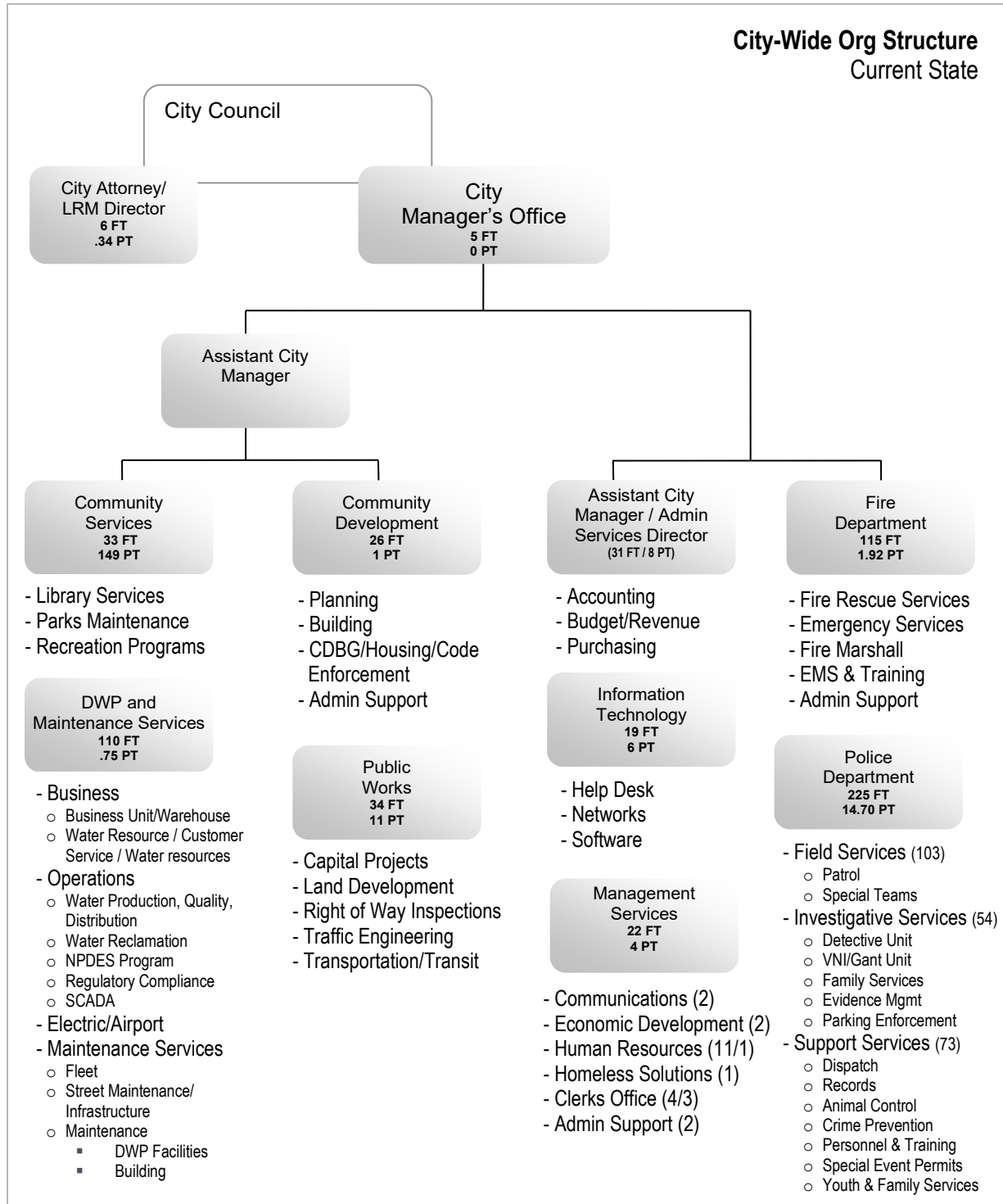
1. Data Collection:
Individual and group discussions with management staff and elected officials to gain an appreciation of the way they view the characteristics and issues in their organizational areas as well as the general goals and objectives for change.
2. Draft Report including Current and Proposed Models:
Produce a draft study report to describe the current organization, identify goals and define strategic options and designs for a new organization structure.
3. Discussion Session:
Conduct discussions with Department Directors to review and discuss this report and its recommendations and solicit feedback.
4. Final Report:
Prepare a final report based on the results of the draft study report and implementation.

2. Current Organizational Structure

2.1 Current Citywide Organization Structure

The data collection phase of this project consisted of document review, departmental SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and the preparation of current organizational charts. This information was cross-referenced against budgeted positions and inconsistencies were reconciled. Data was also collected from discussions with staff, elected officials, and members of the general public. These discussions covered the current

organization structure and issues, concerns and considerations for the future, as well as thoughts and opinions about the changes that could be considered in improving the effectiveness of the organization.



2.2. Current Structure, Roles and Responsibilities

The charts detailed on the following pages provide a summary overview of the current roles and responsibilities of all departments. Each one of the 15 departments is detailed more specifically in subsequent pages. In terms of size, the departments range from one or two people to more than 239 full-time equivalent staff. At the executive level, the current organizational structure has resulted in a span of control (number of direct reports) of 15 staff reporting directly to the City Manager. At the departmental level, the span of control ranges from about 3 to 6. About half of the department directors have deputy directors or assistant directors.

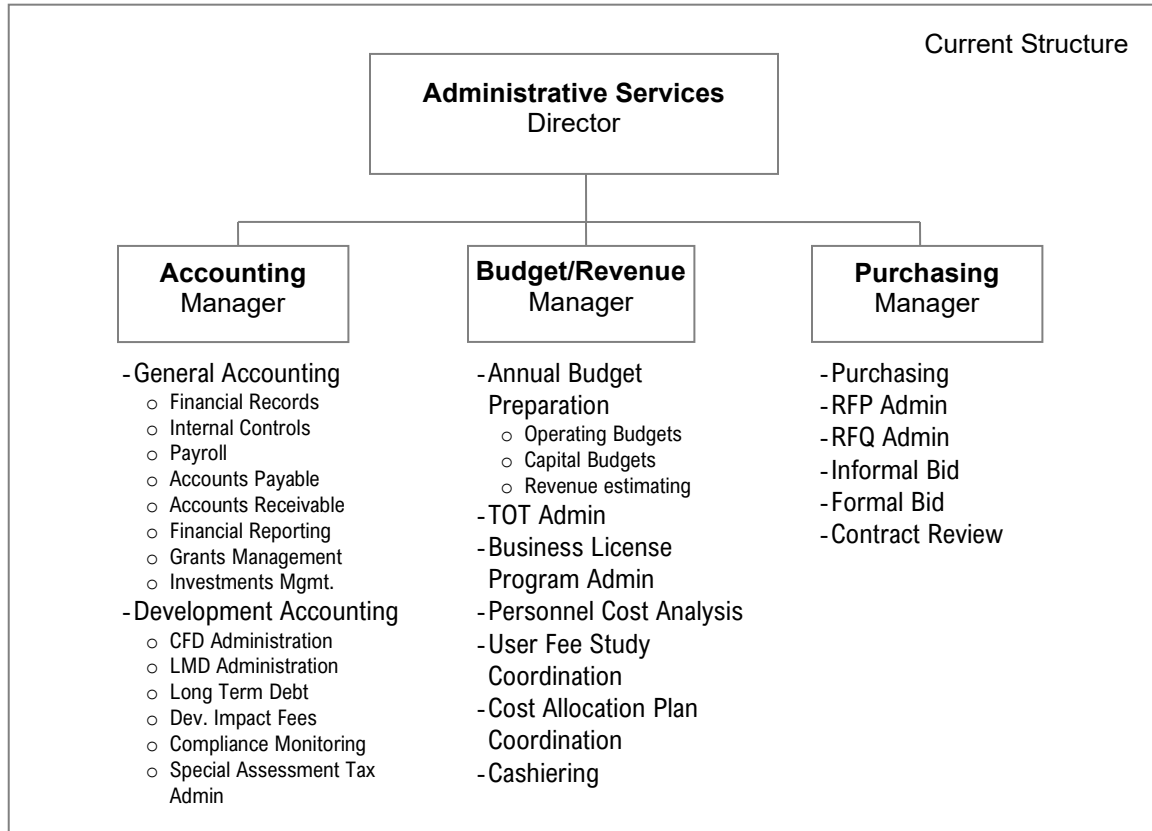
The allocation of roles and responsibilities reflects the organization's evolutionary development to date in response to its traditions, service demands, organic growth, and, importantly, budgetary shocks dating back to the great recession in FY2009. Maintenance services was added to DWP without executive leadership and the parks component of recreation was removed from Parks & Recreation. Human resources was a division of the administrative services department that was poorly organized and led, resulting in "weak" exercise of control over human resource functions. HR staff were over-reliant on Legal & Risk management staff to provide direction on many human resource-related functions due to a lack of resources and expertise within the Human Resources Division.

The organization-related charts provided by City departments vary extensively in design, format, and content. For the sake of clarity, these charts were standardized to show current position titles and reporting relationships. The list of current departments includes:

1. Administrative Services
2. Community Development
3. Community Services
4. Department of Water & Power + Maintenance Services
5. Fire Department
6. Information Technology
7. Legal & Risk Management
8. Management Services
9. Police Department
10. Public Works

The department-level organizational charts play a significant role in shaping the strategic direction for change. They serve as an important reference point in assessing the impact of different organizational design models in the course of this organizational assessment and audit. They also assist in plotting the 'from – to' steps during transition planning. This report recommends that future organization charts be maintained by the Human Resources Department and that they be formatted based on reporting relationships and positions.

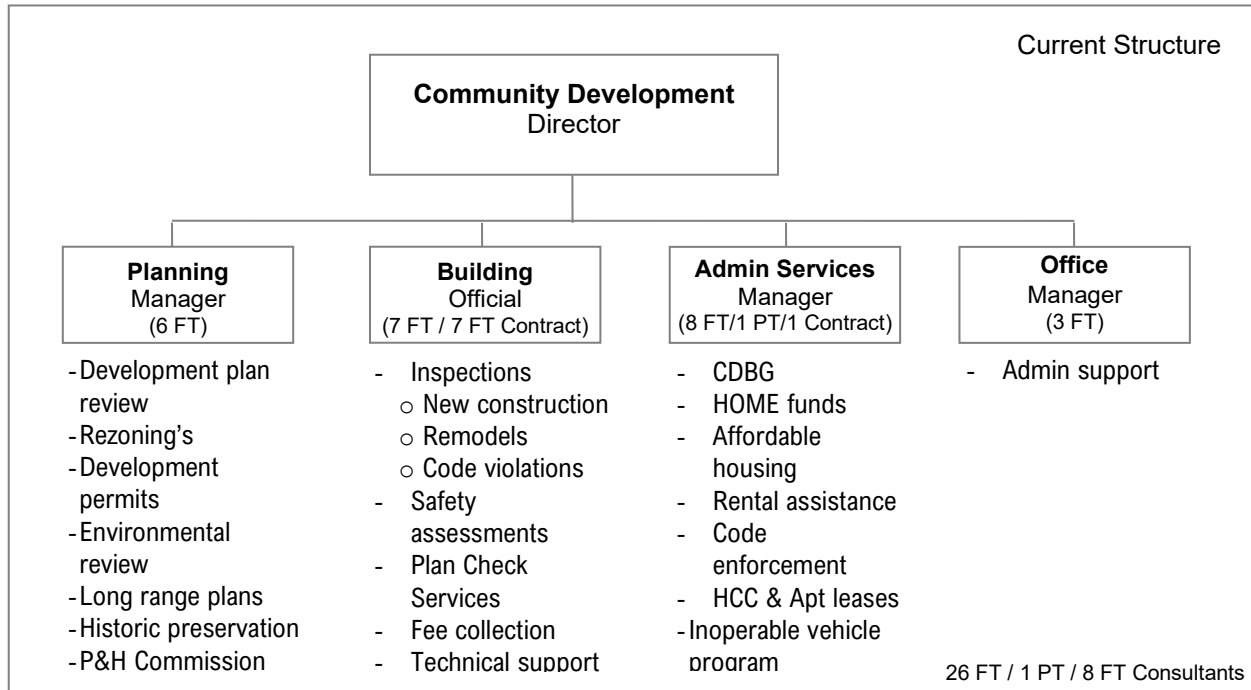
2.3 Current Structure – Administrative Services



Administrative Services consists of three divisions: accounting, budget, and purchasing. The department consists of approximately 39 full-time and 2.5 part-time staff positions.

1. **Accounting.** The Accounting Division is responsible for both general and development accounting. For general accounting, this group maintains all financial records and ensures appropriate internal controls are in place to protect city assets. This division also oversees the city’s payroll, accounts payable, accounts receivable, financial reporting, grant management, investment activities, and general accounting services. For development accounting, this group assists with the formation and administration of Community Facility Districts, and other land-based financing entities. This group also takes care of long-term debt issuance, refunding and compliance monitoring, reporting on development impact fees, and the calculation, levying, and reporting of special assessment taxes.
2. **Budget/Revenue.** The Budget/Revenue Division is responsible for preparing and maintaining operating and capital budgets. The division monitors all incoming revenues, provides revenue estimates, coordinates user fee studies, and coordinates the cost allocation plan. The Budget/Revenue division also oversees all issues related to transient occupancy taxes (TOT), oversight of the business license program, cashiering, and analysis for personnel-related costs.
3. **Purchasing.** The Purchasing Division is responsible for the procurement of goods and services for the entire city and ensuring these are purchased in accordance with adopted procedures and the Uniform Public Construction Cost Accounting Act (UPCCAA).

2.4 Current Structure – Community Development



Community Development consists of three divisions: Building, Admin Services (CDBG/Housing/Code Enforcement), and Planning. The department consists of approximately 26 full-time staff and 1 part-time position. Administrative support is provided by an office manager and two administrative assistants.

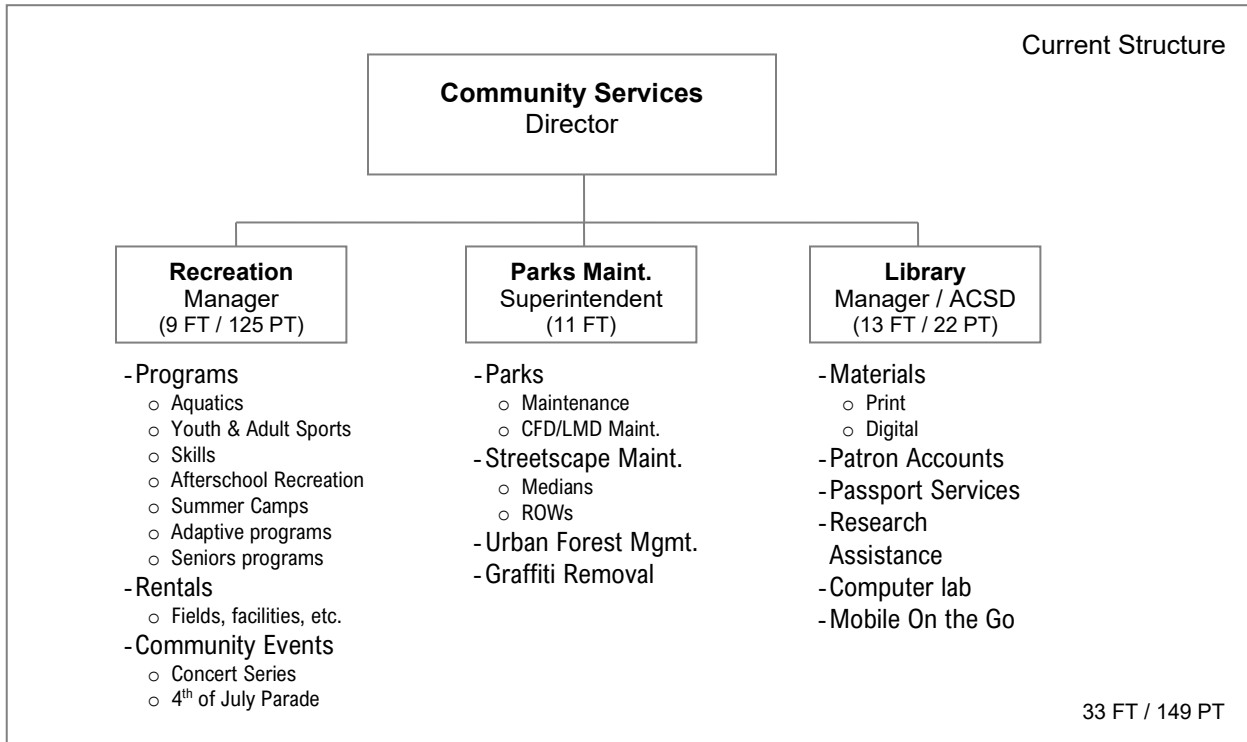
1. Building. The building division is comprised of 7 full-time staff and 7 contract staff. They are responsible for building inspections for construction activities. This group also conducts plan reviews, issues permits, and answers general questions from architects, contractors, and the general public. They investigate complaints regarding building code violations and illegal or unsafe construction practices. They also perform emergency safety assessments of structures damaged by accidents or natural disasters.
The building division includes Plan Check Services, which reviews building plans to verify compliance with building, plumbing, mechanical, and electrical codes. This group also collects fees, issues permits, provides technical support for inspectors, participates in the development plan review process, and provides over-the-counter plan check services.
2. Admin Services (CDBG/Housing/Code Enforcement). Admin Services in Community Development is comprised of 8 full-time staff, 1 part-time staff, and 1 contract staff. They are responsible for a wide range of services from housing to code enforcement. This division is responsible for managing community development block grant funds for the city to support low and moderate-income housing, economic development, and community improvement projects that address blighted areas.
This group manages HOME funds to preserve the city's affordable housing stock and provide tenant-based rental assistance. They administer all low-income housing functions and assets through the Corona Housing Authority entity and are responsible for developing and implementing affordable housing programs and projects that support the City's housing element. This division also oversees leases

in the Historic Civic Center and the Mission Apartments (affordable housing units owned by the City).

This division is also responsible for enforcement of the City’s zoning ordinance on private property, including inspections for specific health and safety regulations to correct substandard living conditions and property maintenance issues. Code enforcement also verifies street vendor permits, administers the inoperable vehicle abatement program, manages a volunteer program which, assists in the removal of temporary signs in public rights of way – as well as enforcement of “other various” municipal codes.

3. Planning. The Planning Division is responsible for development plan review, zoning change requests, development permits, environmental review, landscape and Certificate of Occupancy inspections, review of business licenses for conformity with zoning ordinances, and preparing long-range development plans including the General Plan, Housing Element, and specific plans. They process annexations and implement the City’s Historic Preservation Program. They also provide staff support for the zoning administrator, Board of Zoning Adjustment, and Planning & Housing Commission.

2.5 Current Structure – Community Services

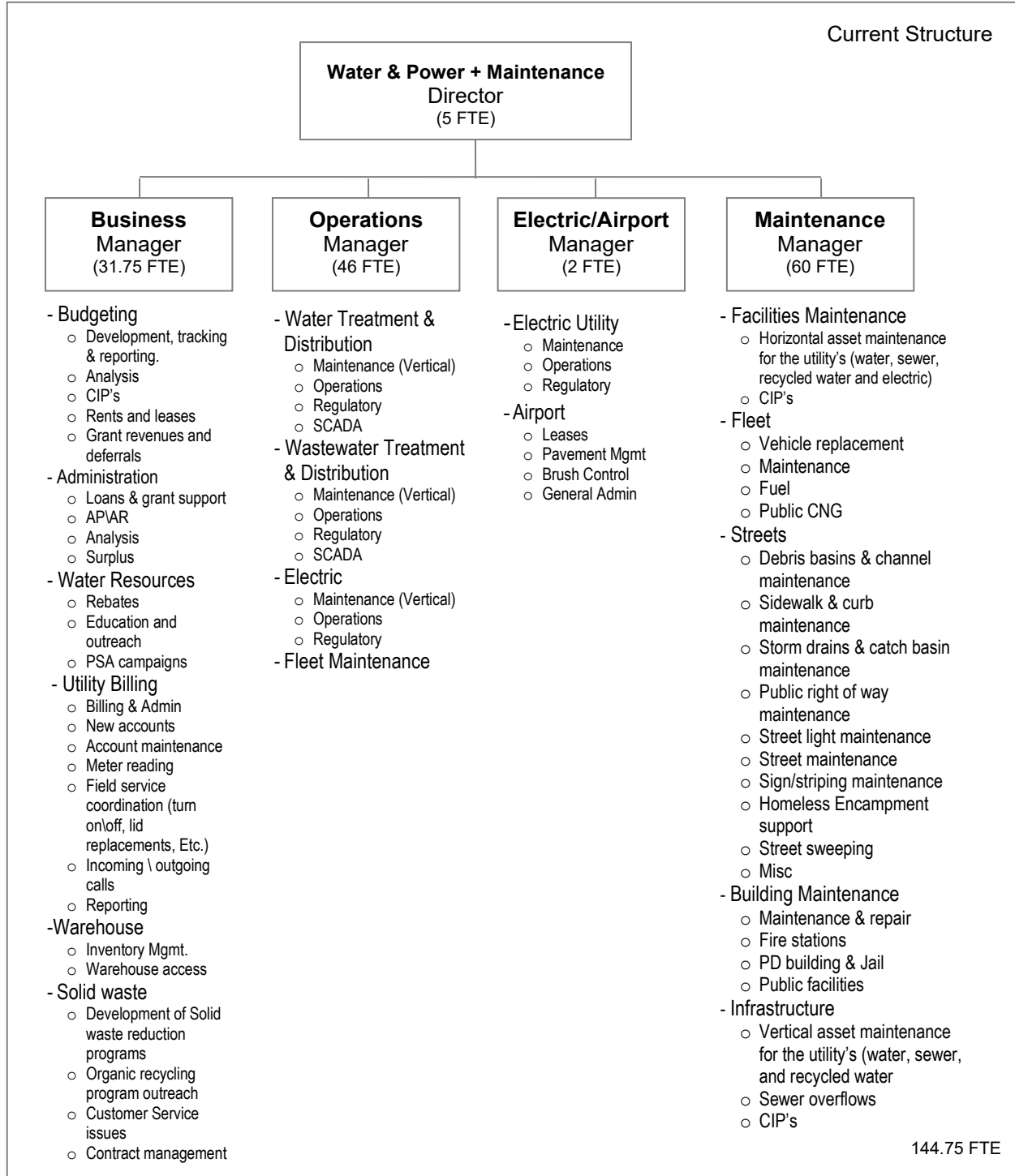


Community Service consists of three divisions: Recreation Services, Library Services, and Parks Maintenance which was moved under this department in November 2020. The department consists of approximately 33 full-time and 149 part-time or seasonal staff positions.

1. Recreation Services. The Recreation Services Division is comprised of 9 full-time and 125 part-time staff. This group is responsible for all recreation and community programs, field and facility rentals, and community events.

2. Library Services. The Library Services Division is comprised of 13 full-time and 22 part-time staff. They operate the Corona City Library, overseeing materials circulation, patron accounts, passport services, research assistance to the public, and the curation of print and digital materials.
 3. Parks Maintenance. The Parks Maintenance Division is comprised of 11 full-time staff. This group maintains all city-owned parkland, oversees the city's urban forest, four aquatic facilities, and administers the contracted maintenance for medians and rights of way throughout the city that fall within Community Facility Districts and Landscape Maintenance Districts. The parks maintenance division also oversees graffiti removal from all public property (and some private property) throughout the city.
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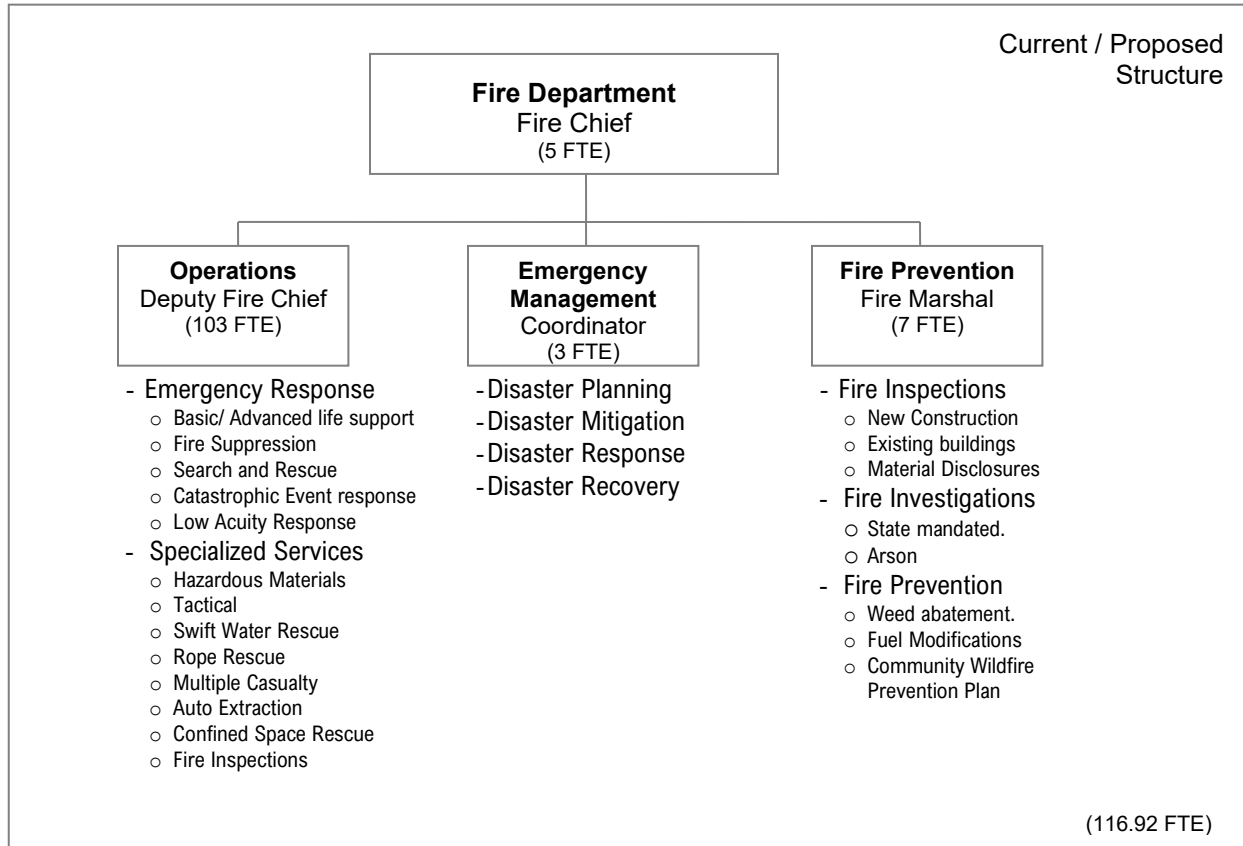
2.6 Current Structure – Department of Water & Power + Maintenance Services



The Department of Water & Power and Maintenance consists of a large span of services and responsibilities which are based on a shared model of responsibility. The department consists of approximately 144 full-time and one 0.75 part-time staff position.

1. The Business Division consists of 31.75 FTE and is responsible for budget development and tracking, front counter staffing, portions of administrative duties such as calling-in service alerts, administrative support of divisions and the department, warehouse control and operations, and customer service.
 2. The Operations Division consists of 46 FTE and is responsible for treatment and distribution of potable water, distribution of reclaimed water, treatment of sewer, operations and maintenance of the SCADA system, system projects not handled by engineering, and regulatory compliance for water, sewer, electric, fleet, and city facilities with generators.
 3. The Electric/Airport Manager consists of 2 FTE and is responsible for airport operations such as inspections, repair and maintenance of managed facilities, and management of master leases. They are also responsible for electrical purchases, reports, customer development, rebate programs, contracts, and data analytics.
 4. The Maintenance Department consists of 60 FTE and is responsible for, repair and maintenance of all vertical and horizontal utility assets, including but not limited to 845 miles of water distribution, 100 plus system locations including wells, booster station, reservoirs, pressure reducing stations, treatments plants, 450 miles of pipe for sewer collections, 14 lift stations, repair and maintenance of all city buildings, repair and maintenance of City fleet including police and fire apparatuses, repair and maintenance of City streets, sidewalks, storm drains catch basins, street lights, and system projects not handled by engineering.
 5. The General Manager's Office consists of 5 FTE and is responsible for leadership and support for the above services, administration of the department, coordination with other local jurisdictions for regional issues, WRCRWA support of a regional treatment plant, support for Temescal GSA, support for Bedford/Coldwater JPA, SCF tracking, staff reports, and a HR liaison.
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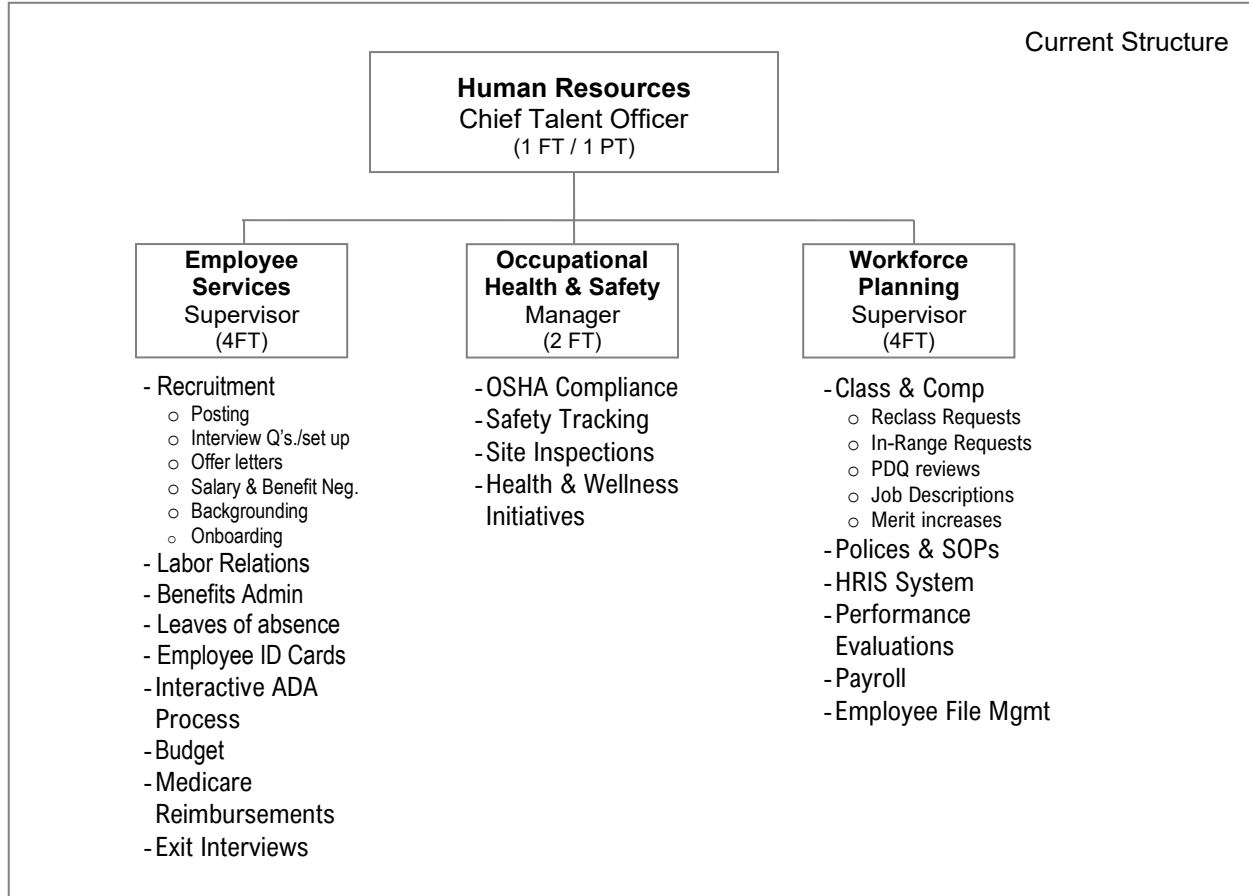
2.7 Current Structure – Fire Department



Fire consists of three divisions: Operations, Emergency Management, and Fire Prevention. The department consists of 115 full-time and 1.92 part-time staff positions.

1. The Operations Division is by far the largest component of the department and is focused on emergency response. The division maintains a constant presence of 33 firefighters at 7 stations, 24/7. This group provides basic and advanced life support, extinguishes fires, participates in search and rescue operations, and responds to catastrophic events. Specialized services include hazardous materials response, tactical response, swift water rescue, rope rescue, multiple casualty response, auto extraction, confined space rescue, and fire inspections of occupied residences.
2. The Emergency Management Division focuses on reducing community vulnerability to hazards and coordinates all disaster mitigation, planning, response, and recovery efforts for the city.
3. The Fire Prevention Division provides inspections of both new construction and existing buildings, state-mandated inspections, materials disclosures, weed abatements, fuel modifications, and fire investigations. This is all done with a focus on preventing fires and minimizing loss in the event of a fire.

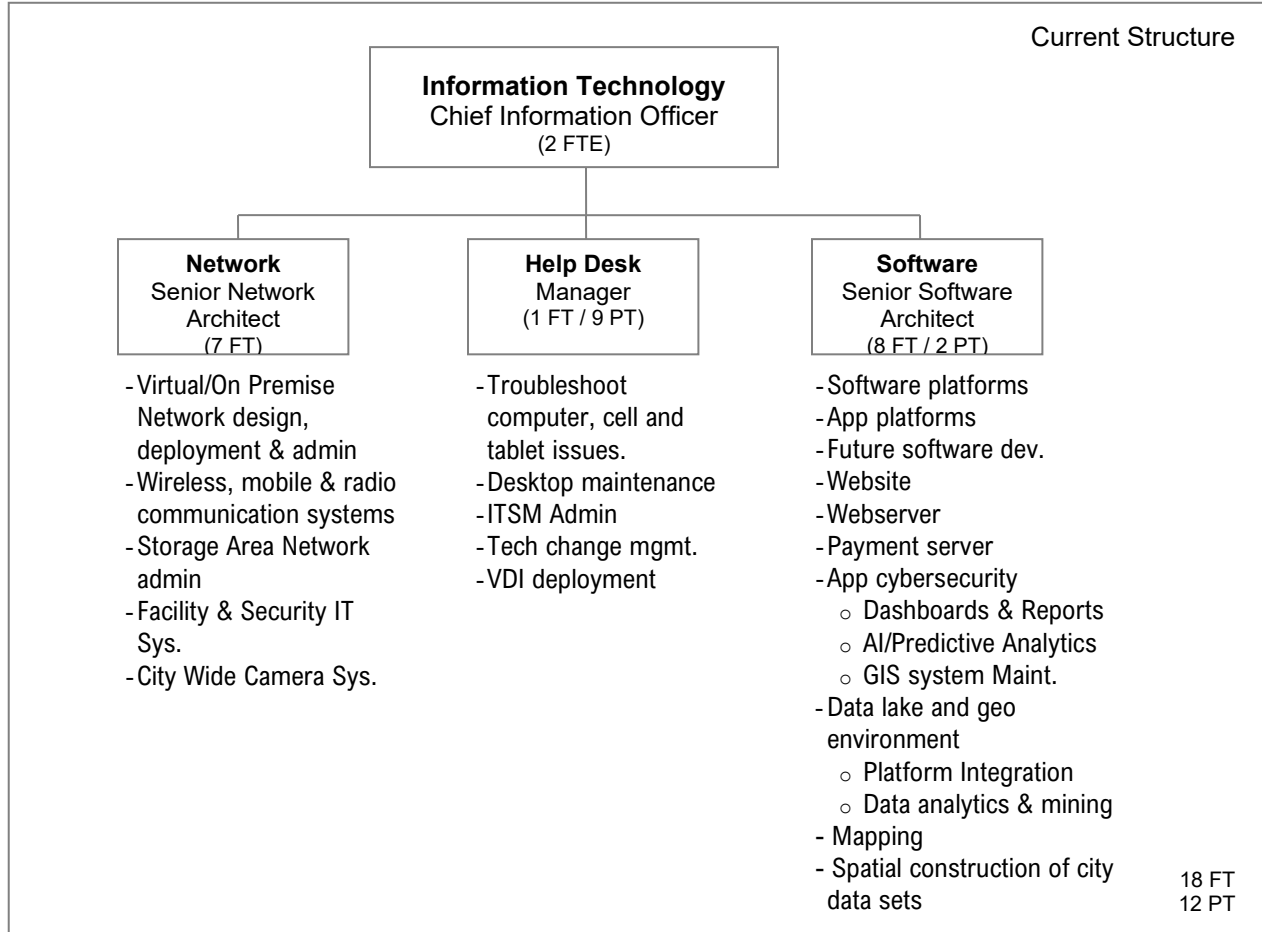
2.8 Current Structure – Human Resources



The Human Resources Department is comprised of 12 full-time and 1 part-time staff, who provide core HR services to the City. Work is divided between Employee Services, Occupational Health & Safety, and Workforce Planning.

1. Employee Services is responsible for all aspects of recruitments, labor relations, benefits administration, exit interviews, Medicare reimbursements, leaves of absence, and the interactive ADA process.
2. Occupational Health & Safety is responsible for OSHA compliance, safety tracking, site inspections, and health & wellness initiatives.
3. Workforce Planning is responsible for overseeing position classification and compensation for the city, the development of HR policies and SOPs, management of the HRIS system, performance evaluations, employee file management, and the HR side of payroll.

2.9 Current Structure – Information Technology

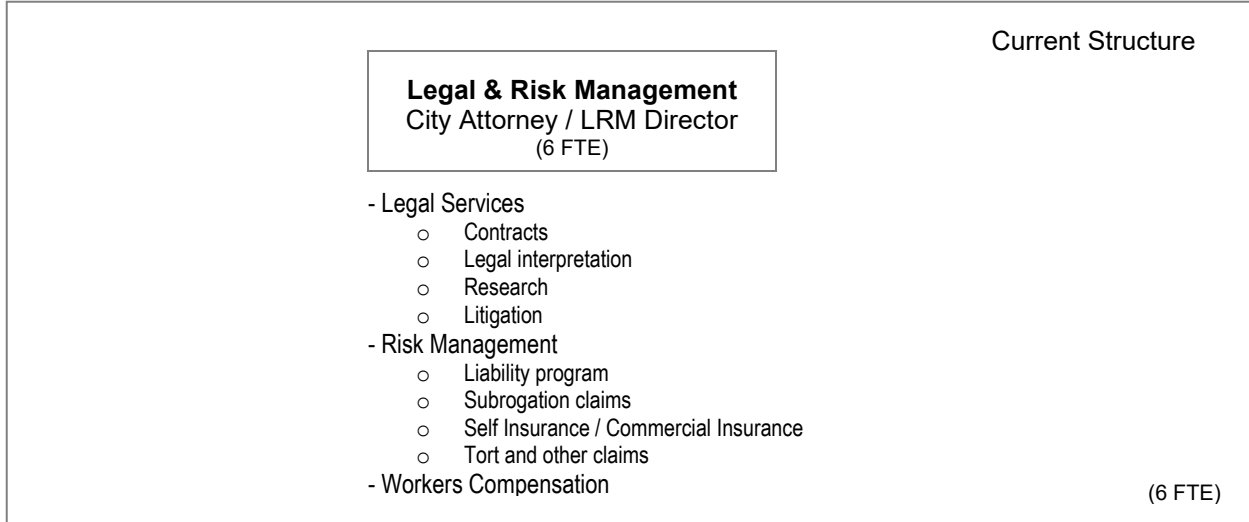


Information Technology consists of three divisions: Network, Help Desk, and Software. The department consists of 18 full-time and 12 part-time staff positions.

1. The Network Division is comprised of 7 full-time staff and is responsible for Virtual and On-Premise Network design, deployment, and administration. They are responsible for wireless, mobile, and radio communication systems, SAN (Storage Area Network) administration, facility and security IT Systems, and City-wide camera systems.
2. The Help Desk Division is comprised of 1 full-time and 10 part-time staff and provides hands-on support to staff across the city to troubleshoot and resolve a wide range of computer, cell phone, and tablet issues. The division is also responsible for maintenance of desktop and peripheral IT assets, administering the ITSM (Information Technology Service Management) platform, assisting with technology change management operations, the Virtual Desktop image, and deployment support.
3. The Software Division is comprised of 8 full-time and 2 part-time staff. They oversee all software issues and GIS deployment for the city. The software group is responsible for maintaining, deploying, and integrating all software solutions. They develop and administer application platforms, design future software roadmaps for operations, administer the City website, web server, payment server, and protect against cyber security threats. The GIS group is responsible for taking the lead in the creation of information dashboards and reports, developing and supporting artificial intelligence and

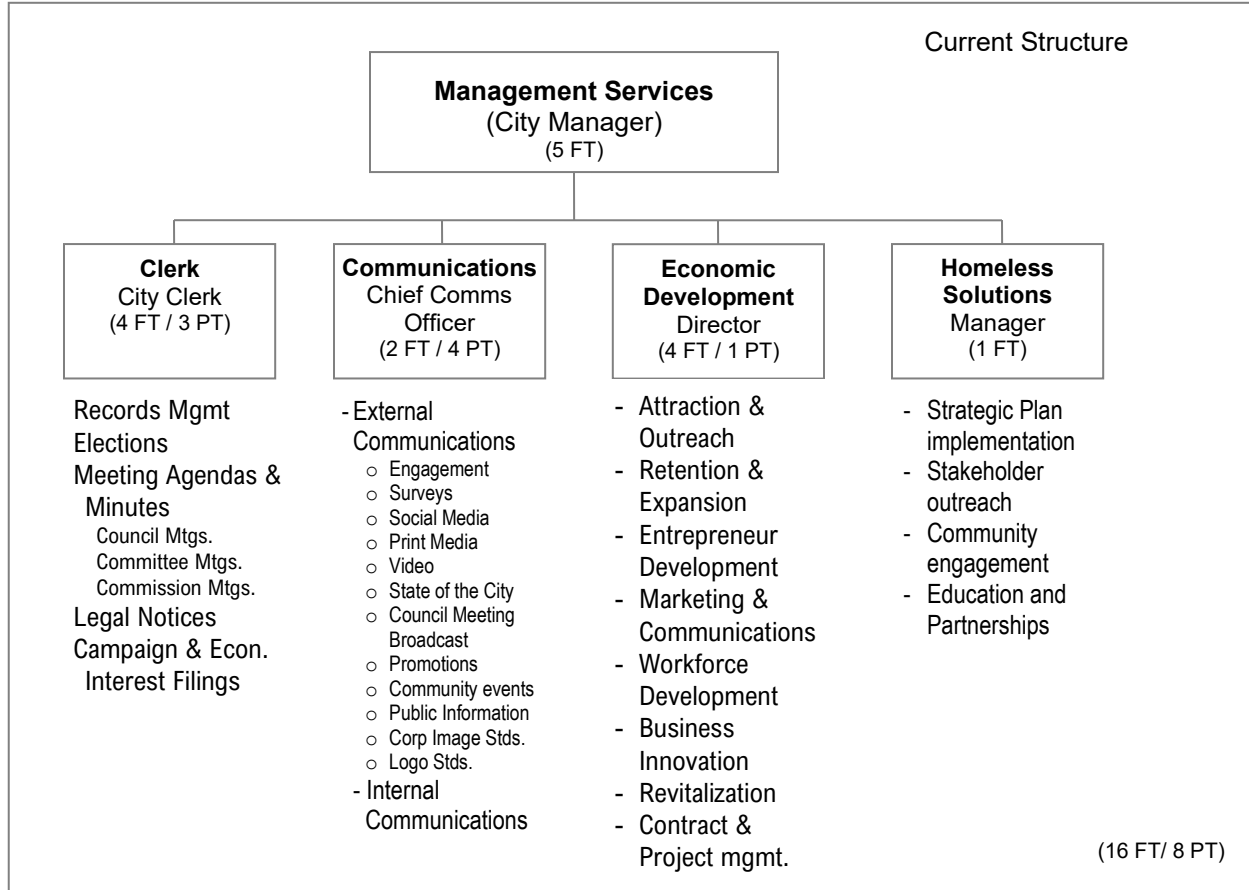
predictive analytics, maintaining and developing geo-spatial data, administering data lake and geo environment, and integrating core data platforms for analytics and data mining.

2.10 Current Structure – Legal & Risk Management



Legal & Risk Management focuses its work on three areas: legal services, workers compensation, and risk management. The department consists of approximately 6 full-time staff positions. Legal Services is focused on providing legal advice for contracts, legal interpretation, research, and litigation. Risk management activities include workers’ compensation and liability programs, managing tort and other claims against the City, subrogation claims, and managing the city’s self-insurance and commercial insurance programs.

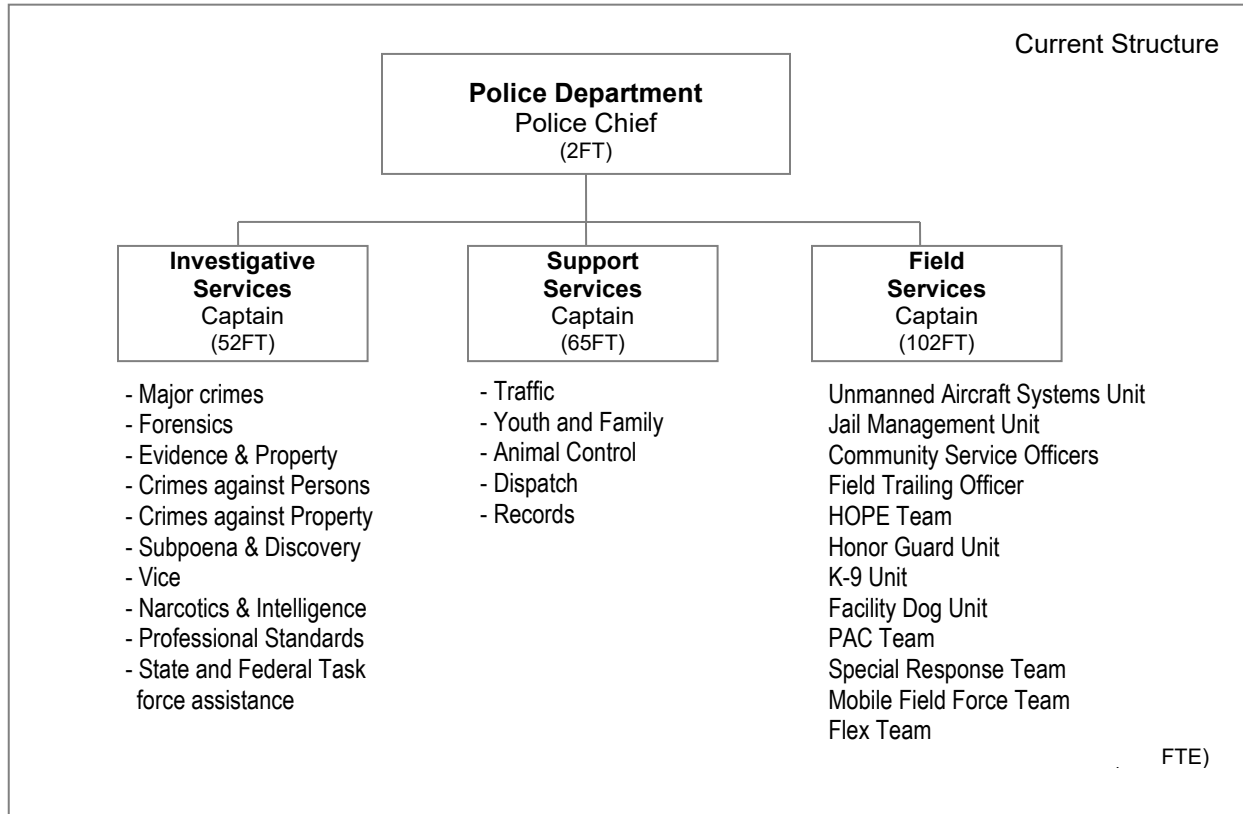
2.11 Current Structure – Management Services



Management Services is comprised of four distinct groups: the Clerk’s Office, Communications, Economic Development, and Homeless Solutions. The department consists of 15 full-time and 7 part-time staff positions.

1. The Clerk’s Office is comprised of 4 full-time and 3 part-time staff who oversee the city’s records management program, elections, meeting agendas, centralized processing of legal notices, and campaign and economic interest statement filings. This office also provides reception services at the front lobby of city hall.
2. The Communications Office is comprised of 2 full-time and 4 part-time staff and is responsible for broadcasting public meetings, providing timely public information, managing the City’s social media channels, managing the City’s website, and developing and facilitating effective community engagement campaigns to strengthen two-way communication between the City and the community.
3. The Office of Economic Development is comprised of 4 full-time and 1 part-time staff. This group is focused on business attraction & development, retention & expansion, and redevelopment. Economic Development staff also work closely with the Corona Chamber of Commerce and oversee an annual contract valued at \$50,000 to provide various workshops and events.
4. Homeless Solutions is 1 full-time staff who is responsible for implementing the City’s Homeless Strategic Plan, overseeing the operating contract of the City’s homeless shelter, and working with regional agencies to end minimize instances of homelessness in the City.

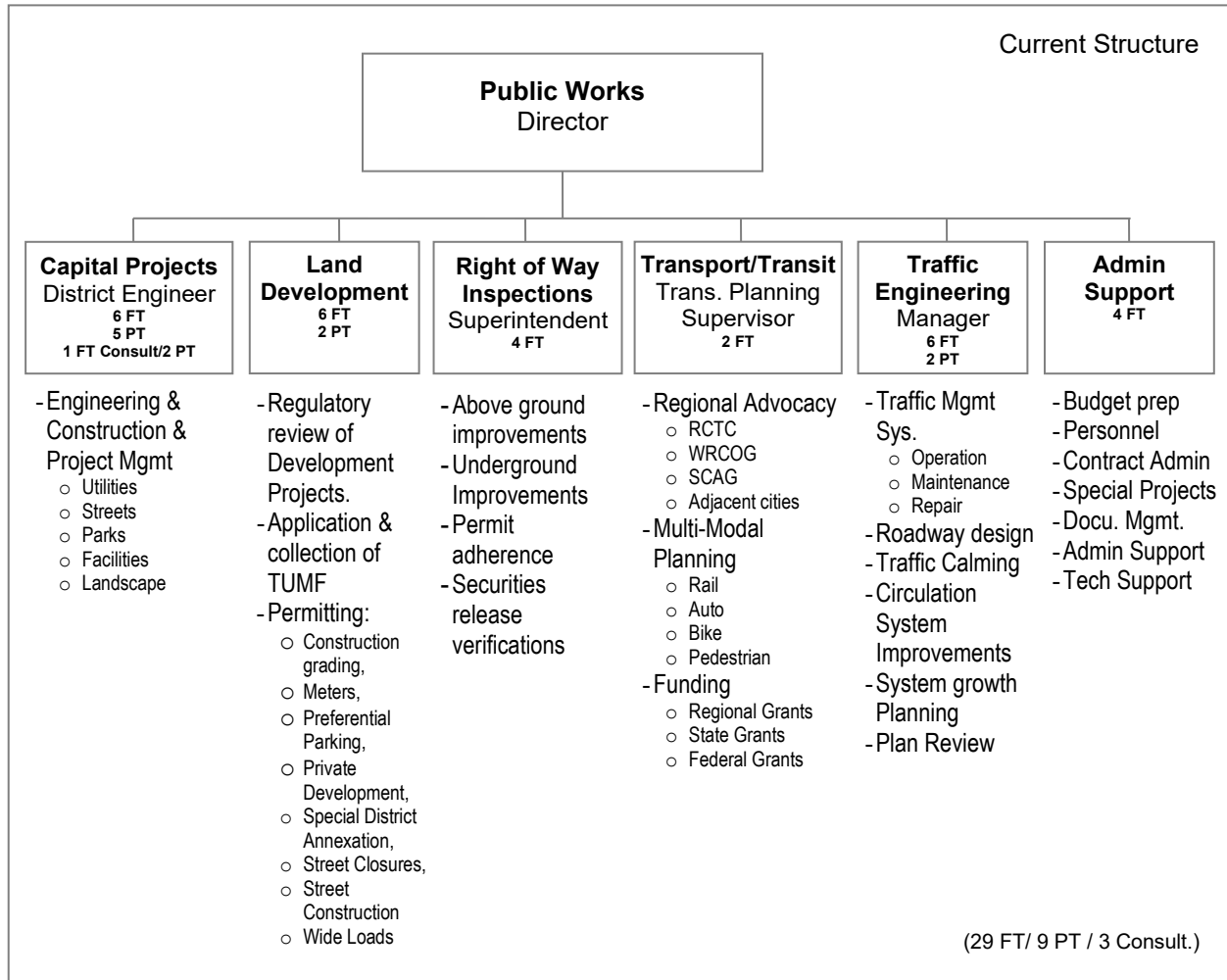
2.12 Current Structure – Police Department



The Police Department consists of three divisions: Investigative Services, Support Services, and Field Services. The department consists of 225 full-time and 14.70 part-time staff positions.

1. The Investigative Services Division is comprised of approximately 52 full-time staff who are responsible for investigating major crimes and crimes not solved by the field services division. This division includes the forensic unit, evidence and property, the crimes against persons unit, crimes against property, subpoena and discovery section, vice, narcotics and intelligence, professional standards unit, and providing assistance to state and federal task forces.
2. The Support Services Division is comprised of approximately 65 full-time staff. This division includes the traffic unit, the youth and family services unit, animal services and enforcement, the communications center (dispatch), the records section, and other services.
3. The Field Services Division is comprised of approximately 102 full-time staff. It is the largest division in the department and provides patrol services and acts as the first responder to resident calls for service (i.e. 911). The city is divided into four zones, each of which is overseen by a lieutenant. Patrol staff also participate in a wide variety of public outreach programs to build relationships in the community. Subunits within this division include the unmanned aircraft systems unit, jail management unit, community service officers, field training officer, homeless outreach and psychiatric evaluation team, honor guard unit, K-9 unit, facility dog unit, post-release accountability and compliance team, special response team, mobile field force team, and the flex team.

2.13 Current Structure – Public Works



The Public Works Department is comprised of 29 full-time staff, 9 part-time staff, and 3 consultant staff. It consists of three divisions: Capital Projects, Land Development and Traffic Engineering; and three sections: Right of Way Inspections, Transport / Transit, and Admin support. The department consists of 29 full-time and 4.75 part-time staff positions.

1. The Capital Projects Division is comprised of 6 full-time staff, 5 part-time staff, and 1 full-time and 2 part-time consultants. The division is responsible for engineering and project management services for capital improvement projects, including the preparation of plans, design, bid, and construction management services. This division also manages street pavement rehabilitation projects, and seeks grant funds for a wide variety of capital projects involving streets, bike lanes, sidewalks, traffic signals, streetlights, bridges, and more.
2. The Land Development Division is comprised of 6 full-time and 2 part-time staff, and is responsible for ensuring that development projects meet city, county, state, and federal guidelines, standards, and policies. Additionally, this division works with WRCOG on the application and collection of transportation uniform mitigation fees (TUMF) and the administration of TUMF credit and reimbursement agreements. They administer and

issue permits for block party barricades, construction grading, meters, preferential parking, private development, special district annexation, street closure, street construction, and wide loads.

3. The Traffic Engineering Division is comprised of 6 full-time and 2 part-time staff and is responsible for traffic management and traffic engineering. Traffic management oversees all aspects of the City's Advanced Traffic Management System (ATMS) including maintenance, operation, and repair of the City's traffic circulation system. Maintenance and repairs are performed by both staff and contractors. Traffic Engineering ensures that the City's traffic circulation system is operated efficiently and in accordance with city, state, and federal traffic regulations. This team plans for growth-related needs, designs system improvements, coordinates construction activities, and provides plan reviews for new development and utility work.
4. The Right of Way Inspections Section is comprised of 4 full-time staff, and is responsible for the inspection of all above-ground improvements including streets, curbs, gutters, sidewalks, ADA ramps, streetlights, traffic signals, pavement striping, etc. as well as underground improvements including sewer, water, storm drain, fiber optic, electrical conduits, gas, and communications infrastructure. This team also ensures compliance for all grading, hauling, stockpiling, encroachments within the right of way, as well as traffic control and conformance of all improvements to City standards, prior to the releasing of securities.
5. The Transportation Planning/Transit Section is comprised of 2 full-time staff and is responsible for overseeing the Corona Cruiser fixed-route bus service (comprised of two routes through the city) and the dial-a-ride program (on-demand bus service for ADA certified riders). They also oversee funding and grants related to transit, bicycle, and pedestrian facilities.
6. The Administrative Support section is comprised of 4 full-time staff. This group is responsible for budgeting, personnel, contract administration, special projects, document management, and administrative and technical support for the Public Works department.

3. Analysis & Recommendations

In a recent city-wide survey, staff raised several key concerns about the organization: lagging wages, organizational problems, technical issues, facility-related issues, leadership issues, service demand growth, customer service issues, workload, and fragmentation amongst departments. The following section examines these various issues and presents recommendations for improvements.

3.1 Organization Structure Issues

The current organizational mix of roles, responsibilities, and reporting relationships resulting from years of growth and increasing service demands demonstrate a lack of strategic organizational development. It is evident that, over the years, responsibilities were assigned to managers based on personal capacity, rather than functional compatibility with other organizational responsibilities. Notably absent are formally assigned roles and responsibilities for corporate strategy, performance management, organizational development, special events, citywide volunteerism, park rangers, public engagement, and more.

The complexity of projects, as well as increasing service level expectations by the Council and community, are pushing the limits of the current organizational structure to the point where it is restricting the performance of managers and employees at all levels. The current organizational structure has been designed to be largely reactive and is akin to playing zone defense due to a lack of skill positions. This results in too many assignments, projects, and issues becoming the responsibility of all, and thus none. Lack of role clarity and multiple instances of a breakdown in unity of command¹ has led to far too many instances of confusion over who should be proactively planning, overseeing, and ultimately, owning accountability for various lines of service. An excellent example is in the Land Development Division which has no division manager.

The result of managing an organization reactively is that departmental responsibilities are out of balance, and in need of reorganization. In considering a rebalancing department workloads and the span of control over staff, one department, DWP, is too large, while Community Development, Community Services, and Public Works could all be enlarged to more effectively align service units and create a more balanced organizational structure. Another reactive approach to managing the span of control problem in the organization is evident in the reliance on deputy or assistant directors. The use of deputy or assistant directors in departments should be strategically limited to narrow situations as they create unity of command issues and either limit potential division manager growth or can result in redundancy in managerial strength.

Another observation is that accountability is difficult to achieve under current conditions. Most services are delivered reactively without a clear chain of command or accountability. The structure of the organization corporately and departmentally seems to be working against the hard-working, service-oriented intentions of staff and management. Staff expressed frustration with the fragmented character of the Public Works, Department of Water & Power, Community Development, and Community Service departments. The current structure diffuses responsibility for various public-facing services thereby obfuscating who is ultimately responsible. This is a significant source of frustration for residents seeking to access city services.

Staff also report that many departments are not working together effectively. They are not accustomed to considering the value of inter-departmental collaboration. Apparently, this is a result of past instances of retaliation and confrontation by staff who felt threatened or insecure to have others on their “turf.”

Departments, divisions, and their leadership do not always reflect their relative importance to the City and the organization. Until recently, two units – Economic Development and Human Resources were effectively divisions within Management Services and Administrative Services respectively. Both are critical to the success of the city and organization and thus, while small, warrant independent status to elevate their profile.

Some divisions could benefit from being reorganized under a different leadership perspective. For example, Parks are overseen by maintenance staff, but until recently, do not have any managerial oversight or guiding strategy to their future development, planning, or creative uses. The effectiveness of both the Parks & Recreation Masterplan and Trails Masterplan will be limited without the professional management perspective necessary to explore both the functional and the geographical interrelationships around parks and recreation. Parks

¹ Unity of Command deals with organizational effectiveness and specifies that an employee should receive instructions from and report to one superior only.

operations will gain both cost reduction and service level enhancements under the direction of a professional manager. Increasing awareness and demand for parks-related recreational services is an important reason to seek organizational affiliation with Recreation Services. Additionally, this would add consistency in services, the adoption of objective standards, and better deployment of skilled trades technicians. Further, they would gain improved access to specialized skills in GIS, graphics, public relations, communications, and public consultation.

3.1.1 Recommendation: Core Departmental Service Alignment

This report recommends that the City align the organization structure with core departmental service roles and responsibilities accordingly:

1. Community Services
2. City Manager's Office
3. Economic Development
4. Finance
5. Fire Department
6. Human Resources
7. Information Technology
8. Legal & Risk Management
9. Police Department
10. Planning & Development
11. Public Works
12. Utilities

The new structure should be focused on clarity, simplicity, organizational effectiveness, small management teams, and a manageable span of control.

3.1.2 Recommendation: Deputy/Assistant Director Roles

It is recommended that the deputy director and assistant director roles be carefully scrutinized and used only in limited situations to support very large department structures or to strategically create succession planning opportunities for shorter-term scenarios.

3.1.3 Recommendation: Reporting Structure Template

This report strongly recommends that a clear reporting structure be designed such that it provides consistency and clarity in organizational hierarchy and that it follows the unity of command principle of organizational design. This means seeking agreement on naming the levels of the department structure as well as position level titles for department heads, division managers, and section supervisors. A draft Reporting Structure Template has been included in section 4.1 of this report to stimulate discussion of a structure that may assist in these discussions.

3.2 Infrastructure & Asset Issues

3.2.1 Recommendation: Asset Management Planning

It is recommended that the City consider a facilities management unit with expanded responsibilities beyond day-to-day maintenance activities to include asset management to oversee lifecycle planning for all city facilities and vertical structures from completion of a construction project through to the point of replacement. This unit should also have asset ownership responsibility for building grounds, but it is recommended that grounds maintenance be 'contracted' to Parks Maintenance Operations Staff. Parks Operations should also be a partner in the landscape architecture decisions for new facility projects

3.2.2 Recommendation: Airport

The City of Corona operates a recreational airport on 35 acres of land under a lease to the Army Corp of Engineers. The lease has 16 years remaining. The Airport is overseen by the Department of Water and Power through an administrative IV manager who oversees the electric utility as well. Managing the airport largely consists of leasing hangar space to private individuals, clearing brush, maintaining the vegetation around the runway, and cleaning and checking the runway to ensure it has not deteriorated below a set standard.

The airport is not a utility, so there is little rationale to continue its maintenance by the department of water and power. It is also not a recreational facility in the classic municipal sense, and thus delegation to the community services department is not clear. Two immediate options exist.

1. Maintain the Status Quo; Pros, its working well enough now. Cons, it makes no sense the way we are doing it now.

2. Divide the three airport responsibilities to Community Services – Parks, Facilities & Trails Division for brush maintenance, and the Community Assistance Division for leasing space, and PW Streets Division for pavement maintenance. Pros is each responsibility fits well within the unit it is assigned to, and Community Services is the historic home for managing the airports as it is a recreational airport. Cons: there is no one person who oversees the whole operation.

3.2.3 Preventative Maintenance Program

The city should seek to institutionalize a fully functioning preventative maintenance programs for all city assets to extend lifespan, improve scheduled vs. unscheduled maintenance work and reduce costs. Current preventative maintenance is ad hoc.

3.3 Community Engagement & Communications

3.3.1 Recommendation: Community Engagement

With the adoption of social media platforms and the move to online digital sources of information, cities have been pushed to adapt to new methods of communication with residents. It is recommended that the City develop a Community Engagement Plan to guide current and future engagement efforts to foster improved 2-way communications in meaningful ways. This should include the use of surveying, coupled with video content designed to draw residents into a conversation with the city to provide meaningful feedback and input on a wide range of issues. This engagement should form part of the community building activities the city is interested in engaging in to recognize individual contributions to the community through compelling storytelling.

3.3.2 Recommendation: Communications

It is recommended that the city provide for dedicated full-time staff support to manage social media platforms to better monitor and respond to residents who utilize social media as their primary form of engagement with the city. Furthermore, messaging should be intentional to support city priorities and projects rather than just “feel good” posting. Messaging should be purposeful and part of larger engagement goals.

3.3.3 Recommendation: Branding

There are significant differences in the way departments present themselves in serving the public and communicating with the community about the services they provide. While these differences show initiative and passion for specific services such as recreation programs, Library, Economic Development, Police and Fire, they also indicate that the City of Corona is not always actively represented as a City entity. The City needs to develop a single brand image that staff can feel proud of in their interaction with community residents, businesses, government partners and visitors to the region. The brand should consist of a standard logo design and related color patterns used consistently in all communications and public relations activities, including letterhead, the website, business cards, information brochures, marketing brochures and pamphlets, newsletters and reports, vehicle logos, documents and displays used in communication with the public and used internally throughout the organization by staff, Council as well as commissions and committees. As such, it is recommended that the City engage the services of a professional branding consultant to both refresh the city’s Brand, (Logo font, tag line, etc.) to create a single, unified, memorable and easily recognizable image for the City.

3.4 Leadership Style and Cultural Issues

Generally, staff feel that senior management level information does not filter down to lower levels in the organization. In some cases there is a feeling of isolation within departments at middle management and supervisory levels. Among departments, the level of collaboration is limited and described by some as guarded. Some staff feel that managers are much too involved in day-to-day issues. Delegation of responsibility does not come easily for most of the managers, especially those who have served in an autocratic leadership environment for several years. As such the leadership style is generally described as 'somewhat on the autocratic side' of the spectrum. Decisions are made at the senior management levels and communicated to those who need to know. There is little indication from the discussions with managers or staff, that there is much participative interaction within an organizational unit prior to decision making.

The current organization structure charts for each department, indicate that delegation is, at best, described as 'reluctant' below the senior manager level and non-existent below the middle management levels. Some of this may be happening because of workload pressures. Service demand increases create situations where everyone has to contribute regardless of rank or position.

Early feedback related to the organizational assessment and audit discussions indicate that managers are responding well to the participative style of the new City Manager. There is significant hope that things will change and that it will be easier to make a rewarding contribution and be recognized for a job done well. Staff are encouraged that the new style of leadership will be motivating and effective.

The culture of the organization has, for some time, been such that there are no limits to work hours if you are in management. Management staff are finding it difficult to work effectively in the current structure. There is a need for values and principled leadership. Life-work balance as a result has suffered considerably, although recent changes to expectations regarding email communication on weekends, the 4/10 work schedule at city hall, and increased discussions from the City Manager emphasizing support for improved balance to discourage a 24/7 work expectation is helping change this.

3.4.1 Recommendation: Leadership Style

It is recommended that the city embrace a participative leadership style and that the leadership team of the organization participate in some training to help organizational leaders benefit from delegation, motivation, creating a learning environment, and team / crew performance management.

3.4.2 Recommendation: Professional Development Workshops

It is recommended that Human Resources – Organizational Development staff coordinate management workshops in team building, staff recognition, organizational performance management, and the values of a learning organization.

3.4.3 Recommendation: Leadership Forums

It is recommended the City implement four quarterly leadership forums for city staff to gather and hear from leaders. These should include a light lunch, followed by a 60-minute presentation including Q&A.

3.5 Resource Issues

3.5.1 Recommendation: Document Management System

Document retrieval and storage is inconsistent and at times, ineffective. It is recommended the City invest in a Document Management System for the administration, management, storage, and retrieval of documents.

3.5.2 Recommendation: Contract versus In-House Resourcing

It is recommended that the City analyze current contracted-out positions to compare the cost-benefit of contracting versus hiring in-house staff.

3.5.3 Recommendation: Volunteer Coordinator Role

A substantial supply of volunteers exists in the City, but the City lacks dedicated resources to coordinate and tap into these resources to their fullest potential. It is recommended that the role of Volunteer Coordinator be established to coordinate volunteer programs within the city.

3.5.4 Recommendation: Labor Time Tracking and Auditing

This report recommends that the Human Resource Department standardize labor time recording to ensure that union agreements are interpreted and applied correctly and to administer fringe benefits.

It is also recommended that the Human Resource Department purchase a new payroll accounting system that is easier to use and revise. Standard operating procedures should also be refined and strictly adhered to when it comes to processing payroll, as well as robust secondary reviews.

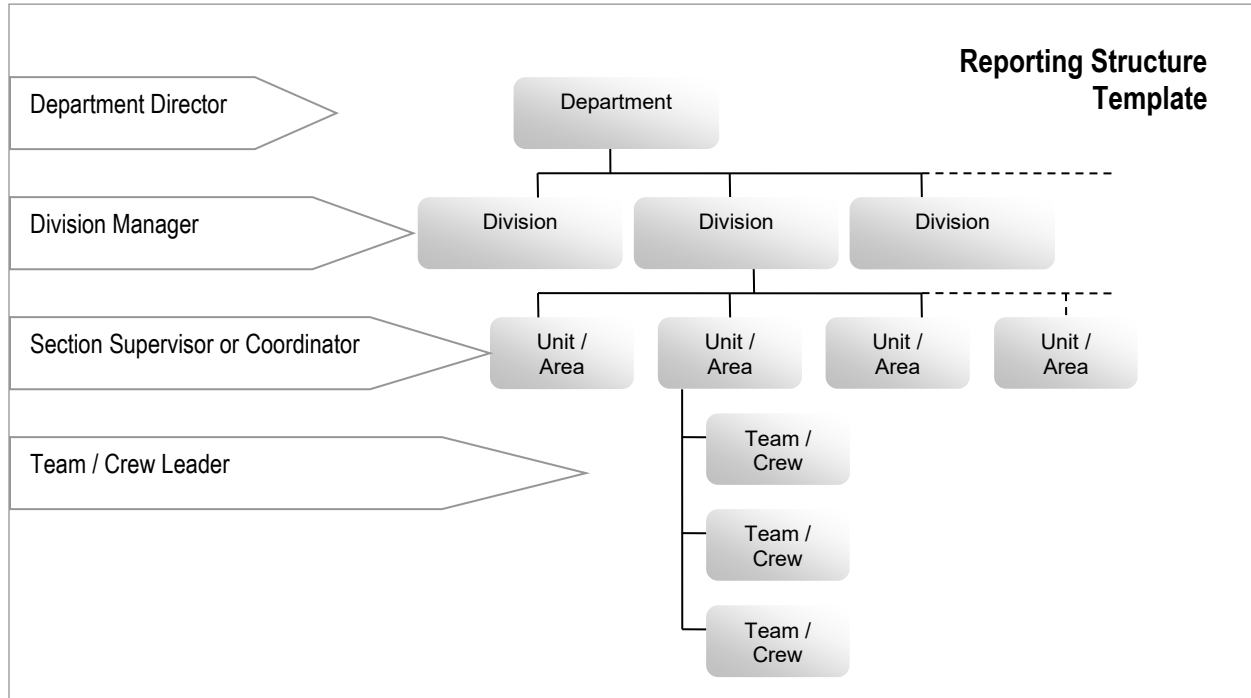
3.5.5 Recommendation: Working Titles

Human Resources may consider approving working titles to be used for various analyst, technician, manager, or other titles to be more descriptive of the work being done. “Administrative Manager I” is less insightful than “Homeless Solutions Manager.” Compensation should still be tied to the official classification, but the use of working titles may be beneficial from a day-to-day work, recruitment, and identity perspective.

4.0 PROPOSED ORGANIZATIONAL STRUCTURE

4.1 Reporting Structure Template

The chart below provides a template for understanding the proposed hierarchy for the new City organizational structure.



4.2 Future Organizational Structural Changes

As organizational goals, priorities, and programs change over time, there will be new functions, activities, and responsibilities that need to be accommodated somewhere in the organization. The future structure needs to be easier to understand, simpler to work with, and more dynamic, so that new responsibilities are added quickly, become part of the overall strategy, are included in the planning and budgeting process, and result in service delivery changes for residents.

The future organization structure also needs to be stable as far as its core service departments are concerned. **Core service departments need to be easily recognizable so that all stakeholders recognize who is responsible for what and where they can go to get good customer service.**

4.3 Leadership and Management Roles

The focus of Department Directors should be on the long-term issues facing City 3, 5, and 10 years from now. Middle managers (Division Managers) will take on more responsibility for current operations. These managers should be making decisions with more independence in the context of a strategic direction, goals, and performance expectations, which they themselves help create. The following chart indicates the role profile, planning horizon, and functional responsibilities for different management levels in the new City organization.

Level	Role	Horizon
Department Director	Strategic Role	1 – 15 year horizon
Division Manager	Tactical Planning Role	1 – 5 year horizon
Section / Area Supervisor	Service Delivery Role	Seasonal – 1 year horizon

Department Director – Functional Responsibilities

- ◆ Provide long term strategy direction
- ◆ Provide direction on department policy proposals, policy operationalization
- ◆ Multi-year operations planning and service level consistency
- ◆ Resource requirement strategies and forecasts
- ◆ Department budget and financial accountability
- ◆ Department performance management accountability
- ◆ Issue resolution management with the City Manager, ACM, and Elected Officials

Division Manager – Functional Responsibilities

- ◆ Short and medium-term planning for services and resources
- ◆ Work planning and budgeting responsibility
- ◆ Operations performance management responsibilities
- ◆ Responsible and accountable for the Division budget and its resources
- ◆ Responsible for inquiries management and public relations
- ◆ Liaison with Directors on routine inquiries
- ◆ Liaison with technical, administrative, and finance support staff on tactical issues concerning equipment, materials, and contracts
- ◆ Liaison with peers to maintain consistency across the Department

Supervisory Level – Functional Responsibilities

- ◆ Knows business service levels and performance expectations
- ◆ Develops seasonal work layout
- ◆ Plans and schedules monthly and weekly work
- ◆ Reviews work performance with Crew/Team Leaders or senior technical staff
- ◆ Liaison for management and employees concerning employee issues
- ◆ Responds to complaints and addresses employee concerns
- ◆ Accountable for monthly budget and expenditure tracking and analysis
- ◆ Discusses financial results with manager
- ◆ Deals with inquiries from suppliers, contractors, and the public

4.4 Proposed Structure: Near-Term Citywide Organization Structure

The new structure should be focused on clarity, simplicity, organizational effectiveness, small management teams, and manageable spans of control. This report recommends that the City align the organization structure with core departmental service roles and responsibilities. The near-term model is constructed as follows:

1. Community Services

- Recreation programs
- Facilities, Parks & Trails
- Library Services
- Community Assistance

2. City Manager's Office

- Clerk
- Communications
- Homeless Solutions

3. Economic Development

- Attraction & Development
- Retention & Expansion
- Redevelopment

4. Finance

- Accounting
- Budget
- Purchasing

5. Fire Department

- Emergency Management
- Fire Prevention
- Operations

6. Human Resources

- Employee Services
- Org Training & Development
- Occupational Health & Safety
- Workforce Planning

7. Information Technology

- GIS
- Help Desk
- Network
- Software

8. Legal & Risk Management

- Legal Services
- Risk Management
- Workers Compensation

9. Police Department

- Field Services
- Investigative Services
- Support Services

10. Planning & Development

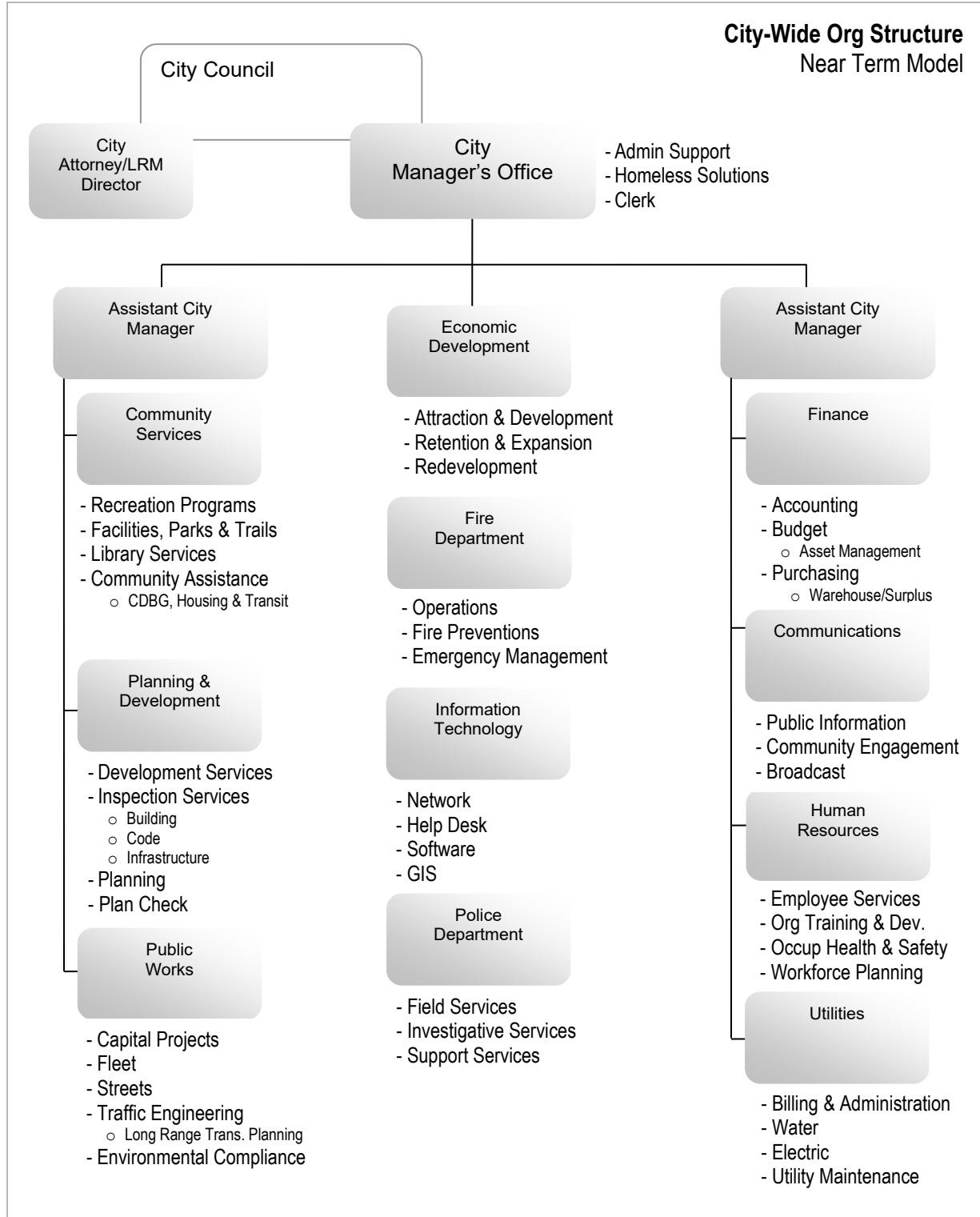
- Planning
- Development Services
- Inspection Services
- Plan Check

11. Public Works

- Capital Projects
- Fleet
- Streets
- Traffic Engineering
- Environmental Compliance

12. Utilities

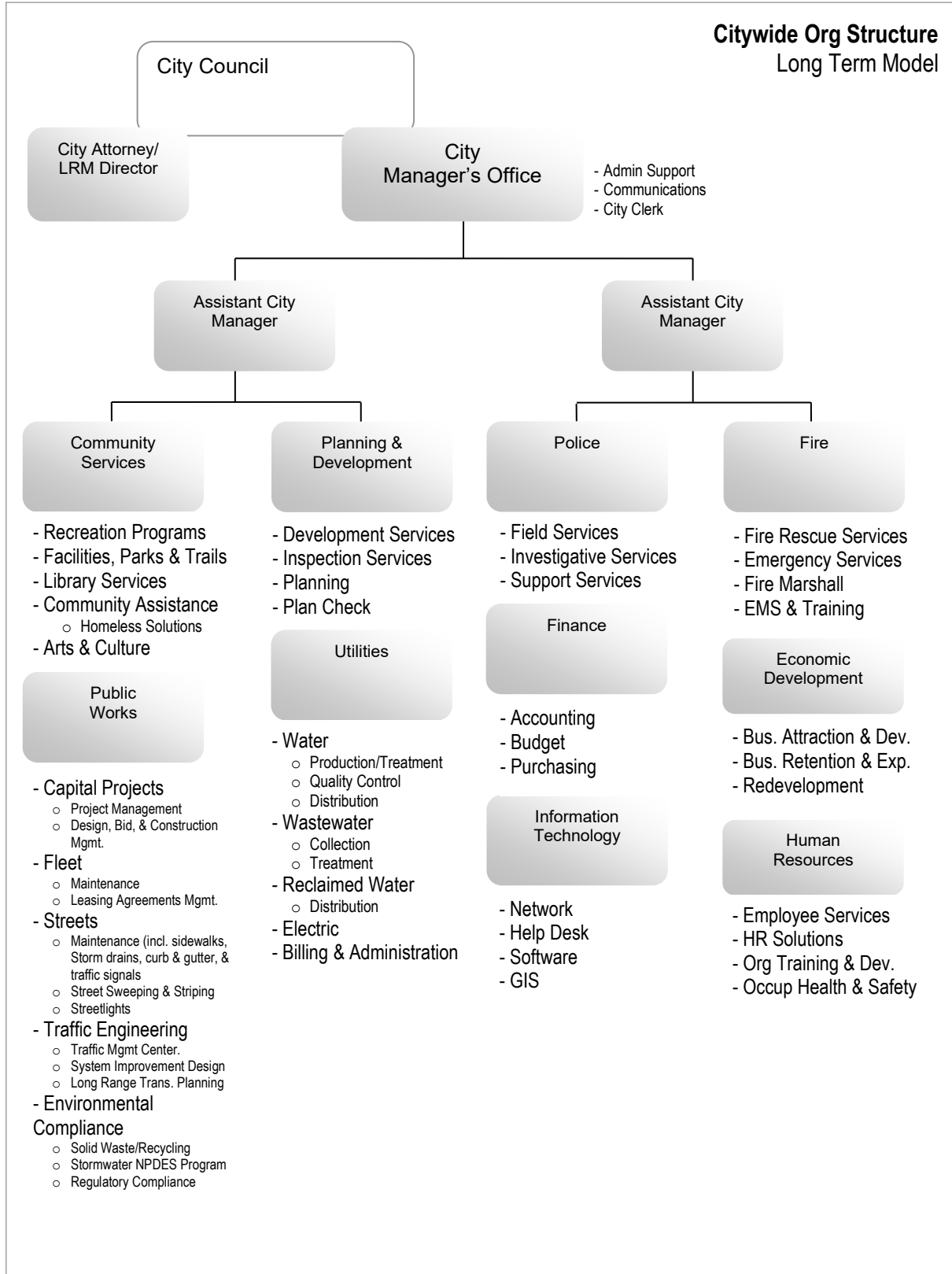
- Billing & Administration
 - Electric
 - Water
 - Wastewater / Reclaimed Water
-



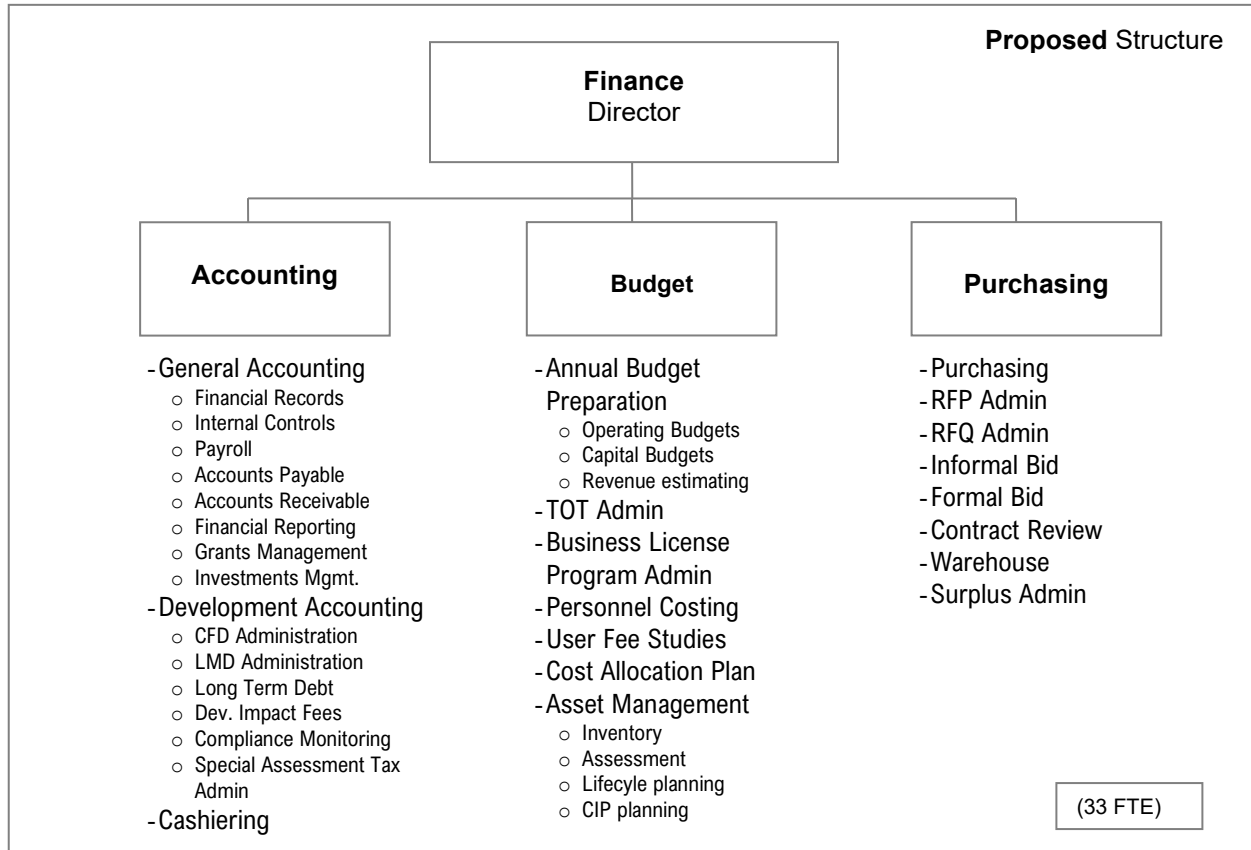
Near Term Model Highlights

- Moves Maintenance Services from DWP to PW
- Moves warehouse/Surplus to Purchasing
- Moves NPDES and Regulatory compliance to PW
- Takes CDBG, Housing & Transit, and responsibility for all city building leases under a new Division called Community Assistance.
- Creates a new section titled Transportation Planning in Traffic Engineering
- Moves building maintenance to Community services and retitles it "facilities maintenance."
- Expands park maintenance to "Parks & Trails."
- Adds Asset Management as a unit in Finance.

4.5 Proposed Structure: Long-Term Citywide Organization Structure



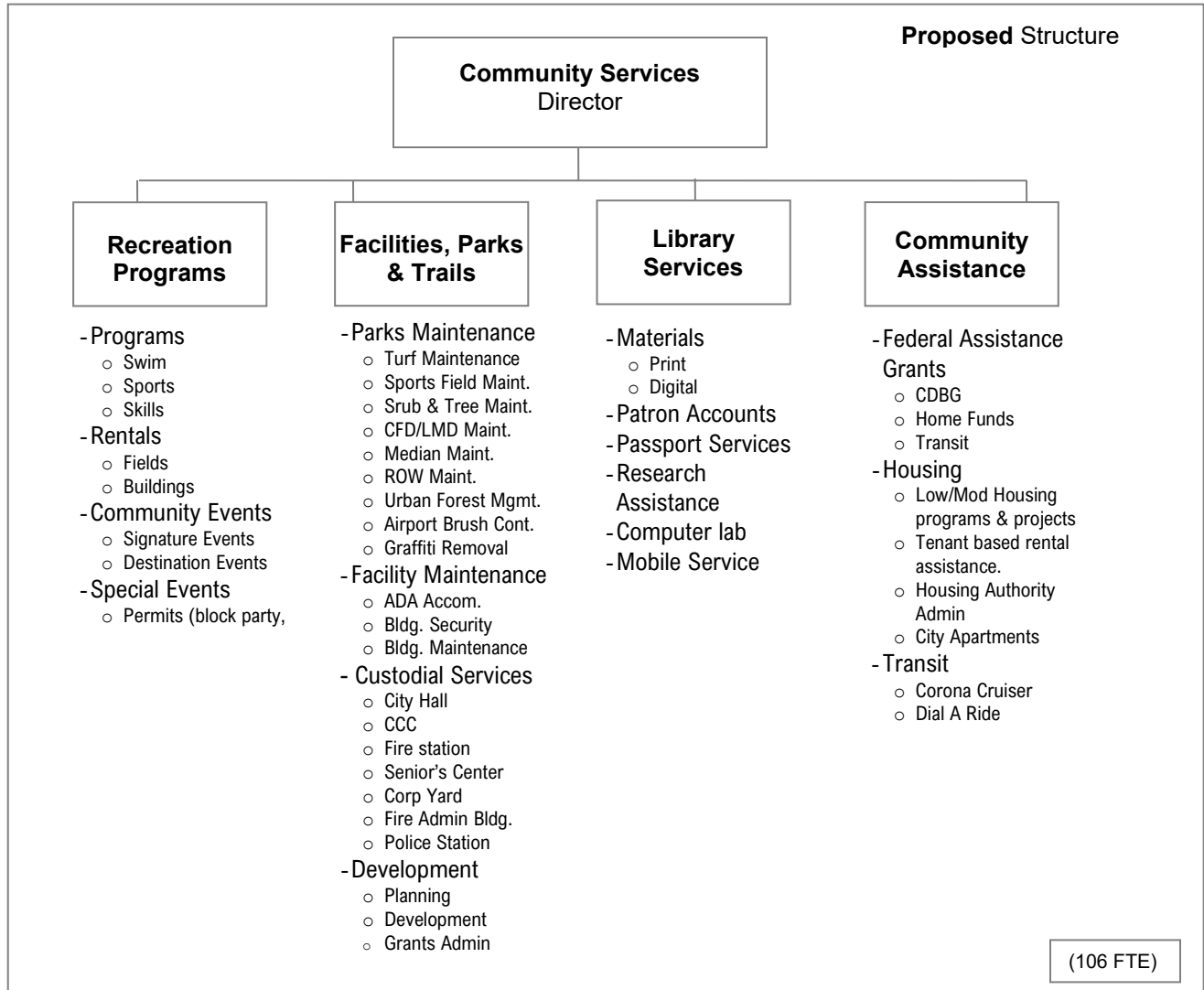
4.6 Proposed Structure: Finance Department



The proposed Finance Department consists of three divisions: accounting, budget, and purchasing. The department consists of approximately 31 full-time and 2 part-time staff positions.

1. **Accounting.** The Accounting Division, comprised of 17 FT staff, is responsible for general and development accounting. For general accounting, this group maintains all financial records and ensures appropriate internal controls are in place to protect city assets. This division also oversees the city’s payroll, accounts payable, accounts receivable, financial reporting, grant management, investment activities, and general accounting services. For development accounting, this group assists with the formation and administration of Community Facility Districts, and other land-based financing entities. This group also oversees long-term debt issuance, refunding and compliance monitoring, reporting on development impact fees, and the calculation, levying and reporting of special assessment taxes.
2. **Budget & Revenue.** The Budget Division, comprised of 6 FT and 2 PT staff, is responsible for preparing and maintaining operating and capital budgets. The division monitors all incoming revenues, provides revenue estimates, coordinates user fee studies, and coordinates the cost allocation plan. The budget division also oversees all issues related to transient occupancy taxes (TOT) and oversight of the business license program, cashiering, and cost analysis for personnel-related costs.
3. **Purchasing.** The Purchasing Division, comprised of 8 FT staff, is responsible for the procurement of goods and services for the entire city and ensuring they are purchased in accordance with adopted procedures and the Uniform Public Construction Cost Accounting Act (UPCCAA).

4.7 Proposed Structure: Community Services Department



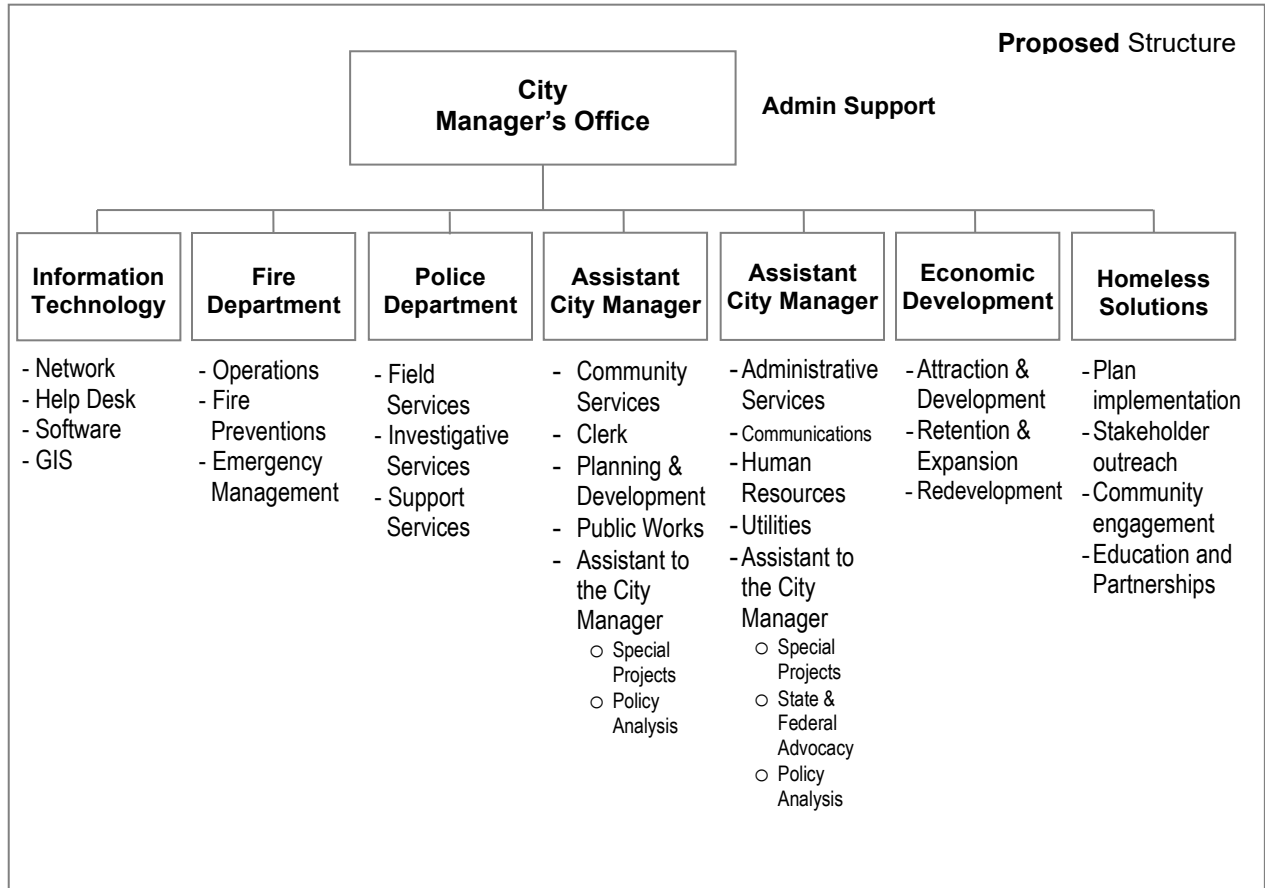
Community Services consists of five divisions: Recreation Programs, Facilities, Parks & Trails, Library, and Community Assistance. The department consists of approximately 64 full-time and 62 part-time staff positions.

1. Recreation Programs. The Recreation Programs Division will continue to oversee the creation, development, and management of all city recreation programs.
2. Facilities, Parks & Trails. The Facilities, Parks & Trails Division oversees the maintenance aspect of parks and trails as well as the planning and implementation of the parks & recreation masterplan and the trails masterplan. The Division is made up of two primary sections: facilities and parks.
 - a. The *parcs maintenance section* maintains all city-owned parkland, as well as oversees the city's urban forest, in addition to administering the contracted maintenance for medians and rights of ways throughout the city that fall within Community Facility Districts and Landscape Maintenance Districts. This section also oversees graffiti removal from all public property throughout the city.
 - b. The *facility maintenance section* oversees the maintenance and security of all city facilities recreation buildings, community buildings, playgrounds, and four

aquatic facilities. Only utility buildings are excluded from this section's responsibilities.

3. Library Services. The Library Services Division runs the Corona City Library, overseeing materials circulation, patron accounts, passport services, research assistance to the public as well as the selection of print and digital materials.
 4. Community Assistance. The Community Assistance Division is responsible for:
 - a. *CDBG*: Managing community development block grant funds for the city to support low-income housing, economic development, and community improvement projects. The division also manages HOME funds to preserve the city's affordable housing stock, and provide tenant-based rental assistance.
 - b. *Housing*: Administering all low-income housing functions and assets through the Corona Housing Authority entity and is responsible for developing and implementing affordable housing programs and projects that support the City's housing element.
 - c. *Transit*: Overseeing the Corona Cruiser fixed-route bus service (comprised of two routes through the city) and the dial-a-ride program, an on-demand bus service for ADA-certified riders.
-

4.8 Proposed Structure: City Manager’s Office



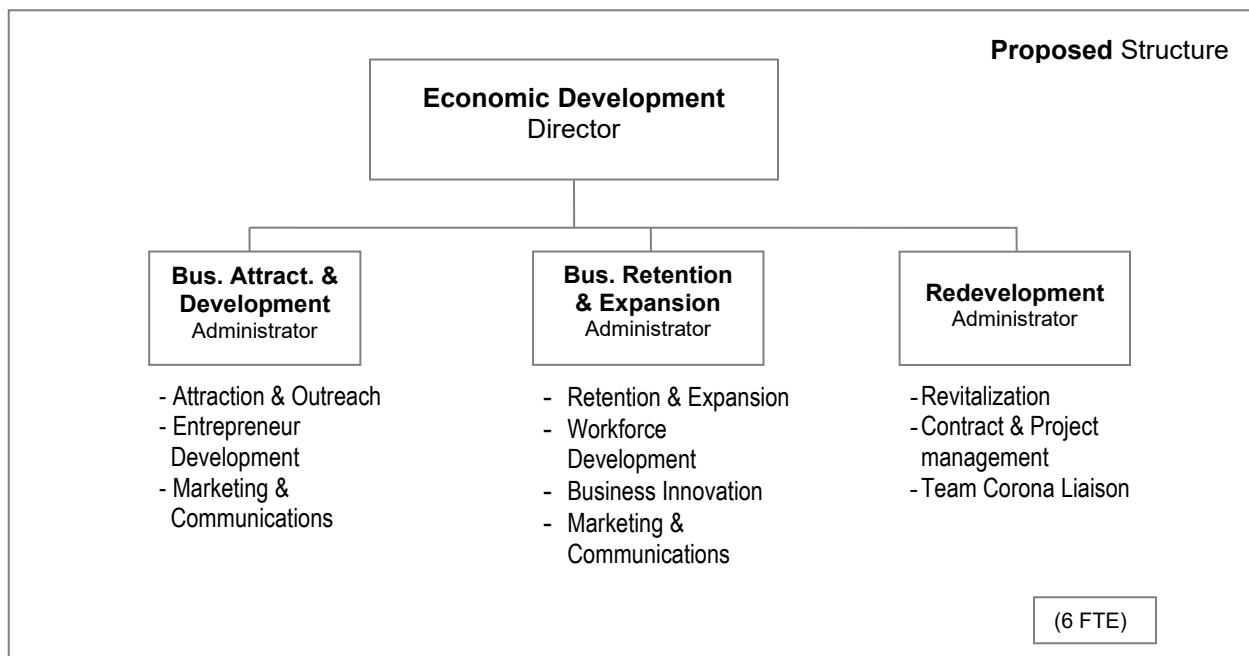
The City Manager’s Office oversees all city departments and functions except for Legal & Risk Management. The City Manager’s office is comprised of 13 full-time and 3 part-time staff, inclusive of the Clerk’s office, Communications, and administrative staff. In the near term, the City Manager directly supervises two Assistant City Managers, administrative staff, and four departments: IT, Fire, Police, Economic Development, Homeless Solutions. In addition to the departments that report to the ACMs, the ACMs also supervise the Clerk’s office, Communications, and two Assistants to the City Manager. As noted in 4.5, slight organizational adjustments will be made over the long term to consolidate department responsibilities with the ACMs and strategic management with the CM.

Rationale. The previous span of control for the City Manager was too large to provide effective support to reporting departments/office/staff and allow the City Manager to operate effectively at a strategic, executive level. A few key features and benefits of the new structure include:

- Reduces the span of control from 15 to 8.
- Provides for a second ACM to support Communications, Finance, HR, Utilities, and an ATCM. This is needed due to current span of control issues and the need for additional ACM level capacity to oversee the number of organizational operations and projects.
- Maintains direct reporting of the CIO to the CM. During the next few years of building the city’s IT infrastructure and data analytics capabilities, this direct reporting relationship is important to remove obstacles and support projects to achieve maximum results.

- Maintains the Homeless Solutions Manager in the CMO for the time being, while the system is being built out.
- Maintains direct reporting of both Police and Fire to the CM. This is not critical in the long term, but for the interim seen as beneficial while new leadership, programs, and practices are being put into place.
- Maintains direct reporting of Economic Development to the CM for the time being as the office, planning efforts and new programs are developed.
- Ensures a robust communications office, overseen by an ACM, that is tasked with engagement surveys, social media, print media, video, state of the city, council meeting broadcasts, promotions, community events and public information, corporate image and brand standards, logo standards, and internal communications.

4.9 Proposed Structure: Office of Economic Development

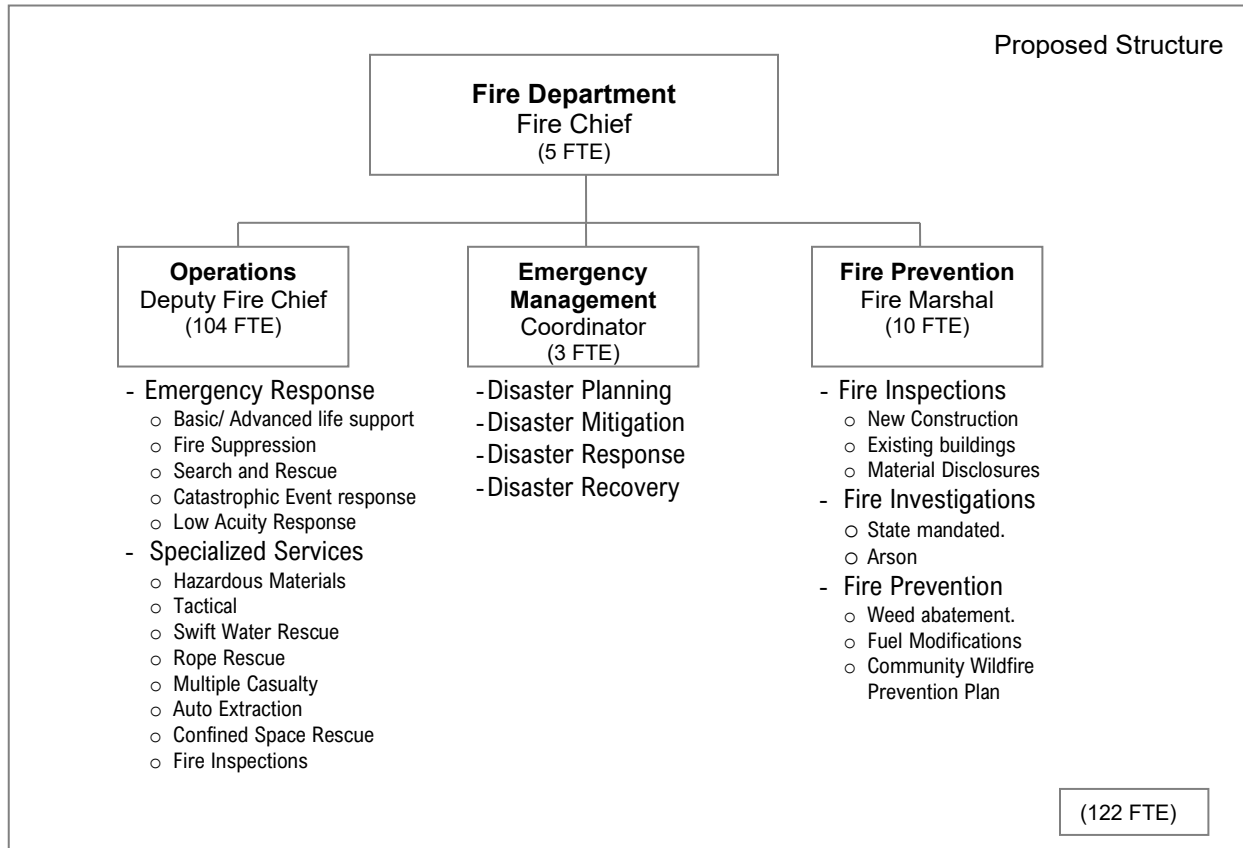


The Office of Economic Development focuses its work on three areas: attraction & development, retention & expansion, and redevelopment. The department consists of approximately 6 full-time staff positions.

1. The Business Attraction & Development Administrator is focused on business attraction, outreach, business & entrepreneur development, as well as associated marketing & communications.
2. The Business Retention & Expansion Administrator is focused on retention, expansion, workforce development and business innovation, as well as associated marketing and communications.
3. The Redevelopment Administrator is focused on downtown revitalization activities, contract and project management, and serves as the Team Corona liaison to coordinate interdepartmental meetings.

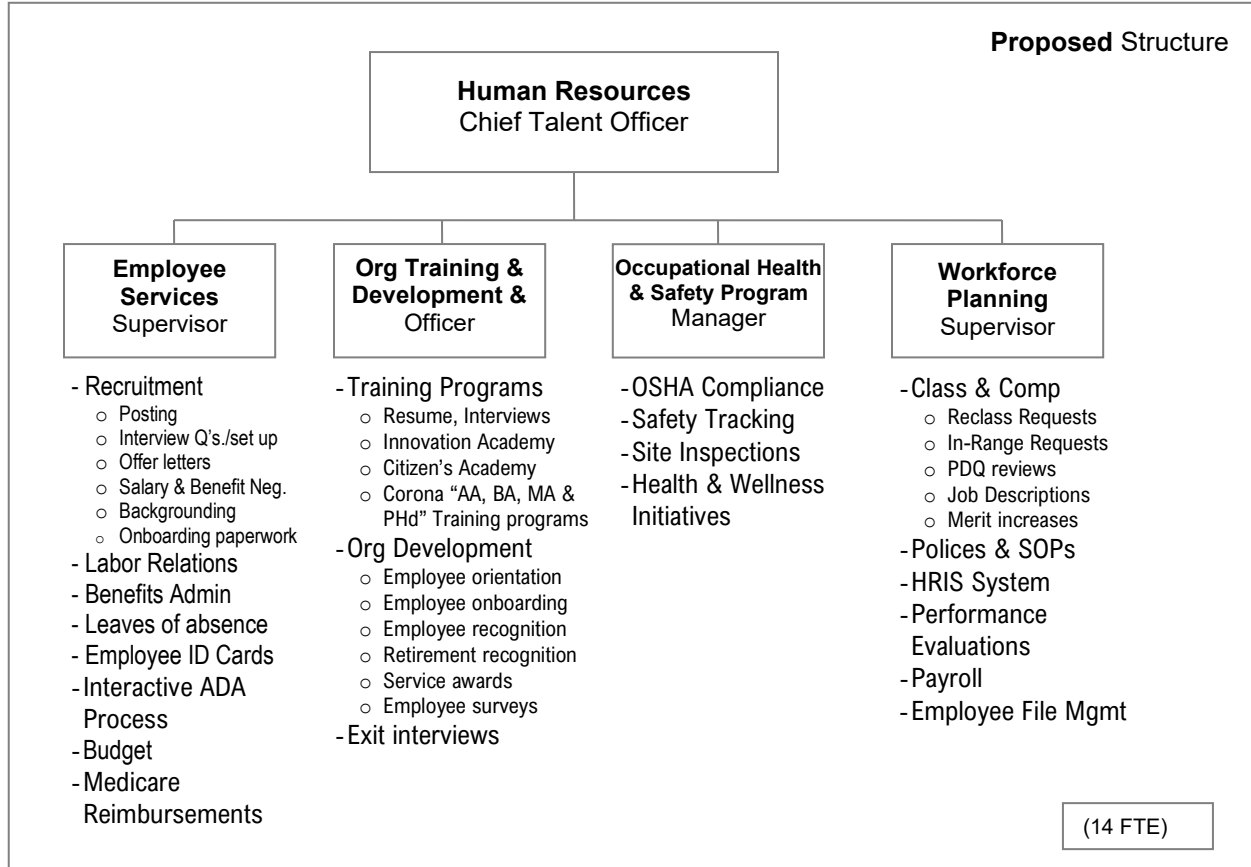
Economic Development staff also work closely with the Corona Chamber of Commerce and oversees a contract valued from \$50,000-\$70,000 annually to provide various workshops and events.

4.10 Proposed Structure: Fire Department



The Fire Department consists of three divisions: Operations, Emergency Management, and Fire Prevention. The department consists of 118 FT and 4 PT positions. No changes are proposed to the current fire department structure.

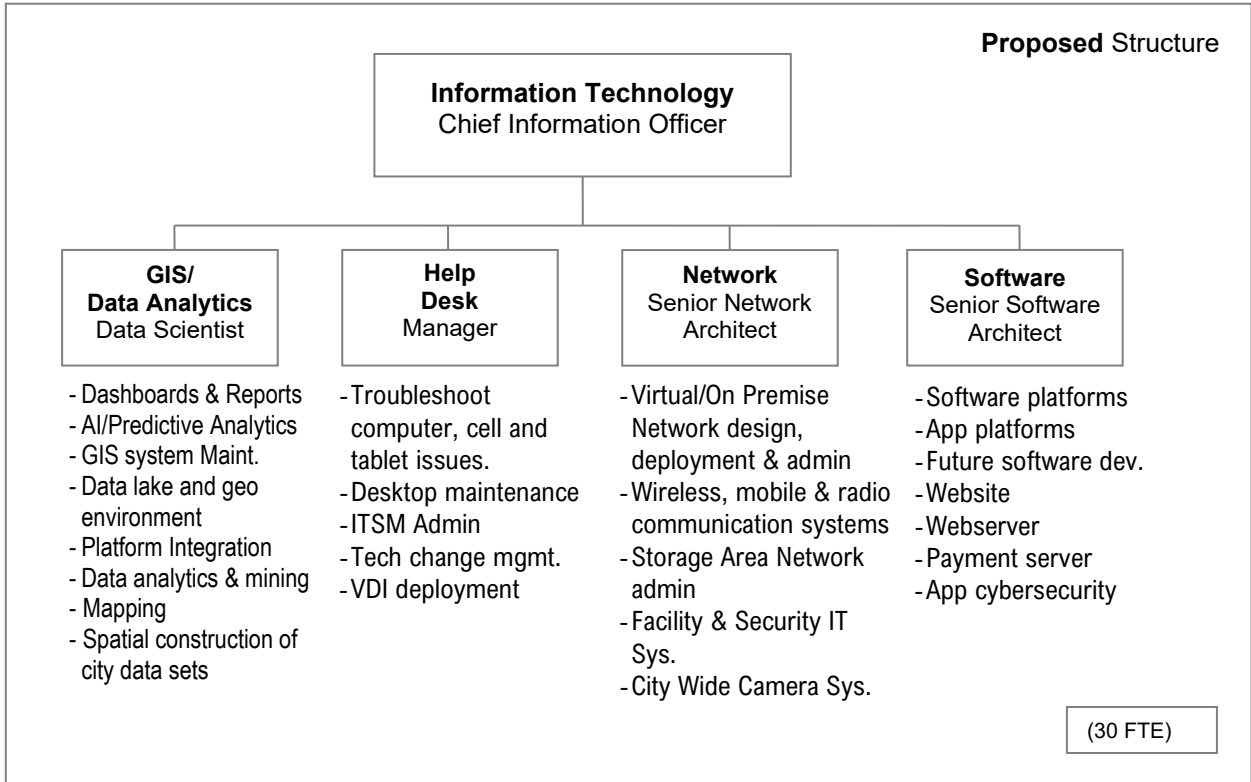
4.11 Proposed Structure: Human Resources Department



The Human Resources Department consists of 14 full-time staff and supports core personnel services to the City, including approximately 750 full-time staff, approximately 150 part-time staff. The department is comprised of 4 sections:

1. Employee Services, consisting of 4 full-time staff, oversees recruitments, labor relations, benefits admin, leaves of absence, employee ID cards, the interactive ADA process, budget, and Medicare reimbursements.
2. Organizational Training & Development, consisting of 1 staff person, who is tasked with overseeing overall training programs, and organizational development, as well as exit interviews.
3. OH&S consists of 2 full-time staff, which is responsible for overall OSHA compliance, safety tracking, site inspections as well as health & wellness initiatives.
4. Workforce Planning, consisting of 5 full-time staff, oversees classification and compensation for all city positions, policies and standard operating procedures, management of the HRIS system, performance evaluations, liaising with payroll and employee file management.

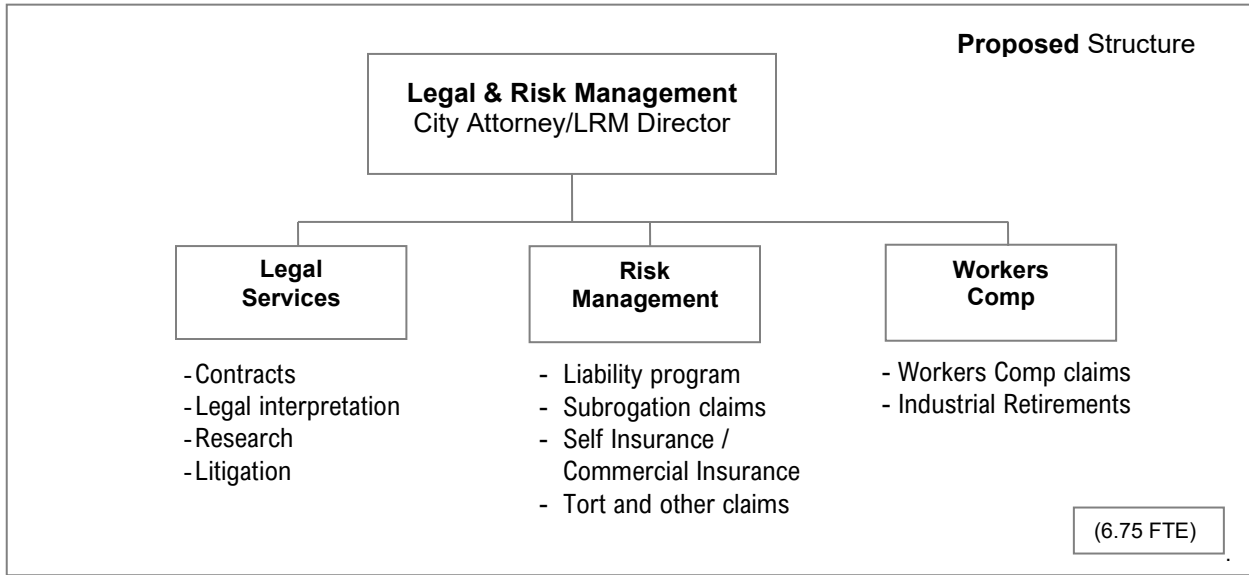
4.12 Proposed Structure: Information Technology



The Information Technology department consists of 23 full-time and 7 part-time staff positions.

1. The GIS/Data Analytics Division, comprised of 5 full-time staff and 2 part-time staff, is responsible for taking the lead in the creation of dashboards and reports, developing and supporting AI/predictive analytics, maintaining and developing geo spatial data, administering data lake and geo environment, and integrating core data platforms for analytics and data mining.
2. The Help Desk Division, comprised of 1 full-time and 10 part-time staff, provides hands-on support to staff across the city to troubleshoot and resolve a wide range of computer, cell phone, and tablet issues. The division is also responsible for maintenance of Desktop and Peripheral IT assets, administering the ITSM (Information Technology Service Management) platform, assisting with technology change management operations, and Virtual Desktop image, and deployment support.
3. The Network Division, comprised of 7 full-time staff, is responsible for Virtual and On-Premise Network design, deployment, and administration, Wireless, mobile and radio communication systems, SAN (Storage Area Network) administration, Facility and Security IT Systems, and City-Wide Camera Systems
4. The Software Division, comprised of 4 full-time staff, is responsible to maintain/deploy/integrate software solutions, develop and administer application platforms, design future software roadmaps for operations, website, webserver, and payment server administration, and application cyber security.

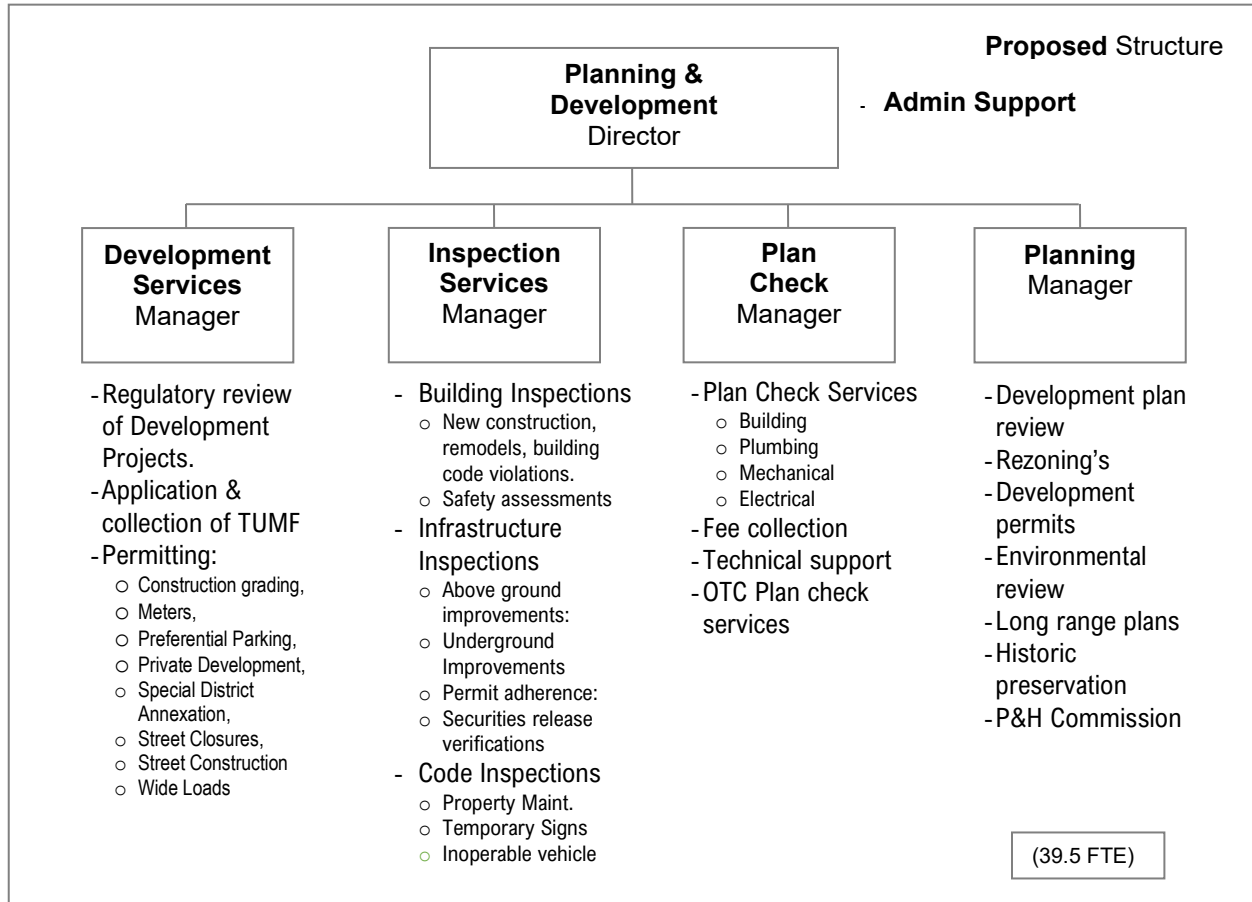
4.13 Proposed Structure: Legal & Risk Management



Rationale. Legal & Risk Management is comprised of three sections: Legal Services, Risk Management, and Workers Compensation. The department has a staff of 6 full-time staff positions and one part-time intern.

1. Legal Services, comprised of 2 staff attorneys, would continue providing legal advice on contracts, legal interpretation, research, and litigation.
2. Risk Management, comprised of 1 staff person, administers the city’s liability programs in addition to managing tort and other claims against the City, subrogation claims the city’s self-insurance, and commercial insurance programs.
3. Workers’ Compensation, comprised of 1 staff person, administers the city’s workers’ compensation program.

4.14 Proposed Structure: Planning & Development



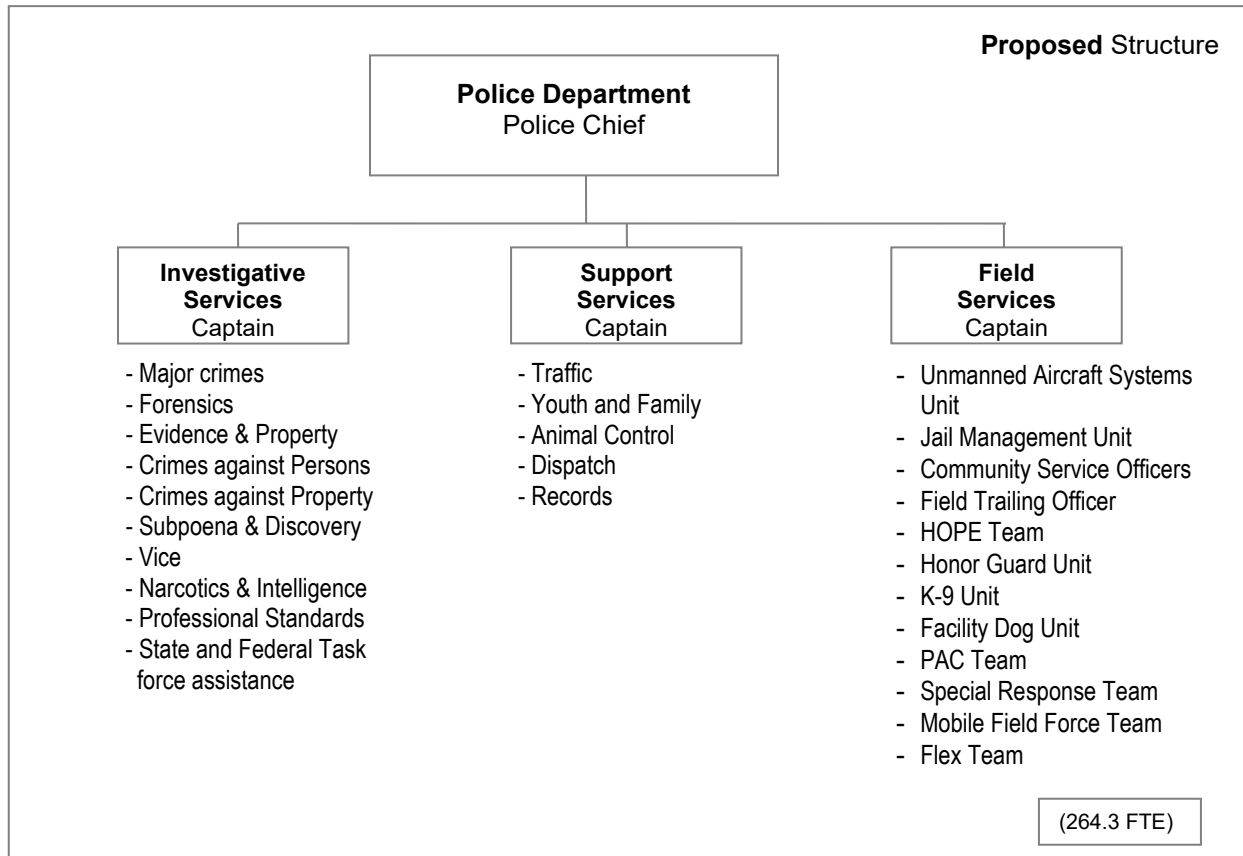
The Planning & Development Department comprises of four divisions: Development Services, Inspection Services, Plan Check, and Planning. The department consists of approximately 35 full-time staff and 9 part-time positions. Planning & Development provides development services, as well as building inspection, code enforcement, animal shelter services (contract), parks services, and GIS services.

1. Development Services, comprised of 6 full-time and 2 part-time staff is responsible for ensuring development projects meet city, county, state, and federal guidelines, standards, and policies. In addition, this division works with WRCOG on the application and collection of transportation uniform mitigation fees (TUMF) as well as the administration of TUMF credit and reimbursement agreements. This group also issues permits for Construction grading, Meters, Preferential Parking, Private Development, Special District Annexation, Street Closures, Street Construction, and Wide Loads.
2. Inspection Services, comprised of 14 full-time staff, is divided into three sections based on the type of inspectors: building inspectors, code inspectors, and right of way inspectors.
 - A. *Building Inspectors* are responsible for building inspections for construction activities. They investigate complaints regarding building code violations and illegal or unsafe construction practices. This group also performs emergency safety assessments of structures damaged by accidents or natural disasters.
 - B. *Code Compliance Inspectors* enforce the City's zoning ordinances on private property and inspect for specific health and safety regulations involving building

living conditions and property maintenance issues. They also verify street vendor permits, administer the inoperable vehicle abatement program, and manage a volunteer program to remove temporary signs in public rights of way – as well as enforcement of “other various” municipal codes.

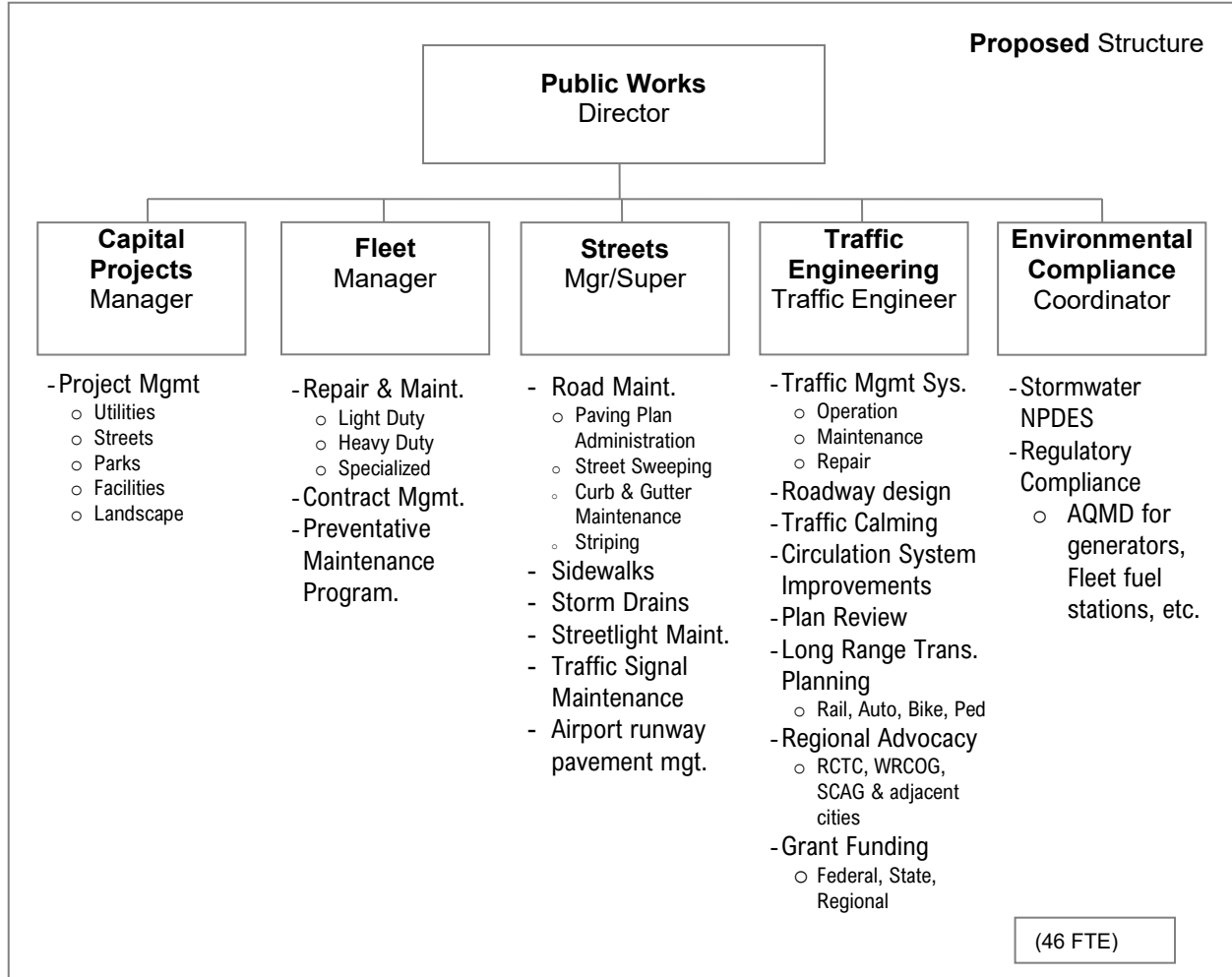
- C. *Infrastructure Inspectors*: are responsible for the inspection of all above-ground improvements including streets, curbs, gutters, sidewalks, ADA ramps, streetlights, traffic signals, pavement striping, etc. as well as underground improvements including sewer, water, storm drain, fiber optic, electrical conduits, gas, and communications infrastructure. This team also ensures compliance for all grading, hauling, stockpiling, encroachments within the right of way, as well as traffic control and conformance of all improvements to City standards, prior to the releasing of securities.
3. Plan Check. The Plan Check Division reviews all plans to verify compliance with building, plumbing, mechanical and electrical codes. This group also collects fees, issues permits, provides technical support for inspectors, and participates in the development plan review process. They also provide over-the-counter plan check services.
 4. Planning. The Planning Division is responsible for development plan review, zoning change requests, development permits, environmental review, landscape and Certificate of Occupancy inspections, and reviews business licenses for conformity with zoning ordinances. They are responsible for preparing long-range development plans including the General Plan, Housing Element, specific plans, processing annexations, and implementing the City’s Historic Preservation Program. They also provide staff support for the zoning administrator, Board of Zoning Adjustment, and Planning & Housing Commission
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4.15 Proposed Structure: Police Department



The proposed Police Department remains unchanged, with the exception of 1) minor naming convention updates to create greater consistency and 2) the transfer of primary responsibility for special event permits and dance permits to Community Services (PD will still be one of the stakeholder groups involved in final approval). The department continues to be comprised of Investigative Services, Support Services, and Field Services. The department consists of 245 full-time and 19 part-time staff positions.

4.16 Proposed Structure: Public Works

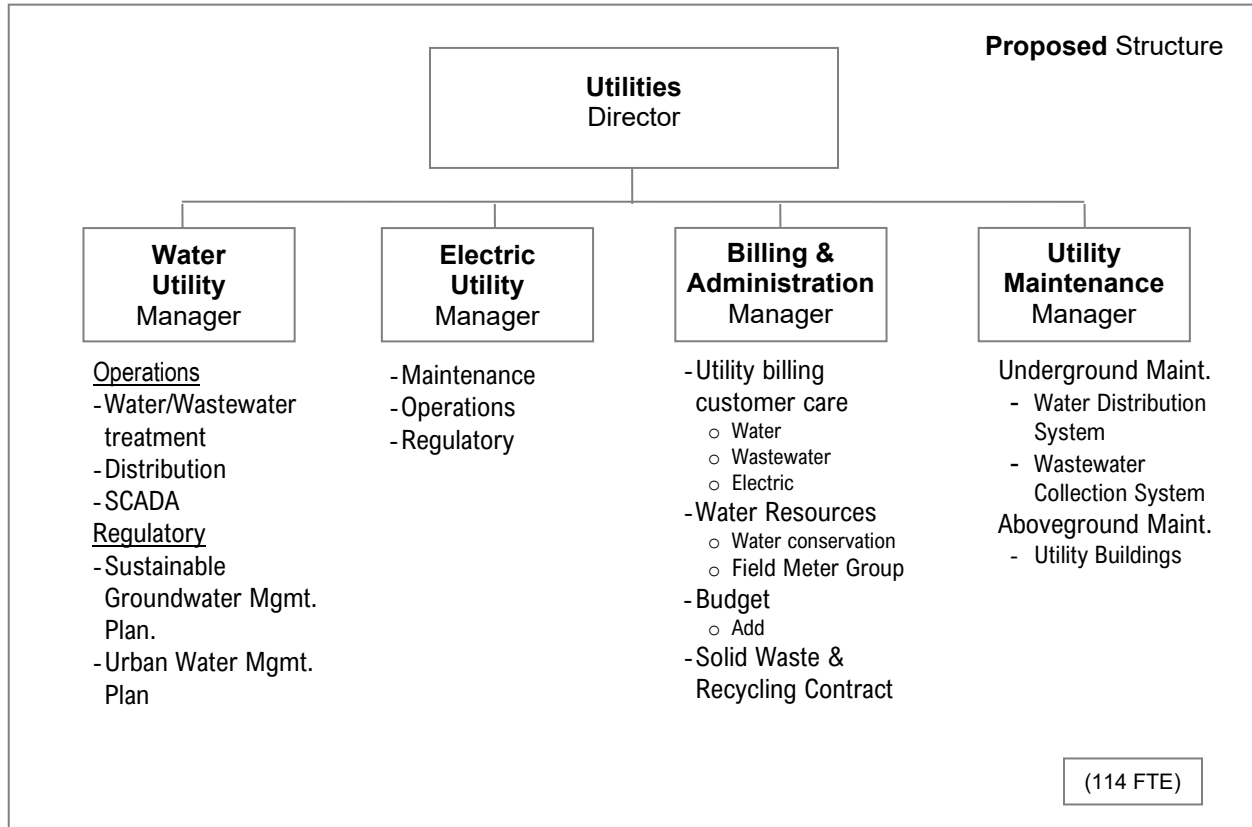


The Public Works Department, comprised of 44 full-time staff and 4 part-time staff sees considerable change under the proposed structure. The new department consists of four divisions: Capital Projects, Fleet, Streets, Traffic Engineering; and one section: Environmental Services.

1. The Capital Projects Division, comprised of 12 full-time and 2 part-time staff, is responsible for engineering and project management services for capital improvement projects including the preparation of plans, design, bid, and construction management services. This division also continues to manage street pavement rehabilitation projects, and works to secure grant funds for a wide variety of capital projects involving streets, bike lanes, sidewalks, traffic signals, streetlights, bridges, and more.
2. The Fleet Division comprised of 9 full-time staff, is responsible for repair and maintenance of light-duty, heavy-duty, and specialized fleet vehicles, in addition to contract management, and the administration of a preventative maintenance program.

3. The Streets Division, comprised of 13 full-time staff, is responsible for road maintenance including paving administration, street sweeping, curb & gutter maintenance, street striping, sidewalks, storm drains streetlight maintenance, traffic signal maintenance, and airport runway maintenance.
 4. The Traffic Engineering Division, comprised of 7 full-time and 2 part-time staff, is responsible for traffic management and traffic engineering. Traffic management oversees all aspects of the City's Advanced Traffic Management System (ATMS) including maintenance, operation, and repair of the City's traffic circulation system. Maintenance and repairs are performed by both staff and contractors. Traffic Engineering ensures the city's traffic circulation system is operationally efficient, and in compliance with city, state, and federal traffic regulations. This team plans for growth-related needs, designs system improvements, coordinates construction activities, and provides plan reviews for new development and utility work.
 5. The Environmental Compliance Section, comprised of 3 full-time staff is responsible for administering the Stormwater National Pollution Discharge Elimination System and ensuring regulatory compliance with AQMD for generators and fleet fuel stations.
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4.17 Proposed Structure: Utilities Department



The Utilities Department, comprised of 112 full-time and 2 part-time staff consists of three divisions: Water, Billing & Administration, and Utility Maintenance, and one section: Electric Utility.

1. The Water Utility Division, consisting of 35 full-time staff, is responsible for treatment and distribution of potable water, treatment of wastewater and distribution of reclaimed water, SCADA systems management, and regulatory planning for sustainable groundwater planning and urban water management planning.
2. The Electric Utility Section, consisting of 2 full-time staff, is responsible for electrical purchases, reports, customer development, rebate programs, contracts, and data analytics.
3. The Billing & Administration Division, consisting of 14 full-time staff, is responsible for budget development and tracking, front counter staffing, and administrative duties for the department.
4. The Utility Maintenance Division, consisting of 28 full-time staff is responsible for the maintenance of both underground utility systems and above-ground utility facility maintenance including but not limited to 845 miles of water distribution, 100 plus locations including wells, booster station, reservoirs, pressure reducing stations and treatments plants. 450 miles of pipe for sewer collections 14 lift stations, and treatments plants.

5.0 Near-Term Citywide Reporting Structure

