



Memorandum

Date: 5/18/2021
Meeting of: City Council

File No. AM No. 21-071
Type: Consent Item

TO: Members of the City Council
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Executive	Mayor Angela Birney	425-556-2101
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DEPARTMENT STAFF:

Executive	Malisa Files	Chief Operating Officer
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TITLE:

Approval of the Addition of Executive Deputy Director Position to the Non-Represented Pay Plan

On April 6, 2021, staff recommended adding two Deputy Director positions to the non-represented pay plan. When assessing the need for Deputy Directors, staff analyzed the administration of the departments, the span of control for directors, and succession planning. All departments in the City have either one or two Deputy Directors with the exception of the Executive and the Technology and Information Services (TIS) Departments. Council approved the TIS Deputy Director. The Executive Department Deputy Director will play a significant role in the department structure, including:

- Providing administration and management of department day-to-day operations, leaving the Chief Operating Officer (COO) able to concentrate on policy, strategic, personnel, and regional issues.
- Supporting the COO by managing five divisions within the Executive Department, including: City Clerk; Prosecutor's Office; Communications, Marketing, and Community Outreach; Environmental Sustainability; and Diversity, Equity, and Inclusion.
- Overseeing internal communications and providing support for the Mayor's external communications.
- Allowing the COO to focus on the management of seven Department Directors and move citywide programs, included in the Community Strategic Plan, forward to support the City's vision. The size and breadth of the COO workload is problematic without having additional management support (please see Attachments A and B for current and potential future organizational charts of the Executive Department).
- Ensuring succession planning is a goal of the City and is a best administrative practice. The City has experienced the difficulty of personnel transitions, at the director level, when a director leaves and there is no qualified individual to take their place. The problem is solved, in the short term, by asking a Director of another department to act as interim management while the City chooses a new leader. Given the size and complexity of departments, it is challenging for one director to wear two hats and make sure each department continues to make progress on their workplan.

☒ **Additional Background Information/Description of Proposal Attached**

REQUESTED ACTION:

☐ Receive Information ☐ Provide Direction ☒ Approve

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
Pay plans for each union and non-represented category.
- **Required:**
Under the Revised Code of Washington (RCW), 35a.34.070 requires the City Council to "...set forth the salary and salary ranges for each office, position or job classification together with the title or position designation thereof. However, salaries may be set out in total amounts under each department if a detailed schedule of such salaries and positions are attached and made a part of the budget document." Although the City does not present the pay plans in the budget, they are approved by Council by ordinance, which is an acceptable practice under the rules set by the State Auditor's Office. In addition, the City's Personnel Manual 7.10 also requires Council to approve changes in pay plans.
- **Council Request:**
N/A
- **Other Key Facts:**
N/A

OUTCOMES:

The outcome sought from Council is to add the Executive Department Deputy Director to the non-represented pay plan. The Department is not asking for an additional FTE. The Mayor and Chief Operating Officer have analyzed several reorganization ideas and were able to identify efficiencies that allow the Department to free up an FTE to move into the Deputy role without requiring additional staffing. The new position will manage the five Executive Department Divisions, as mentioned above. They will become the expert on the lines of business and work to move the goals established by the Mayor and City Council.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
N/A
- **Outreach Methods and Results:**
N/A
- **Feedback Summary:**
N/A

BUDGET IMPACT:

Total Cost:

Under the City's personnel policies, an employee who is promoted receives a 7% increase in their base salary.

Approved in current biennial budget: ☐ Yes ☒ No ☐ N/A

Budget Offer Number:

The Executive Department budget is represented in several budget offers, including:

- Offer No. 220 Environmental Sustainability
- Offer No. 141 Criminal Justice
- Offer No. 323 Diversity, Equity, and Inclusion
- Offer No. 234 Citywide Communications
- Offer No. 233 Community Outreach and Involvement
- Offer No. 237 Executive Leadership
- Offer No. 238 City Council

Budget Priority:

The budget offers above are represented in the priorities of Healthy and Sustainable, Safe and Resilient, and Strategic and Responsive.

Other budget impacts or additional costs: ☐ Yes ☐ No ☒ N/A

If yes, explain:

N/A

Funding source(s):

The Executive Department administration is supported by the General Fund.

Budget/Funding Constraints:

N/A

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
3/23/2021	Committee of the Whole - Finance, Administration, and Communications	Provide Direction
4/6/2021	Business Meeting	Approve
4/27/2021	Committee of the Whole - Finance, Administration, and Communications	Provide Direction
5/11/2021	Committee of the Whole - Planning and Public Works	Provide Direction

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
N/A	None proposed at this time	N/A

Time Constraints:

The Executive Department would like to put the organizational changes in place as soon as possible to make sure the programs, issues, challenges, and initiatives move forward in an appropriate manner.

ANTICIPATED RESULT IF NOT APPROVED:

If this proposal is not approved, the Executive Department organization will not be changed, and activities will be analyzed to determine what programs will be put on hold or moved to the next biennium.

ATTACHMENTS:

Attachment A: Current Executive Department Organizational Chart

Attachment B: Revised Executive Department Organizational Chart with Deputy

Attachment C: Non-Represented Pay Plan