



**CITY OF PACIFICA
COUNCIL AGENDA SUMMARY REPORT**

11/9/2020

SUBJECT:

Creation of the New Job Classification of Chief Financial Sustainability Officer

RECOMMENDED ACTION:

Move to adopt the resolution creating the new classification of Chief Financial Sustainability Officer.

STAFF CONTACT:

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BACKGROUND/DISCUSSION:

With the retirement of the former Economic Development Manager in April 2020 and the departure of the former Assistant City Manager/Finance and Administrative Services Director, the City Manager's Office has been re-evaluating position classifications in order to best meet the City's business needs moving forward within the City's current and anticipated financial constraints.

On October 12th, 2020, the City Council approved modifications to the Assistant City Manager (ACM) job description in order to create flexibility for which department director position the ACM would also serve, rather than specifying an ACM/Finance and Administrative Services Director job description. In addition, the Council approved the creation of a Deputy Director of Planning classification. Subsequent to those approvals, Planning Director Tina Wehrmeister, who had been serving in an Acting ACM/Planning Director capacity August 17th, was selected by the City Manager following an internal promotional process, to become Pacifica's next ACM (while continuing as Planning Director). In addition, Senior Planner Christian Murdock was promoted into the Deputy Director of Planning position. These changes help meet the City's significant business needs in the planning, human resource, and information technology business lines, as well as special projects in the City Manager's Office. These changes also help fulfill the succession planning needs and the Council's Goal of "A Strong City Workforce Infrastructure," which includes strategies to address employee retention and attraction challenges.

Concurrent to these changes, the City Manager has been evaluating options to meet the City's financial management and economic development business needs. While the day-to-day financial management and accounting functions of the Finance Division are overseen by the City's Financial Services Manager position, the City's business needs still call for a finance director-level position to lead the Finance Division, serve as Chief Financial Officer, and bring deep financial experience in planning, directing, organizing, and communicating all Finance

Division activities, including budget coordination, revenue forecasting, and investment portfolio management. At the direction of the City Manager, the finance director-level position must think strategically about, and plan for, the City's long-term financial outlook.

Similarly, and especially within the context of the City's Vision 2025 and Beyond strategic planning initiative, the City has economic development business needs that are interrelated with strategic financial sustainability plans. The City's Economic Development Strategic Plan, updated and approved by the Council in 2019, emphasizes the following 4 goals:

1. Attract new businesses to vacant commercial sites
2. Assist new businesses with the permit and development process
3. Retain existing businesses to maintain the city's sales tax base
4. Implement specific strategic economic development goals for Pacifica as adopted by the City Council

Due to the impacts of COVID-19 and the recession, a clear emphasis of the economic development program in the coming year(s) will need to be on business retention and assistance.

Due to the interrelated strategic objectives of financial sustainability and economic development, and because the finance director function is now separated from the other administrative services functions of Human Resources and Information Services, there exists the workload capacity to consolidate the finance director function with the economic development manager function into one position, called the Chief Financial Sustainability Officer (CFSO).

The City Manager has consulted with four different recruiters, four City Managers, as well the former ACM/Finance and Administrative Services Director and the former Economic Development Manager about this innovative approach to consolidating these positions. A summary of major feedback points include:

- Ensuring the chosen candidate has solid financial management experience is the most important factor;
- Pure Finance Director recruitments are challenging to successfully fill; the expanded scope of this position is likely to attract more individuals who are interested in career advancement beyond pure Finance, such as broader city management;
- Individuals with economic development experience are more inclined to have interpersonal and communication skills that bring benefits to the finance director responsibilities;
- Today's challenging times require innovative thinking, new ways of approaching local government, and this is a creative idea that results in budget savings; if an ideal candidate is not found, there's always the traditional option of two separate positions;
- In today's local government labor market, position titles, organizational culture, and quality of life factors are strong attractors, and this position in Pacifica offers these;

Economic development program tasks entail both higher level strategic thinking and communications as well as detailed program tasks. For this reason, the City Manager recommends augmenting the Economic Development program with existing Management Analyst limited-term position support. The Council previously approved budget authority for two limited-term Management Analyst positions through the end of the current fiscal year, one in the Planning Department, and another that has yet to be hired. The existing limited-term management analyst position is already assisting Finance with budget analysis and supporting

economic development by administering the Outdoor Activities Licensing program, in addition to supporting the Planning Department with other duties. The second unfilled limited-term Management Analyst position was created to support economic and environmental sustainability efforts in the City Manager's Office. Therefore, in this scenario, the chief Financial Sustainability Officer will have staffing horsepower from a portion of two limited-term management analysts to support finance and economic development functions, while those analysts also carry out other planning and environmental sustainability tasks.

The City Manager's recommended action will result in a budget savings of approximately \$93,000 on an on-going basis. During budget development for the FY2021-22 budget, consideration of using this savings to continue a management analyst position could be considered, or applying this savings to other budget priorities.

ALTERNATIVE ACTION:

Do not adopt the resolution creating the new classification of Chief Financial Sustainability Officer and direct the City Manager to conduct recruitments for Finance Director and Economic Development Manager.

RELATION TO CITY COUNCIL GOALS AND WORK PLAN:

The recommendations are consistent with the following Council goal:
“A Strong City Workforce Infrastructure” includes strategies to address employee retention and attraction challenges, engaging staff in decision-making, and recognizing staff.

FISCAL IMPACT:

The recommended action will result in an annual budget savings of approximately \$93,000.

ORIGINATED BY:

City Manager's Office

ATTACHMENT LIST:

Chief Financial Sustainability Officer - Proposed (002) (PDF)



RESOLUTION NO. -2020

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF PACIFICA CREATING THE NEW CLASSIFICATION OF CHIEF FINANCIAL SUSTAINABILITY OFFICER

WHEREAS, the new classification of Chief Financial Sustainability Officer has been created via job analysis and reviewed by staff; and

WHEREAS, staff has completed the necessary review to establish the new salary range for the position of Chief Financial Sustainability Officer at \$14,169 - \$16,204 per month.

NOW, THEREFORE, be it resolved by the City Council of the City of Pacifica that the job description, new position, new title and salary listed above is hereby revised and authorized.

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PASSED AND ADOPTED at a regular meeting of the City Council of the City of Pacifica, California, held on the 9th day of November 2020, by the following vote:

- AYES**, Councilmembers:
- NOES**, Councilmembers:
- ABSENT**, Councilmembers:
- ABSTAIN**, Councilmembers:

Deirdre Martin, Mayor

ATTEST:

APPROVED AS TO FORM:

Sarah Coffey, City Clerk

Michelle Marchetta Kenyon, City Attorney