

**UNIVERSITY CITY COUNCIL  
STUDY SESSION**

5th Floor of City Hall  
6801 Delmar  
March 26, 2018  
5:30 p.m.

**MEETING CALLED TO ORDER**

The City Council Study Session was held in Council Chambers on the fifth floor of City Hall, on Monday, March 26, 2018. Mayor Welsch called the Study Session to order at 5:30 p.m. In addition, the following members of Council were present:

Councilmember Rod Jennings (*arrived 5:34 p.m.*)  
Councilmember Paulette Carr  
Councilmember Steven McMahon (*arrived 5:34 p.m.*)  
Councilmember Terry Crow  
Councilmember Michael Glickert  
Councilmember Bwayne Smotherson

Also in attendance was City Manager, Gregory Rose; City Attorney, John F. Mulligan, Jr.,

Hearing no requests to amend the Agenda, Mayor Welsch proceeded to turn the meeting over to Mr. Rose.

**AGENDA**

*(Requested by City Manager)*

**1. Proposal Organizational Structure**

Mr. Rose stated that he would be presenting the proposed organizational structure, with an end goal of improving service delivery to the residents. Council has seen this proposal a few times; tonight's study session gives you the opportunity to ask questions and allows me to respond to those questions.

The proposed structure focuses greater resources on Economic Development, Communications, Human Resources, Parks and Recreation and Planning and Zoning. Currently some departments that have been overseeing multiple functions, in this proposal they will revert back to a more traditional role.

For Economic Development, this structure proposes an Assistant to the City Manager position initially at the director level. The hope is that this position will progress to the Assistant City Manager role. It will oversee all economic development functions; ranging from staffing the Economic Development Retail Sales Tax board as well as being ombudsmen for any development that would occur. Working with both large and small developers; doing some hand holding for those who have a good understanding of our codes and systems and also for those who don't have as much of an understanding of our codes and processes. This function would be coordinated out of the City Manager's office.

The second Assistant to the City Manager would handle Communications. This person would be responsible for being the Public Information Officer for the entire organization. In addition they would have responsibility for the newsletter, webpage and video production. One project that has been suggested would be livestreaming the Council meetings via the internet; this person would be responsible for coordinating this project. Also included would be customer service, information technology and staffing the CALOP commission; a function that occurred in the City Manager's office some time ago. We will primarily reverting back to that.

For Human Resources the proposal calls for a Director level position; perhaps in fiscal year 20 depending upon the complexity of the issues related to labor relations. We are moving forward with a classification and compensation study this year using a consultant. Initially the Human Resources manager will be involved with all of the different aspects of human resources.

The third area, Parks, Recreation and Forestry would be reinstating a department that existed in the past. This role would focus on traditional the roles of parks and recreation. This person would oversee maintenance, recreation, forestry, events, senior programing, as well as staffing the Arts and Letters, Parks, and the Senior commissions. The golf course and forestry would also be coordinated within this department.

Planning and Zoning would take more of a traditional role. The name would be changed from Community Development. Their efforts would focus on planning and zoning, inspections, and permitting. Provide staffing to the Board of Adjustments, Land Clearance Redevelopment Authority (under both Planning/Zoning and Economic Development), Historic Preservation Commission, Staff Appeals Board and the Staff Infill Review Board.

These are the main areas that are being proposed. Many of the areas are moving from a department where they are not really the primary focus of those departments to an area where it will be become the primary focus. Human Resources is the best example, it is really a profession within itself. Currently it is under Finance, Tina does a great job, but her area of expertise is finance. We want to get someone who has expertise in human resources.

Councilmember Glickert asked if the reinstated positions will be director level positions? For example will it be Director of Parks and Recreation, Director of Human Resources?

Mr. Rose stated that is correct. Assistants to the City Manager would be director level positions; as well as Human Resources, Parks and Recreation and Planning and Zoning. The Community Development director already exists, so we would be adding effectively three director positions.

Councilmember Glickert asked if staff looked to see if the two positions (assistant to City Manager–Economic Development and Assistant to City Manager-Communications) or areas of discipline could be parked in one of the functions below? In other words new responsibilities are being carved out, but the question is could those responsibilities be parked in the area below?

Mr. Rose stated that's how its structure today. He believes there are great efforts to be made especially, in the area of economic development. One major project that this person will have is putting together a strategic plan for economic development, as we really don't have one now. We take more of a shotgun approach rather than a rifle approach, which is much more targeted; identifying businesses that are the best fit for University City. Also the role of guiding people through our process is extremely important once we start getting a great deal of development. Another area is working with Economic Development Retail Sales Tax board, identifying with Council the intent and purpose behind the Economic Development Retail Sales Tax board. Focusing our efforts on Olive Blvd., there's a plethora of opportunity where we can be much more engaged.

Councilmember Carr stated that she appreciated having information on where the funds would come from for the newly created positions. In the case of Parks and Recreation direction, some of funding come from the general fund and some from the yet to be established golf course enterprise fund. In looking at the audit, she was dismayed about all of the funds and she is wondering if we actually have the money?

Mr. Rose stated that it would depend on what the persons work load. The majority of work load will be focused on forestry and recreation and parks. Some will focus on the golf course, so maybe 25% or 15% from the golf course fund, with the remainder coming out of the general fund. As you aware the golf course from a fund balance presentative, can't support much more. The bulk of the funding will have to come through the general fund.

Councilmember Carr stated that some of the stream of revenue was lost when the lights were removed; she understands the guts are still there but the poles are gone. This might be one of the ways we could look at for making more money.

Mr. Rose stated that he will look at all revenue opportunities. Staff is combing through every revenue source closely. The budget process is intended to a barebones approach until he has a better understanding of what Council and the public thinks about the services that we provide. We will look at where more funding and/or staff are needed. There is correlation between the number of people that you have; so even if you may have a great deal of capital money to spend if you don't have the individuals onboard to push the projects, it will just sit there and be of no benefit.

Initially, its' better understanding the organization; these are some of the areas that we can improve. Some areas and positions will need to move more quickly and not wait until the next fiscal year. Economic Development in particular is one that we need to move more quickly on. And also to establish what Council's expectations are for the Economic Development Retail Sales Tax.

Councilmember Carr stated the regarding the funding for the Assistant to the City Manager Economic Development would be taken out of the EDRST fund; right now the manager's salary is taken out of the fund but that is not equivalent to an Assistant to the City Manager salary.

Mr. Rose stated that he would review but would not exceed the EDRST fund cap; he is estimating the fund will have around \$600K dollars for next fiscal year. Twenty-five percent would be around \$150K, which should cover the bulk of that position.

Mayor Welsch stated that EDRST board had a meeting last week and she thought the request for was \$133K for this line item; which is up from \$100K the previous year. The Mayor reminded everyone that the State mandates the size of the board and how it works. She stated she would not be here through the budget process, but wanted to express some concern over the proposed changes. There are very much like the organization we had before back in 2004/2006, with the addition of the 2<sup>nd</sup> Assistant to the City Manager. Back then there one Assistant City Manager; she is very concerned if the funds are availability to do this. She is not supportive of putting a new person in the Fire Department to be a File Marshal. It's not warranted for a city of this size. Fire Marshals specifically focus on fire and building codes, the Building Commissioner has been the Fire Marshal. She suggests give a Captain the responsibility or provide the responsibility to one of people already on staff. Ditto with the Human Relations department; she does not think we have the workload to justify a separate department. She believed some of the duties listed under Human Relations would fall under the City Manager. Especially regarding labor relations, she believes that's the job of the City Manager. We have this structure in Parks and Recreation for years; one reason it was changed was due to money. We went from eight to five department heads back in 2010. She agrees it beneficial to have one department do all the trees, one department do all building one department do all the mowing. Splitting them does not help services to the residents or taxpayers. She has some real concerns. Ms. Feier inherited a real bad finance situation, and she believes that part of the problem was that we were top heavy in administration. She wished we would look at some other items like expanding the forestry crew; we use to have twelve now we have four. We need more code people; some of the long-term staff didn't get raises for three or four years because of the bad finances.

Mr. Rose stated he has never presented a structurally deficit budget since he's been a City Manager and doesn't plan to start now. If the funding is not available, he will not likely ask for the positions. We don't all have expertise in every area; we are generalist in many areas. He equates to going to a general practitioner because you're not feeling well. The doctor feels around and ask questions to determine, let's say it's you're kidneys and you need an operation. You don't want that general practitioner operating on you so go to a specialist. That's what he's suggesting here; this organization as proposed brings us back to where we have experts in the perspective areas. It's maybe good to have generalist for human resources but it's much better to have an expert in that area.

Mayor Welsch stated she agreed, but perhaps from a financing perspective not all of them are department heads right-a-way. If you get \$133K for EDRST for one assistant; does that mean another \$133K for the other assistant? If you look at younger people coming out of school, have a real expertise in communications that we could benefit from at lower pay level.

Councilmember Crow stated he was pleased to see that within the first 90 days we are progressing into a new structure that the City Manager feels he can work with. He's also pleased that we will have someone with a little heft in HR because the last six year have been a heavy litigation structure, we need someone that can advise staff on the appropriate way to treat our employees. Hopefully this will minimize the litigation risk that we have experienced over the past several years. He believes some of the decisions that were made under the previous administration may have been more on loyalty more so than the financial or economic efficiencies.

He is looking forward to having a different latency test for how we hire people, and how people move forward in the careers. He is sure the new Council after the April election will look forward to working with you on implementation.

*(Requested by the City Manager)*

**Roll-Call vote to go into a Closed Council Session according to RSMo 610.021 (1) Legal actions, causes of action or litigation involving a public governmental body and any confidential or privileged communications between a public governmental body or its representatives and its attorneys.**

Councilmember Glickert moved to approve, it was seconded by Councilmember Carr

Roll Call Vote Was:

**Ayes:** Councilmember Carr, Councilmember McMahon, Councilmember Crow, Councilmember Glickert, Councilmember Smotherson, Councilmember Jennings and Mayor Welsch.

**Nays:** None.

## **ADJOURNMENT**

Mayor Shelley Welsch closed the study session meeting at 5:52 p.m. to go into a Closed Session on the second floor. The Closed Session reconvened in an open session at 6:30PM.

LaRette Reese  
City Clerk

**Organizational Structure Proposal  
City of University City**

