



CITY OF SANTA BARBARA

COUNCIL AGENDA REPORT

AGENDA DATE: August 10, 2010

TO: Mayor and Councilmembers

FROM: Administration Division, Airport Department

SUBJECT: Airport Maintenance Division Proposed Reorganization

RECOMMENDATION:

That Council adopt, by reading of title only, A Resolution of the Council of the City of Santa Barbara Amending Resolution No. 10-045, the Position and Salary Control Resolution for Fiscal Year 2010-11, Pertaining to the Airport Department.

DISCUSSION:

The recent retirement of the Airport Maintenance Supervisor presented an opportunity to evaluate the organizational structure of the Airport's Maintenance Division to better meet the Department's current and future needs. As a result of the evaluation, Airport Department management staff developed a reorganization plan that will improve the Division's effectiveness and address weaknesses of the current structure.

Current Maintenance Division Organization

The Airport Operations Manager is responsible for the Maintenance, Patrol, and Operations Divisions. The Maintenance Division includes the Airport Maintenance Supervisor and 21 maintenance, grounds, and custodial employees. The Patrol Division includes the Airport Patrol Supervisor and 16 patrol and operations employees. The Airport Operations/Noise Specialist and the Environmental Compliance Officer also report to the Operations Manager. There are a total of 42 employees under the supervision of the Operations Manager as shown on the current Department Organization Chart (Attachment 1). This is about 75% of the Department workforce.

The evaluation of the Maintenance Division organization included review of the current structure and its strengths and weaknesses in communication, decision making, and coordination with other divisions, accountability, and support for division employees. The span of control and similarity of function between subordinates was also considered as well as the organizational structure of other City departments providing similar

services and types of work. Also considered was future workload due to operation of the new Airline Terminal facilities and additional regulatory requirements.

Proposed Maintenance Division Organization

Changes to the current Maintenance Division organizational structure are proposed. In order to implement the new structure the following staffing changes are proposed:

- Eliminate the Environmental Compliance Officer position and add an Airport Maintenance Superintendent position

The Airport Maintenance Superintendent will supervise, plan and coordinate the activities and operations of the Airport Department Maintenance Division, coordinate assigned activities with other divisions, outside agencies and the general public; and provide highly responsible and complex staff assistance to the Airport Operations Manager. This position will manage the monitoring, compliance, and reporting requirements for existing and future regulatory permit programs now the responsibility of the Environmental Compliance Officer. This position will supervise the Airport Maintenance Supervisor and the Custodial Supervisor.

The Airport Maintenance Superintendent will report to the Airport Operations Manager.

- Reclassify the Airport Maintenance Supervisor to the same salary range as a Maintenance Supervisor II.

With the addition of the Airport Maintenance Superintendent and the Custodial Supervisor, the Airport Maintenance Supervisor's responsibilities will be reduced. This position will no longer be responsible for supervising the nine member Airport custodial staff. Also a significant portion of the position's administrative duties will now be performed by the Airport Maintenance Superintendent. The Airport Maintenance Supervisor will continue to supervise, plan and coordinate the maintenance and construction activities and operations, and coordinate assigned activities with other divisions, outside agencies and the general public. The Airport Maintenance Supervisor will report to the Airport Maintenance Superintendent and will directly supervise 11 Maintenance staff.

- Eliminate a Custodial Crew Leader position and add a Custodial Supervisor position

The Custodial Supervisor will supervise 8 permanent full time custodians and hourly custodians, as required. The Custodial Supervisor will supervise, assign and review the work of staff responsible for providing custodial services; oversee all work activities; and perform a variety of technical tasks relative to the assigned area of responsibility. The Custodial Supervisor will also be responsible for monitoring

contracts and the work performed by specialty janitorial services at the Terminal. The addition of the position is recommended due to the proposed increased number of custodial employees, the location of their work site and schedules, and the new programs and service contracts that will be implemented with the new Terminal. The Custodial Supervisor will report to the Airport Maintenance Superintendent.

Benefits of the Proposed Maintenance Division Organization

The benefits of implementing the proposed reorganization are as follows:

- Facilitates analysis and evaluation of new and existing programs, procedures, and personnel;
- Places major effort on planning and program management;
- Consolidates responsibility for compliance and reporting for all environmental permit and sustainability compliance programs into the Maintenance Division;
- Provides resources and expertise in analyzing maintenance and utility report data to determine the effectiveness of operations and the responsibility for making corrections so that work is completed to standard;
- Facilitates decision making based on data that has been evaluated with emphasis on cost and feasibility;
- Provides more direct leadership and accountability for custodial employees and provides oversight for specialty janitorial contracts and sustainability programs related to the new Terminal;
- Continues the field supervision of employees and coordination with contractors, tasks that are currently being performed as expected.

Budget Impacts

The budget impact of the proposed reorganization will be a net increase of less than \$5,000 annually, which can be accommodated within the Airport Department budget.

SUBMITTED BY: Karen Ramsdell, Airport Director

APPROVED BY: City Administrator's Office