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June 9, 2009

HONORABLE CITY COUNCIL
CITY OF OAKLAND

**RE: REQUEST FOR ADDITIONAL INFORMATION ON THE PUBLIC WORKS
AGENCY ORGANIZATIONAL CHANGES RECOMMENDED IN THE AUDIT**

Dear Chairperson Nadel and Members of the Committee:

Attached is the information you requested at the Public Works Committee on Tuesday, May 12, 2009 regarding the organizational changes recommended in the Public Works Performance Audit. We have provided a brief narrative in addition to organizational charts showing the existing management plan and the changes recommended by the audit.

Should you have any questions, please contact me at (510) 238-3379.

Respectfully submitted,

COURTNEY A. RUBY, CPA
City Auditor



May 28, 2009

Ms. Courtney Ruby
City Auditor
Office of the City Auditor
City of Oakland
1 Frank H. Ogawa Plaza, 4th Floor
Oakland, CA 94612

Dear Ms. Ruby:

Attached are two documents. The first document represents the existing management plan of organization of the Public Works Agency. The second document presents the proposed management plan of organization of the Public Works Agency as proposed by the Matrix Consulting Group. Important points to note regarding the proposed changes to the existing plan of organization are presented below.

- **The responsibility for managing all of the City's buildings would be consolidated with the Facilities Manager.** This manager would supervisor a Facilities Complex Manager for custodial maintenance and a Facilities Complex Manager for building maintenance (transferred from the existing Parks and Building Division). This manager would supervise two Assistant Facilities Managers: one for custodial services and another for building maintenance services. This is not an unreasonable span of control.
- **The responsibility for managing the urban forest, parks, medians, and vegetation management would be consolidated with a Parks Manager.** This would be a new classification for the existing manager of the existing Parks and Building Division. The Parks Manager would supervise a Parks Supervisor II and a Tree Supervisor II. This would include the transfer of crews allocated to median maintenance and vegetation control from the Keep Oakland Clean and Beautiful Division.
- **The responsibility for management of streets and electrical services would be consolidated with a Public Works Operations Manager.** This manager would be reclassified from an Electrical Services Manager. This manager would supervise a Public Works Supervisor II for streets and sidewalks maintenance, an Electrical Supervisor for Street Lights, and an Electrical Supervisor for Traffic Signals. The Public Works Supervisor II responsible for supervision of streets and sidewalks would assume responsibility for supervising the Public Works Supervisor I for traffic maintenance (signs, pavement markings, and street striping).

- **The responsibility for volunteer management for the Agency would be consolidated in the Facilities and Environment Department.** A Clean Community Supervisor position, transferred from the Keep Oakland Clean and Beautiful Division, should assume overall responsibility for the management of the volunteer program for the Agency as a whole.
- **A Management Analysis program would be established in the Administrative Department.** This would consist of two positions transferred from the Facilities and Environment Department: an Administrative Services Manager and a Clean Community Supervisor. These positions should be reclassified, through attrition, within the Budget and Operations Analyst series.
- **The responsibility for electrical engineering and for architectural services should be transferred to the Engineering and Construction Department / CEDA.** The duplication of effort and services should be eliminated.
- **The Engineering and Construction Department should be transferred from the Community and Economic Development Agency to the Agency.** The comparative survey conducted by the MCG found that this is the typical plan of organization for public works departments. The reason is clear: engineering staff and asset maintenance staff need to work closely to promote a cost-effective life cycle for the City's infrastructure.
- **The engineering staff assigned to Building Services for the purposes of development engineering should be assigned to the Engineering and Construction Department.** This staff is responsible for the issuance of right-of-way permits, plan checking final maps and improvement plans, etc. The staff should continue to be located in the City's permit center, but report to the manager for the Engineering and Construction Department.

Overall, the proposed plan of organization for the Agency is designed to enhance and clarify accountability, balance managerial workload, and enhance the administrative and analytical support for the Public Works Director.

