

**STAFF REPORT TO THE CITY COUNCIL**

**DATE:** Regular Meeting of April 26, 2022

**TO:** Honorable Mayor and Members of the City Council

**SUBMITTED BY:** Thomas Lloyd Smith, City Attorney *725*

**SUBJECT:** Discussion Item: Formation of the Public Services and Community Resources Department

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**RECOMMENDED ACTION**

It is recommended that the City Council provide direction including the following:

1. Whether staff should prepare an ordinance forming the Public Safety and Community Resources Department; and
2. If so, whether the ordinance should include a Public Safety Manager position or remain silent until later determination.

**FISCAL IMPACT**

The proposal for the Public Safety and Community Resources Department involves both existing and new staff positions. New staff positions could include the Public Safety and Community Resources Director, Public Safety Manager, Public Safety Coordinator, Youth Coordinator, Community Resource Specialists, Administrative Analysts, and an Executive Assistant. Existing positions moved into the new department include the Youth Services Network Manager, Unhoused Resident Coordinator, and Environmental Resources Administrative Analyst, and CDBG & Housing Consultant. Community Resource Specialists are also expected to have dedicated city vehicles that can be used to perform their work within the City. The Public Safety and Community Resources Department will also require dedication and potential renovation of office space as well as purchase of furniture, supplies, and equipment.

The budget for the Public Safety and Community Resources Department is not under consideration at this meeting. The City Council will have the opportunity to consider the budget for new positions, office space, supplies, and equipment in its upcoming consideration of the fiscal year budget.

## **DISCUSSION**

The Public Safety and Community Resources Department Ad Hoc Committee, consisting of Councilmember Wilson and Councilmember Torres-Walker, met with the City Attorney, City Manager, and several department heads to develop a new ordinance to form the Public Safety and Community Resources Department. The ordinance will include information about the Department's purpose, leadership, divisions, and personnel.

### **I. FORMATION**

- (A) The City Council is considering the formation of a Public Safety and Community Resources Department, which would consist of the following divisions:
- (1) Violence Intervention and Prevention Division
  - (2) Housing and Homelessness Division
  - (3) Youth Services Division
  - (4) Environmental Sustainability and Resilience Division
  - (5) Community Engagement Division
- (B) The Public Safety and Community Resources Department shall be operated under the authority of the Director of Public Safety and Community Resources subject to the direction of the City Manager. The Director of Public Safety and Community Resources shall be responsible for supervision of all of the department's divisions.

### **II. VIOLENCE INTERVENTION AND PREVENTION DIVISION**

The Violence Intervention and Prevention Division works to develop programs that diffuse conflict, interrupt violence, and achieve peace. The division works with community leaders in the various diverse neighborhoods throughout the City to achieve peace by implementing initiatives that provide community-based and trauma-informed responses with a focus on communities that are disproportionately impacted by violence. **[The Violence Intervention and Prevention Division shall be operated under the supervision of the Public Safety Manager, subject to the direction of the Director of Public Safety and Community Resources Director.]**

### **III. HOUSING AND HOMELESSNESS DIVISION**

The Housing and Homelessness Division provides housing and unhoused services to the City's low income and unhoused residents. It is an administrative entity for the unhoused continuum of care that actively works with county, state, and federal governments, local school districts, housing providers, law enforcement and non-profit community-based organizations to develop policies and strategies to address the needs of persons experiencing homelessness and/or housing insecurity. The Housing and Homeless Division works closely with the City's Community Development Block Grant unit, Environmental Sustainability and Resilience division, and housing consultants in soliciting and identifying additional funding.

#### **IV. YOUTH SERVICES DIVISION**

The Youth Services Division creates equitable opportunities that uplift the value of youth voice and engage them as influencing members of the City. The division conducts youth-centered programs, events, and opportunities. Its activities work to help youth build positive relationships, gain self-confidence, and meet their personal, educational, vocational, and life goals. Programs address a range of incidental, emotional, and educational barriers that youth face and provide opportunities connect positively with families and other caring and supportive adults in their lives. The division collaborates with school districts, charter schools, non-profit organizations, the police department, faith-based communities, and families. The Youth Services Division shall be operated under the supervision of the Youth Services Network Manager, subject to the direction of the Director of Public Safety and Community Resources.

#### **V. ENVIRONMENTAL SUSTAINABILITY AND RESILIENCE DIVISION**

The Environmental Sustainability and Resilience Division manages the City's sustainability programs, including water conservation, climate change and resilience, energy efficiency, pollution, and waste prevention. The division advances partnerships for waste collection, recycling grants, the City's Climate Action and Resilience Plan (CARP), and coordinates with other departments and partner agencies.

#### **VI. COMMUNITY ENGAGEMENT DIVISION**

The Community Engagement Division proactively engages with the community to address individual and collective needs through community events, public engagement forums, and district panel discussions. The division works to link residents to resources that resolve community issues. The division collaborates with other divisions in the Public Safety and Community Resources Department on matters concerning violence intervention and prevention, housing and homelessness, youth services, environmental sustainability, and resilience. The division is dedicated to establishing meaningful and sustainable programs that promote diversity, equity, inclusion, and community pride by in creating a sense of belonging for every person.

#### **VII. OFFICERS AND EMPLOYEES**

The Public Safety and Community Resources Department shall consist of the Public Safety and Community Resources Director and such other employees with such titles and duties as may from time to time be fixed by resolution of the Council.

#### **VIII. DIRECTOR DUTIES**

The duties of the Public Safety and Community Resources Director shall include planning, directing, managing, and overseeing the activities and operations of the Public Safety and Community Resources Department including the Violence Intervention and Prevention Division, the Housing and Homelessness Division, the Youth Services Division, the Environmental Sustainability and Resilience Division, and the Community Engagement Division and such other duties as may be assigned by the City Manager.

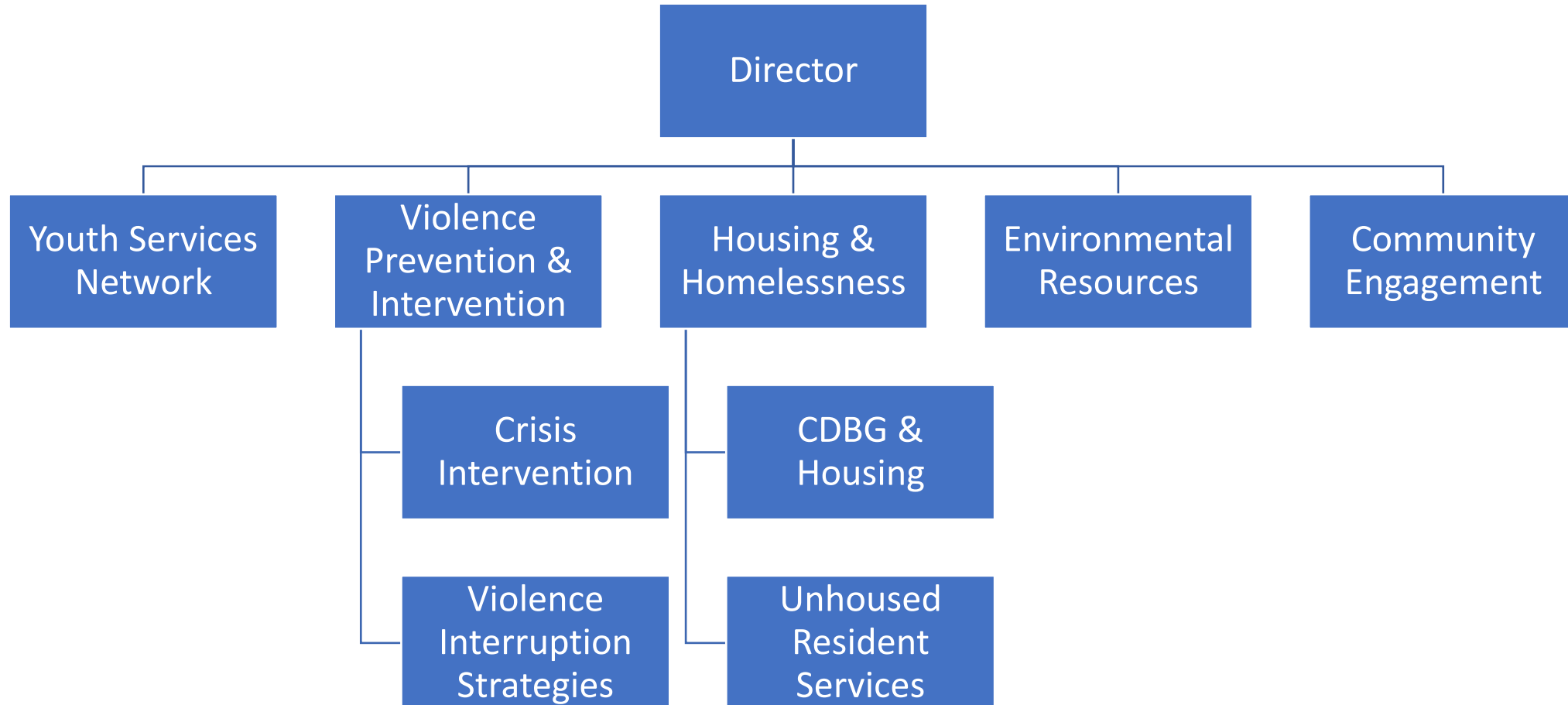
## **IX. DIRECTOR SALARY**

The salary of the Public Safety and Community Resources Director shall be as fixed from time to time by the Council.

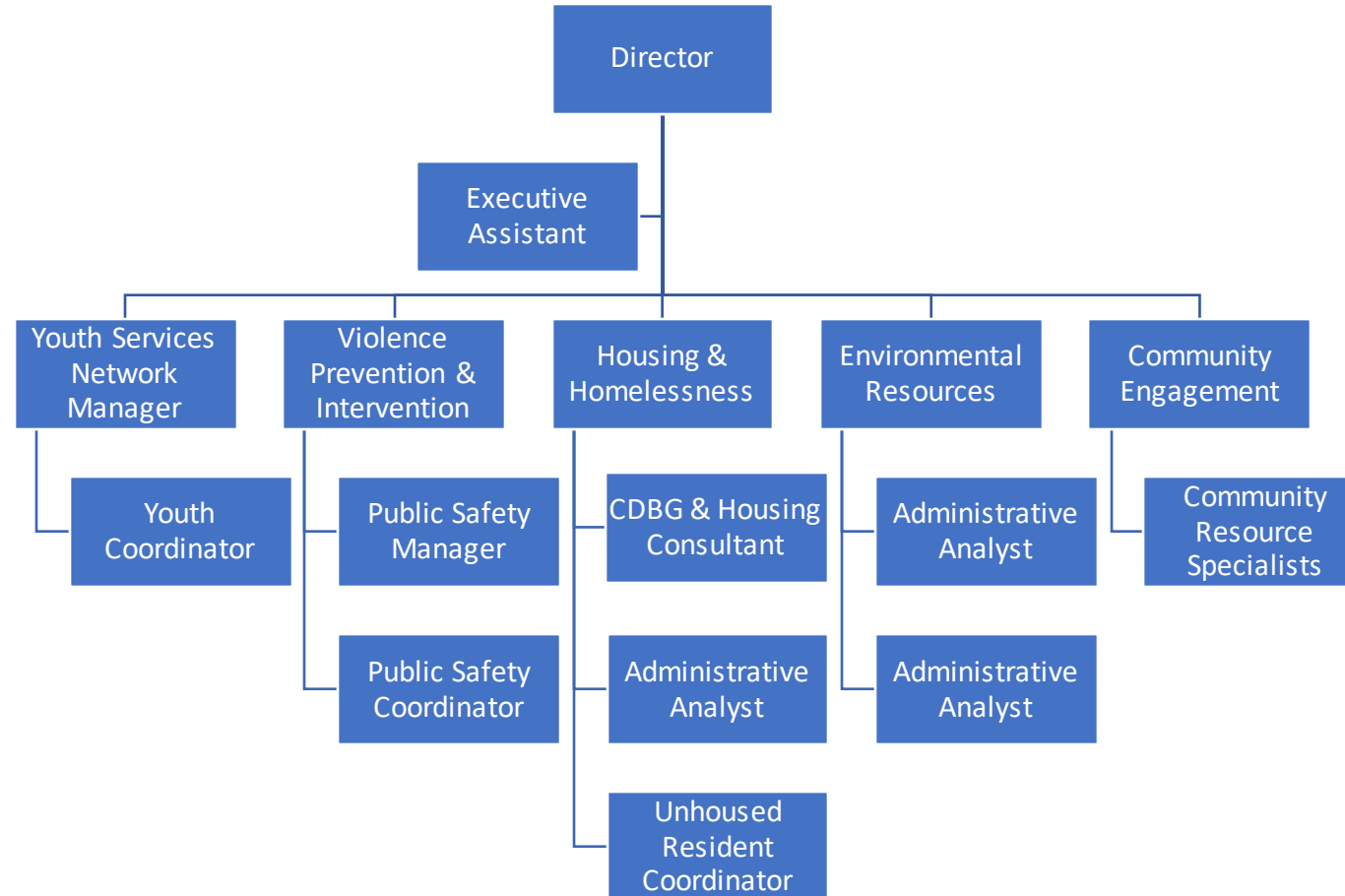
### **ATTACHMENTS**

- A. Draft Organization Chart – Public Safety and Community Resources Department
- B. Draft Staffing Chart – Public Safety and Community Resources Department
- C. Draft Class Specification – Public Safety and Community Resources Director

# Public Safety and Community Resources Department Organizational Chart



# Public Safety and Community Resources Department Staffing Chart



**PUBLIC SAFETY AND COMMUNITY RESOURCES DIRECTOR**

*Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are **not** intended to reflect all duties performed within the job.*

**SUMMARY DESCRIPTION**

Under general administrative direction of the City Manager, plans, directs, manages, and oversees the activities and operations of the Public Safety and Community Resources Department including, but not limited to, youth services network; environmental sustainability and resilience; housing and homeless resources; violence intervention and prevention; community engagement; coordinates activities with other departments and outside agencies; and provides highly responsible and complex administrative support to the City Manager.

**REPRESENTATIVE DUTIES**

*The following duties are typical for this classification. Incumbents may not perform all of the listed duties and/or may be required to perform additional or different duties from those set forth below to address business needs and changing business practices.*

1. Assume full management responsibility for all Public Safety and Community Resources Department services and activities including youth services network; environmental sustainability and resilience; housing and homeless resources; violence intervention and prevention; and community engagement.
2. Create, recommend, implement and administer departmental policies and procedures, goals, objectives, and priorities for each assigned service area.
3. Establish, within City policy, appropriate service and staffing levels; monitor and evaluate the efficiency and effectiveness of service delivery methods and procedures; allocate resources accordingly.
4. Assess and monitor work-load, administrative and support systems, and internal reporting relationships; identify opportunities for improvement; direct and implement changes.
5. Plan, direct, and coordinate, through assigned staff, the Public Safety and Community Resource Department's goals and objectives; assign projects and programmatic areas of responsibility; review and evaluate work methods and procedures; meet with key staff to identify and resolve problems.
6. Develops, implements, and maintains management systems, procedures and standards for program evaluation; monitors developments related to City community response services; evaluates the impact of various City services on City operations; analyzes data and composes reports that include program evaluation results that are presented to the City Manager and City Council.
7. Select, train, motivate, and evaluate assigned personnel; provide or coordinate staff training; work with employees to correct deficiencies; implement discipline and termination procedures.

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8. Administers, directs, and recommends the Department's annual operating budget; develops and monitors grant funded programs; analyzes fiscal data to identify ad project resource needs; obtains needed resources; approve the forecast of funds needed for staffing, equipment, materials, and supplies; monitor and approve expenditures and implement budgetary adjustments as appropriate and necessary.
9. Prepare Requests for Proposals; administer agreements for consulting services; conduct research and prepare reports.
10. Initiate or conduct special studies as assigned and prepare reports with recommendations for appropriate action.
11. Prepare and present staff reports and other necessary correspondence.
12. Coordinates with other departments, elected officials, federal, state, county, local, Community-Based Organizations, private and non-governmental safety or healthcare agencies to develop community response initiatives, plans and programs related to behavioral health, environmental sustainability, services for the unhoused community, community engagement, youth services, violence intervention and prevention, etc..
13. Attends and participates in a variety of boards, commissions, committees, and professional group meetings; maintains awareness of new trends and developments in the field related to public safety and community resources; incorporates new developments as appropriate.
14. Develops community knowledge and builds partnerships and coalitions that will identify the Department as a community focal point
15. Respond to and resolve difficult and sensitive citizen inquiries and complaints in a professional manner and take necessary corrective action.
16. Perform related duties as required.

**QUALIFICATIONS**

*The following generally describes the knowledge and ability required to enter the job and/or be learned within a short period of time in order to successfully perform the assigned duties.*

**Knowledge of:**

- Principles and practices of modern public administration and management including planning, organizing, staffing, directing and evaluating programs, policies, and operational needs.
- Principles and practices of crisis intervention, conflict resolution, counseling and social service programs related to youth development, unhoused community, violence intervention and prevention.
- Advanced principles and practices of program development, implementation and administration.
- Principles and practices of municipal budget preparation and administration.
- Principles of supervision, training, and performance evaluation.
- Pertinent federal, state, and local laws, codes, and regulations.

**Ability to:**

- Implement, manage and direct comprehensive community programs.



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- Perform difficult work that requires the ability to reason and solve complex problems.
- Develop and administer departmental goals, objectives, and procedures.
- Analyze and assess programs, policies, and operational needs and make appropriate adjustments.
- Identify and respond to sensitive community and organizational issues, concerns, and needs.
- Plan, organize, direct, and coordinate the work of staff.
- Delegate authority and responsibility.
- Select, supervise, train, and evaluate staff.
- Analyze problems, identify alternative solutions, project consequences of proposed actions, and implement recommendations in support of goals.
- Research, analyze, and evaluate new service delivery methods and techniques.
- Properly interpret and make decisions in accordance with appropriate laws, regulations and policies.
- Maintain liaison with various private and public agencies and deal successfully with the public and other interested groups.
- Prepare clear and concise administrative and financial reports.
- Prepare and administer large and complex budgets.
- Interpret and apply applicable federal, state, and local policies, laws, and regulations.
- Communicate clearly and concisely, both orally and in writing.
- Establish and maintain effective working relationships with those contacted in the course of work.

**Education and Experience Guidelines**

**Education/Training:**

A Bachelor's degree from an accredited college or university in public administration, business administration, social work, public health, health sciences, psychology, sociology, health services administration, public safety or a related field. A Master's degree is highly desirable.

**Experience:**

Six years of increasingly responsible experience in human services, social work, community engagement, environmental science, public safety, including three years of management and administrative responsibility.

**License or Certificate:**

Possession of, an appropriate, valid driver's license.

**PHYSICAL DEMANDS AND WORKING ENVIRONMENT**

*The conditions herein are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential job functions.*

**Environment:** Work is performed primarily in a standard office setting with occasional travel from site to site.

**Physical:** Primary functions require sufficient physical ability and mobility to work in an office setting and in a field environment; to walk, run, stand, or climb on slippery even or uneven, and paved or unpaved surfaces; to stand or sit for prolonged periods of time; to occasionally stoop, bend, kneel, crouch, reach, and twist; to lift, carry, push, and/or pull light to moderate amounts of weight; to operate office equipment requiring repetitive hand

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movement and fine coordination including use of a computer keyboard; and to verbally communicate to exchange information.

FLSA: Exempt

Created: February 2022

This class specification identifies the essential functions typically assigned to positions in this class. Other duties not described may be assigned to employees in order to meet changing business needs or staffing levels but will be reasonably related to an employee's position and qualifications. Other duties outside of an individual's skill level may also be assigned on a short term basis in order to provide job enrichment opportunities or to address emergency situations.