Finding Successors –
Finding Future Leaders in your City Staff

Thursday, May 12, 10:15 AM  
2022 League of California Cities City Leaders Summit

Your Panel

Moderator
Karen Pinkos
City Manager, City of El Cerrito

Damien R. Arrula
City Administrator, City of Placentia

Rhonda Shader
Mayor, City of Placentia

Timothy Davis
Partner, Burke, Williams & Sorensen
Placentia's Org Chart - Before

Organizational Chart

- Electorate
  - City Treasurer
  - City Council
  - City Clerk
  - City Administrator
  - Commissions/Committees
    - Administration
    - Community Services
    - Development Services
    - Finance
    - Public Safety
    - Public Works
Placentia's Org Chart - After

Succession Planning and Reorganization Chart
Phase I

- Electorate
- City Treasurer
- City Administrator
- City Council
- City Clerk
- Commissions/Committees
- Deputy CA
  - Legislative Affairs & Economic Development
  - Public Relations & Misc.

- FP/IT
- Finance
- Human Resources
- Police
- Fire
- OP/Engineering
- Developer Services
- Public Works
- Community Services
- Adavis
- HR/IT Manager
- Planner
- Fire
- Police
- Fire
- Chief of Police
- Fire Chief
- City Administrator
- Management Analyst
- Transportation Manager
- Senior Planner
- Mgmt. Analyst
- CS Manager

Invest in Our Team Initiative

- Monthly Trainings
- Leadership Academy Development Series
- Succession Planning with each Department
- Executive Management Retreat
- Departmental Retreats
- Idea Generator Program
- Brown Bag Citywide Luncheons
Challenges and Opportunities

• Start with a goal
• Fulfill your objectives (phase 1, phase 2, etc.)
• You don’t have to do it all at once, but you need to start somewhere
• Funding shouldn’t be the sole driver
• Don’t be afraid to be creative

Rhonda Shader
Mayor,
City of Placentia
Elected Officials Role

• Elected Officials should be championing succession planning
• Succession planning must be a leadership priority
• Financial resources for succession planning must be prioritized or worked around
• Require evidence of a formal plan from the City Administrator

Timothy Davis
Partner,
Burke, Williams & Sorensen
Legal Considerations

• Compliance with internal policies and practices
  • Personnel rules
  • Administrative regulations
  • MOUs
  • Benefit Resolutions

• EEO considerations

• Creating equitable opportunities is a critical component to a legally defense program

OTHER BENEFITS FROM SUCCESSION PLANNING

• Identifies your most qualified future leaders

• Creates structure for training and development

• Improves critical decision making

• Improves employee job satisfaction and increase morale
Q&A with Panelists

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