

City of Big Bear Lake

Civic and Performing Arts Center
39707 Big Bear Boulevard, Big Bear Lake CA 92315



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City Restructures Staff to Improve Efficiency

BIG BEAR LAKE, CA – At a special meeting on February 12 to review the Mid-Year Budget, Big Bear Lake City Council unanimously voted to an organizational restructure of staff. The new structure, intended to flat-line the organization, will improve the internal decision-making process and consequently, level of service to the public. It will also provide for better communication between employees and management and allow the City Manager to focus on significant priorities, global issues and analyzing policy, rather than day-to-day operations. In addition, the restructure was made without incurring additional costs or eliminating positions.

With the retirement of several positions over the past six months, including the Development Services Director and Performing Arts Center Manager, staff was presented an opportunity to make changes to further improve the organization, without costing the City additional funds. David Lawrence, the current City Engineer, will become the new Director of Public Works/City Engineering. This position replaces the previous Development Services Director. Lawrence will collaborate with Jerry Vantine, Public Works Superintendent, to ensure Public Works, Sanitation and Engineering staff work closely together on projects, such as the street rehabilitation program. The City's Chief Building Official, Phil Mosley, will become the Director of Community Services, a newly created position. Mosley will be responsible for the operation and activities of code compliance, facilities management, sustainable development practices and emergency preparedness. The current Director of Administrative Services, Kathleen Smith, will become the Chief Operations Officer, responsible for the routine day-to-day operations of the City.

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In order to carry out the goals of the Improvement Agency (IA), including the development and implementation of affordable housing programs, the IA Board approved a new Director of Housing and Economic Development position, which staff will recruit for in the next several months. The previous Performing Arts Center (PAC) Manager position will be eliminated and replaced with two new positions - Theater Supervisor and Theater Technician, respectively.

When considering changes to the organization's structure, City Manager Jeff Mathieu stated, "The former vertical hierarchy compromised effectiveness and our dedication to provide the highest standard of service to the public – a 'flatter' organization will maintain both and at the same time, provide our front-line employees with more decision-making ability."

A key area of concern prior to the changes was that decision-making in several departments rested solely on the department manager. If that person was not available, decision-making was immediately referred to the City Manager or simply forestalled. The new structure provides for a second-in-command in each division and will help facilitate a more timely decision-making process. The new changes take effect immediately.

The City of Big Bear Lake is a four-season resort located in the heart of the San Bernardino National Forest, approximately 30 miles northeast of San Bernardino. The City serves a population of 6,500 residents and covers a 6.95 square mile area on the west end of Big Bear Lake's south shore. Recreation is offered year-round, including skiing, boating, fishing, camping, hiking, golf and fine dining.

Attachment – Organization Chart (February 2007)

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Organizational Chart

