



MEMORANDUM
OFFICE OF THE
COUNTY EXECUTIVE
COUNTY OF PLACER

TO: Honorable Board of Supervisors

FROM: Thomas M. Miller, County Executive Officer
By: Holly L. Heinzen Assistant County Executive Officer

DATE: October 5, 2010

SUBJECT: Organizational Changes
Board of Supervisors Office and County Executive Office

ACTION REQUESTED

It is recommended that the Board of Supervisors approve proposed organizational changes to the Board of Supervisors and the County Executive Offices through the following actions:

1. Introduction of an uncodified ordinance which provides for the following:
 - a. Integrates the Board of Supervisors and the County Executive Office allocations into a single department, which removes the need for one department head level position;
 - b. Approves the reclassification of the County Budget Administrator to the Finance and Budget Operations Manager and sets the class and grade for the salary of the new position;
 - c. Replaces one Assistant County Executive Officer with the allocation of a Principal Management Analyst (serving the Board of Supervisors), and removes the position of Chief Assistant County Executive Officer;
2. Approve modifications to the Principal Management Analyst Class specification.
3. Approve the job specification for Finance and Budget Operations Manager.

I. BACKGROUND

At the September 28th meeting, the Board of Supervisors conceptually approved a revised organizational structure that formally integrates the separate departments of the Board of Supervisors and the County Executive Office into a single administrative structure under the direction of the County Executive Officer (Attachment 1).

The proposed organizational structure includes management of Board functions and Board support through a Principal Management Analyst rather than an Assistant County Executive Officer, creates a Community Outreach/Office of Emergency Services unit, changes reporting relationships to strengthen key areas in both offices and reclassifies the County Budget Administrator position.

II. ISSUE

The functions of the County Executive Office and the Board of Supervisors (BOS) are formally reflected in two separate departments. For the last five years, however, an Assistant County Executive Officer position in the CEO budget has been assigned to provide Board support and lead office operations in the Board of Supervisors office. Many of the core functions of these offices are shared and in some cases responsibilities overlap as each office carries out functional requirements and duties of their respective offices. In recent years, many functions have become more integrated which has served both offices well.

Consistent with other County departments, the County Executive Office and the Board of Supervisors office continue to seek opportunities that result in streamlined operations and costs savings while maintaining service to the public. In the last year three key positions in the County Executive Office have become vacant adding to the five vacancies already in existence.

With the retirement of the Assistant County Executive Officer assigned to the Board of Supervisors, the recent vacancy of the County Budget Administrator position, the retirement of the Chief Assistant CEO as well as a seasoned Senior Management Analyst at the end of last year, opportunities are presented to streamline CEO/BOS operations, further strengthen areas that demand a higher priority and position the County for continued challenges posed by changing economic conditions and staff changes.

The item before you today implements the structure as approved by the Board of Supervisors in concept on September 28th. In order to move forward, several actions are required including amending the uncodified ordinance (Attachment 2), which among other organizational changes includes the approval of a modified job specification for the Principal Management Analyst (Attachment 3), and reclassifies the County Budget Administrator position to Finance and Budget Operations Manager (Attachment 4).

III, RECOMMENDATION - Summary of Recommended Organizational Structure

As proposed the combined Department would be comprised of four divisions including:

- **Board of Supervisors**
 - District Support
 - Clerk of the Board
 - Assessment Appeals Administrative Support

- Economic Development
- **Budget, Finance and General Government**
 - Budget Development
 - Budget Monitoring
 - Long Range and Financial Planning
 - Capital Facilities and Infrastructure Plans Financing
 - County Fire Administrative Support and Accounting
 - Administrative and Accounting support - CEO Administration, Economic Development, Risk Management, OES
- **Policy Operations and Research**
 - Land Use System
 - Finance System
 - Health and Justice System
 - Tahoe Services and Support
 - Intergovernmental Services
 - Legislation - Coordination
- **Labor Relations and Risk Management**
 - Labor Negotiations
 - Assessment Appeals
 - Risk Management
 - Workers Compensation
 - General Liability
 - Organizational Development

In addition to the four divisions noted above, a **Community Outreach/Office of Emergency Services** unit would be created that would consolidate public communications functions.

A. Change from Existing Structure

Primary changes in organizational structure are reflected in areas of the Board's office, the Budget and Finance Unit and Risk Management in the County Executive Office. The County Executive Officer would continue to act as the Department Head for both the Board of Supervisors and the County Executive Office.

1. Board of Supervisors

Staff in the Board's office will continue in the primary role of providing support to members of the Board of Supervisors in their supervisorial districts. The Clerk of the Board function would remain in the division and continue administrative and clerical support to the Assessment Appeals Board. The primary changes include a change in the allocation for the lead position supporting the Board of Supervisor's office (current Assistant County Executive Officer position would be reallocated as a Principal Management Analyst) and creation of the Community Outreach/OES unit.

In doing so, the staff responsibility for all labor relations activity would be transferred to what would become the Risk Management and Labor Relations Division of the County Executive Office.

The **Community Outreach/Office of Emergency Services** unit would consolidate public communications and outreach functions. The unit would include the existing Office of Emergency Services (OES), the Public Information Office (PIO) and the Senior Board Aide and a clerical position from the existing Board's Office. The unit recognizes the close interaction that is required between the BOS/CEO and would report directly to the County Executive Officer. The consolidation of these services into a single unit is intended to better coordinate and strengthen the dissemination of public information to constituency groups and the public in general. The unit would be responsible for coordinating committees and commissions, municipal advisory council memberships, and include responsibility for web and print communications, newsletters, emergency communications and interaction with other media. The unit would also be responsible for responding to constituent concerns, complaints and coordination of responses on behalf of the County.

2. Budget, Finance and General Government

In addition to the functional reporting changes on the attached organizational chart, the primary revision proposed in the Budget Finance and General Government division reflects the broadening of the County Budget Administrator position to include a wider range of fiscal and administrative responsibilities. The intent is to strengthen the division's ability to maintain the significant modeling and budgeting work that has been in place over the last several years and to provide support for longer range economic fiscal studies often related to annexations and redevelopment projects within city boundaries.

The existing County Budget Administrator would be reclassified to the **Finance and Budget Operations Manager**. This position would be responsible for providing and maintaining fiscal, management information, and other administrative/operational systems on a department-wide basis, coordinate and provide oversight and direction in preparation of the County Budget including forecasting revenues, expenditures and long range fiscal planning; work with the Administrative Services Manager (existing) in the development of sound fiscal policies and long-range financial planning for the County. The position would be set at Grade 468 with a salary range from \$110,760 to \$134,268 annually. The individual would also develop facility and infrastructure financing plans; provide technical financial input in financial negotiations as might be necessary; oversee planning and implementation of research and data-gathering activities needed for preparation of cost estimates, and participate with Accounting and Operations staff in determining fund balances, year-end procedures; and be responsible for preparation of fiscal reports and presentations.

A similar position has been considered previously by the County Executive Office during times of office transition, however, staff resources, however, did not clearly warrant the addition of the position. Given the more focused efforts required in the finance and budgeting arena it is believed that this classification would position the County well to address continuing economic challenges. The position is consistent with models used in other counties. Other adjustments in the division would occur to align staff resources with current priorities and emphasis in the Budget and Finance area.

3. Labor Relations and Risk Management

The current Risk Management Division would become the Labor Relations and Risk Management Division of the County Executive Office. This division would retain existing functions including management of Workers Compensation and employee leave management, General Liability and Organizational Development. Activities would also include County Executive Office support to the Assessment Appeals Board. In addition, remaining labor relations activities including negotiations would be formally provided for within this division. The division is currently supported with the allocation of one Secretary - Entry/Journey. As this position supports the Deputy County Executive Officer in charge of functions that are of a critical nature, clerical support at the Executive Secretary level would be warranted and appropriate. It is recommended that the position of Secretary - Entry/Journey be deleted and an Executive Secretary denoting the additional responsibilities and higher level support requirements be added to the allocation ordinance for Risk Management. The shift of labor relations and related activities and the complex nature of the existing risk management functions further require critical skills and abilities and knowledge that are reflected in the Executive Secretary Classification.

IV. FISCAL IMPACT

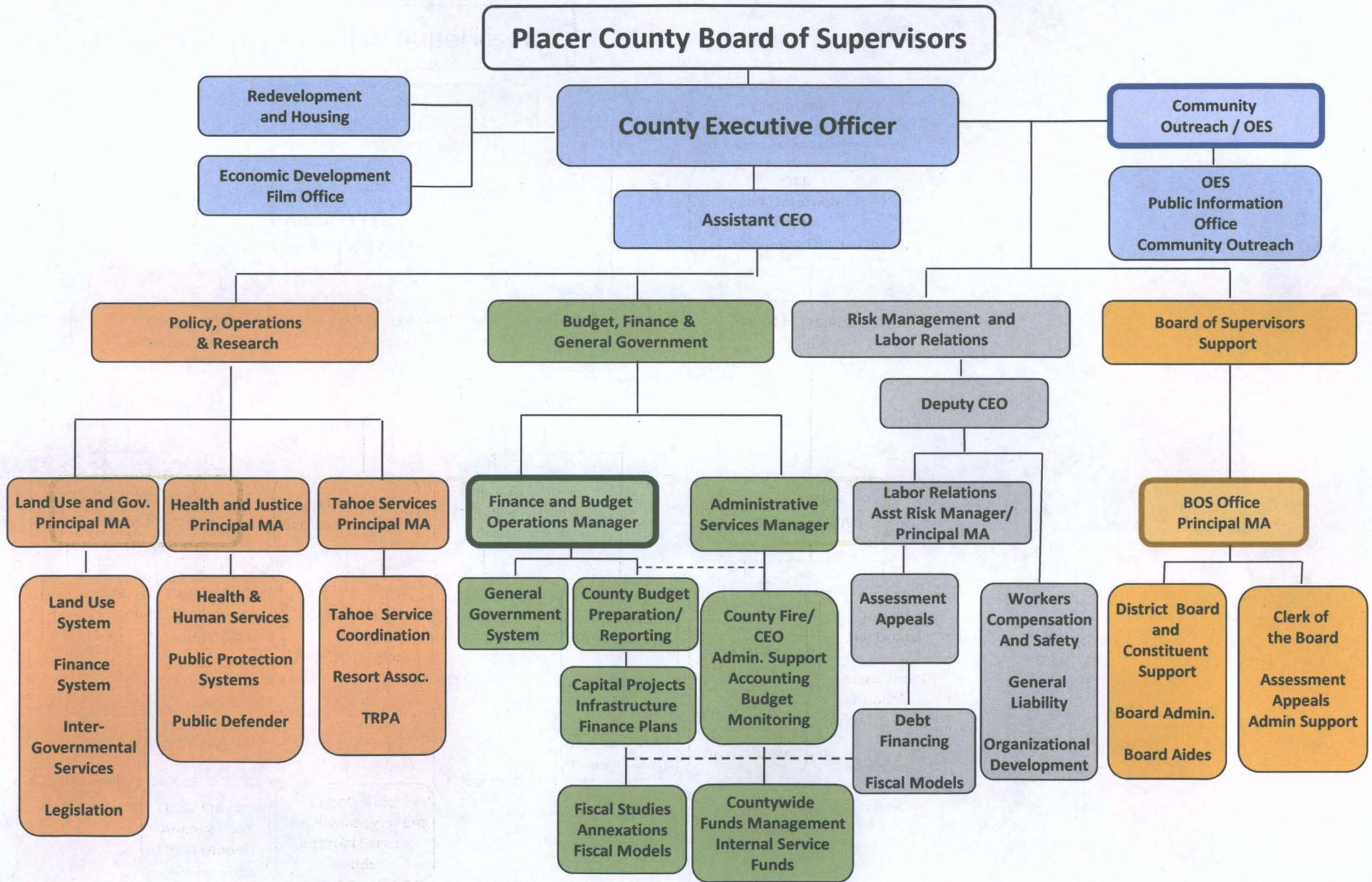
Not unlike other county departments, the County Executive Office has maintained vacancies to address needs for cost reductions given current economic conditions. Of the three high level vacancies that have occurred in the last year one will not be refilled (Chief Assistant County Executive Officer) and funding has been removed; one is proposed to be filled at a substantially lower level and salary range (Assistant County Executive Officer position) and the third (County Budget Administrator) is proposed to be reclassified which would result in an increase in salary for that position.

In addition to the Chief Assistant County Executive Officer position, an Administrative Secretary position was removed from the CEO budget resulting in a combined savings of over \$300,000 from last fiscal year.

Aside from savings noted above, the specific actions required to implement the organization will result in savings of approximately \$45,000 annually, primarily in salary and benefit costs for the County Executive Office and Board of Supervisors budgets. A follow up budget revision will be prepared to apportion staff costs to the appropriate budget units as may be required.

Attachments

County Executive Office – Board of Supervisors



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Before the Board Of Supervisors County of Placer, State of California

In the matter of: An ordinance amending the un-codified
Allocation of Positions to County Executive Office and
Board of Supervisors

Ordinance No.: _____

First Reading: _____

The following Ordinance was duly passed by the Board of Supervisors of the County of Placer at a regular meeting held _____, by the following vote on roll call:

Ayes:

Noes:

Absent:

Signed and approved by me after its passage.

Chairman, Board of Supervisors

Attest:
Clerk of said Board

**THE BOARD OF SUPERVISORS OF THE COUNTY OF PLACER, STATE OF CALIFORNIA, DOES
HEREBY ORDAIN AS FOLLOWS:**

The un-codified Allocation of Positions to County Executive Office and Board of Supervisors is hereby amended as follows:

(Additions to ordinance shown in bold and underline, deletions shown with strike-through)

Section 1. That the un-codified Allocation of Positions to Departments Ordinance is hereby amended to read as follows:

Board of Supervisors			
(a)	Administration		
	Administrative Aide I/II	2	
	Administrative Aide - Senior	4	
	Administrative Secretary	3	
	Executive Secretary	4	
	Supervisor	5	
			12
(b)	Clerk of the Board		
	Administrative Clerk - Entry/Journey	4	
	Administrative Secretary	4	
	Board/Commission Clerk - Senior	2	
	Board/Commission Clerk - Senior (Part-Time)	4	
	Board/Commission Clerk - Supervising	4	
	Clerk to the Board of Supervisors	4	
			7
	TOTAL - BOARD OF SUPERVISORS		19

County Executive Office			
(a)	Administration		
	Account Clerk Entry/Journey	1	
	Accountant - Auditor I/II	1	
	Accounting Technician	1	
	Administrative and Fiscal Operations Manager	1	
	Administrative Secretary	3	
	Administrative Services Officer - Senior	1	
	Administrative Technician	3	
	Assistant County Executive Officer	2	
	Budget Analyst	1	
	Chief Assistant County Executive Officer	4	
	County Budget Administrator	4	
	County Executive Officer	1	
	Executive Assistant to County Executive Officer	1	
	Executive Secretary	2	
	Finance and Budget Operations Manager	1	
	Management Analyst I/II/Senior	10	
	Principal Management Analyst	4	
	Public Information Assistant II	2	
	Public Information Officer	4	
			37 32

(b)	Board of Supervisors			
	Administrative Aide I/II	2		
	Administrative Secretary	4 3		
	Administrative Clerk - Entry/Journey	1		
	Board/Commission Clerk - Senior	2		
	Board/Commission Clerk - Senior (Part-Time)	1		
	Board/Commission Clerk - Supervising	1		
	Clerk to the Board of Supervisors	1		
	Executive Secretary	1		
	Principal Management Analyst	1		
	Supervisor	5		
			19-18	
(c)	Community Outreach – Emergency Services			
	Emergency Services Coordinator	1		
	Emergency Services Program Manager	1		
	Emergency Services Specialist - Senior	1		
	Management Analyst - Senior	1		
			4	
	Community Outreach – Public Information			
	Administrative Aide - Senior	1		
	Administrative Secretary	4 2		
	Public Information Assistant II	2		
	Public Information Officer	1		
			6	
(d)	Economic Development			
	Director of Economic Development	1		
	Economic Development Specialist – Senior	1		
	Executive Secretary	1		
			3	
(e)	Risk Management and Labor Relations			
	Assistant Risk Manager	1		
	Deputy County Executive Officer	1		
	Executive Secretary	1		
	Management Analyst I/II	1		
	Risk Management Investigator	1		
	Secretary – Entry/Journey	4		
			5	
	Risk Management – General Liability - Workers Compensation			
	Administrative Technician	3		
	Americans with Disabilities Act/Leave Coordinator	1		
	Risk Management Administrator – General Liability	1		
	Risk Management Administrator – Workers Compensation	1		
	Safety Officer	1		
			7	

(f)	Organizational Development			
	Administrative Technician	1		
	Secretary Entry/Journey	1		
	Training and Organizational Development Analyst I/II	1		
	Training and Organizational Development Analyst - Senior	1		
			4	
	TOTAL - COUNTY EXECUTIVE OFFICE			64 79

Section 2. That the un-codified Unclassified Service- Schedule of Classifications, Salary Plan and Grade Ordinance is hereby amended to read as follows:

UNCLASSIFIED SERVICE

JOB CODE	CLASSIFICATION TITLE	SALARY PLAN – APPENDIX	GRADE
19817	County Budget Administrator Finance and Budget Operations Manager	MNGT	452 468

Section 3. That this ordinance shall be effective on November 6, 2010.

Section 4. That this ordinance amendment is adopted as an un-codified ordinance.

PRINCIPAL MANAGEMENT ANALYST

DEFINITION

To plan, direct, administer, and manage assigned teams; to develop, manage, monitor and review the activities of major and significant County-wide operations, projects and programs (i.e. public works, land use, facilities, etc) that often require working with complicated logistics of interdepartmental and/or interagency cooperation; to serve as a positive and motivational leader of professional and technical employees and to participate as a positive and cooperative team member.

DISTINGUISHING CHARACTERISTICS

The Management Analyst job series represents professional positions responsible for establishing, maintaining, and monitoring a variety of administrative policies, budget and fiscal processes, and organizational and legislative issues on a County-wide basis as well as providing a liaison with and support to departments as a representative of the County Executive Office. Positions within this job series are exclusive to allocation within the County Executive Office.

The Principal Management Analyst level recognizes positions that provide full second-line direct supervision to a team(s) of professional, technical, and clerical employees within a work section and assumes substantive and significant responsibilities for County-wide programs, projects, and/or initiatives as well as the on-going support for assigned departments.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the County Executive Officer or Assistant County Executive Officer or his/her designee.

Exercises direct supervision over professional, technical, and clerical staff.

EXAMPLES OF ESSENTIAL DUTIES – Duties may include, but are not limited to, the following:

For all assignments:

Serve as subject matter expert in area(s) of specialty or designated responsibility; act as resource to departments, the County Executive Officer, the Board of Supervisors, and other management staff.

Identify, plan, and implement programmatic goals, objectives, priorities with areas of responsibility in a manner consistent with the County's overall goals and objectives; develop strategies and tactics for the successful achievement of set goals and objectives; direct and coordinate the implementation of strategies.

Plan, direct, manage, and monitor the conduct of various administrative and operational analyses, studies and audits; manage and participate in data collection with regard to needs assessments, benchmarking, training needs identification, performance evaluation and operational reviews of designated responsibilities; evaluate success of progress and provide feedback.

Provide policy, program, and procedural direction to assigned teams and areas of responsibility; review financial reports and budgets to provide fiscal direction; prepare budgets and make recommendations in support of the County's goals and objectives; evaluate success of progress and provide feedback.

Direct, manage, and monitor assigned teams; plan, prioritize and assign work activities of team members; act as a primary resource to assigned team members, provide input to team members regarding sensitive and/or complex issues; provide direction, goals, suggestions and guidance to team members.

Oversee and monitor the operations and administration of teams; participate in staff selection; coordinate training, conduct performance evaluations, recommend discipline and maintain high standards to ensure efficient, professional operations.

Develop, manage, implement and maintain major County-wide initiatives, programs or projects; lead team meeting in a positive and motivational manner; make decisions with the long term benefit of the County in mind; coordinate interjurisdictional, interdepartmental, and/or interagency activities; communicate to appropriate County entities.

Provide lead departmental support as assigned; serve as liaison between assigned departments and the County Executive Office; review and analyze departmental operations, activities and budgets and provide recommendations and alternative solutions; review and analyze policies and procedures and assist in the identification of opportunities for improvement and development of new policies and procedures.

Develop and administer the budget(s) for assigned work section and programs; forecast funding needs, staffing, equipment, materials and supplies; monitor approved expenditures; implement mid-year adjustments to expenditures.

Build and maintain positive working relationships with co-workers, other County employees and managers, and the community utilizing accepted principles of effective customer service.

Direct and manage the work of consultants; assist in the preparation of requests for proposals, review bids, interview and select consultants; manage workflow, set expectations and priorities, and monitor outcomes; negotiate contracts.

Maintain awareness of and participation in the external professional environment and resources to ensure the highest level of professional standards are applied to service delivery within the County Executive Office.

Represent the County of Placer and its County Executive Office to the public and to other agencies in a positive and productive manner.

Serve as a positive and motivational team leader as well as a positive and effective member of a peer group.

Perform related duties as required.

In addition to the duties cited above, when assigned to the Board of Supervisors:

Attend meetings of and provide support to the Municipal Advisory Councils established by the Board of Supervisors.

May sit with the Board as an advisory capacity on Board of Supervisors Planning Hearings.

Represent the Board of Supervisors to other public agencies, community and civic groups and the general public; respond to and resolve, as appropriate, citizen complaints concerning County

operations, procedures or policies; and, generally assist the public regarding expressed concerns or problems.

Conduct special studies and prepare reports for use by the Board; review and summarize reports and studies for Board members; and review and follow up on Board agenda items.

Represent the Board of Supervisors to outside agencies and organizations; participate in outside community and professional groups and committees; provide technical assistance as necessary.

MINIMUM QUALIFICATIONS

Knowledge of:

- Principles and practices of public administration, including organizational structure and service delivery systems of county government.
- Principles and practices of public finance, budgeting, fiscal control and administrative and policy analysis.
- Computer software, including word processing, spreadsheet, presentation and database applications.
- English usage, spelling, punctuation, and grammar.
- Pertinent local, state and federal laws, guidelines, regulations and statutes.
- Principles and practices of public finance, budgeting and fiscal control.
- Standard and accepted uses and applications of statistics, including calculation of mean and median.
- Standard and accepted modern research techniques, including the use of surveys and questionnaires.
- Principles and techniques of administrative analysis, including workload measurement, workflow and layout, work simplification and systems and procedure analysis.
- Principles and practices of local government, including county administration, organization, programs and functions such as public works or land use, for example.
- Principles and practices of leadership, motivation, team building and conflict resolution.
- Communication techniques required for gathering, evaluating and transmitting information and directing group discussions.
- Principles and practices of general and statistical research, analysis and presentation.
- Principles and practices of supervision, training, and personnel management.

Ability to:

- Apply knowledge in a specific field/area to the needs of the County
- On a continuous basis, know and understand all aspects of the job; intermittently analyze work papers and special projects; identify and interpret technical and numerical information; observe and problem solve operational and technical policies and procedures.
- On a continuous basis, sit at desk or in meetings for long periods of time; intermittently twist to reach equipment surrounding desk; walk, stand, bend, squat, kneel, or twist, perform simple grasping and fine manipulation; use telephone, and write or use a keyboard to

communicate through written means or enter/retrieve data from computer; and lift light weight.

- Read, analyze, evaluate and summarize written materials and statistical data including reports, financial reports and budgets.
- Apply the principles and practices of motivation, team building and conflict resolution.
- Understand, interpret and apply complex rules and procedures.
- Analyze systems and administrative and management practices and identify opportunities for improvement.
- Obtain information through interview; handle multiple assignments; and deal firmly and courteously with the public.
- Determine effective method of research; and compile data and present in form most likely to enhance understanding.
- Prepare reports, statistical data, forms, questionnaires and surveys.
- Learn to analyze problems, identify alternative solutions, project consequences of proposed actions, and implement recommendations in support of goals.
- Interpret and apply pertinent local, state, and federal laws and regulations, including Civil Service rules.
- Analyze situations quickly and objectively, apply appropriate elements of decision-making and determine the proper course of action.
- Work with various cultural and ethnic groups in a tactful and effective manner.
- Obtain information through interview; effectively handle multiple assignments; and deal firmly and courteously with the public.
- Use a computer, calculator, typewriter, telephone, facsimile machine, postage meter, and photocopy machine.
- Communicate clearly and concisely, both orally and in writing.
- Perform the most complex work within the County Executive Office.
- Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.
- Establish and maintain effective working relationships with those contacted in the performance of required duties.

Experience and Training

- Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Five years of increasingly responsible experience in public administrative, administrative analysis, including two years of supervisory responsibility.

Training:

Equivalent to a bachelor's degree from an accredited college or university with major course work in business or public administration, political science or a related field.

License or Certificate:

- May need to possess a valid California driver's license as required by the position. Proof of adequate vehicle insurance and medical clearance may also be required.

**FINANCE and BUDGET OPERATIONS MANAGER
(Unclassified)**

DEFINITION

To provide administrative oversight with internal divisions of the County Executive's Office as well as external divisions and departments that encompass financial, budgetary, personnel, and operational activities; to analyze, administer and manage the County's annual budget, capital infrastructure planning as well as other financial projects and plans; to analyze complex and diverse financial information and make policy recommendations and develop plans; to establish and implement assigned program objectives; to promote and participate in collaborative activities, programs, and projects that cross functional areas and to provide highly complex administrative assistance to the County Executive Officer.

DISTINGUISHING CHARACTERISTICS

This single position job class is responsible for providing and maintaining fiscal, budgetary and management information, and other administrative operational systems on a department-wide basis and serves as an advisor to the County Executive Officer/management team on a variety of complex budget, financial and related functions.

SUPERVISION RECEIVED AND EXERCISED

Receives administrative direction from the County Executive Officer and Assistant County Executive Officer or his/her designee.

Exercises direct and indirect supervision over management, supervisory, professional, technical, and/or clerical personnel.

EXAMPLES OF DUTIES – Duties may include, but are not limited to, the following:

Serve as Policy Team member; participating in the development and implementation of departmental policies, procedures, and systems; participating in the identification and allocation of fiscal, staffing, and material resources; and contributing to the problem-solving, decision-making, and planning activities of the Department.

Plan, direct, and manage the Department's budgetary and financial records and reporting systems, management information and data processing systems, administrative and clerical support activities, and other administrative and operational functions as necessary; oversee data-gathering activities related to preparation of cost estimates, financing plans and forecasts; and participate with accounting and operations staff in determining fund balances and year-end procedures; and provide strategic technical financial input in internal and external negotiations as required.

Identify administrative and operational goals, objectives, priorities, and activities to be accomplished consistent with the Department's mission; develop strategies for the successful achievement of those goals, objectives and priorities; and direct the implementation of accepted strategies and plans.

Provide oversight to the development of facility and infrastructure financing plans; provide funding strategies and policy recommendations for these projects; monitor ongoing project construction costs, strategize funding sources and the flow of funds with the Facility Services Department and recommend, coordinate and manage external financing activities related to construction or acquisition of capital infrastructure projects.

Prepare and review detailed and complex capital project financial analyses and management reports that provide information on status of budget/expenditure, appropriations, grant billing, fund source/availability, and projected revenues and expenditures; may analyze development proposals.

Work with County Executive Office management and finance officials in the implementation of sound financial and budgetary policies as adopted by the Board; prepare long-range financial projections and make strategic recommendations to address fiscal concerns; prepare and review detailed and complex financial analyses and management reports on appropriations projected revenues and expenditures.

Direct, coordinate and manage the preparation of Placer County's Proposed and Final Budgets; develop justifications for budgetary recommendations; coordinate the finalization of budgets to ensure the timely submission of budgets to the Board of Supervisors as required.

Review and monitor the financial activity of the County budget, operating and proprietary funds, department budgets, and individual appropriations; oversee the collection of data and preparation of financial reports; analyze reports to determine performance to established budget(s).

Recommend the appointment of personnel; provide or coordinate staff training; conduct performance evaluations; implement discipline necessary for the efficient and professional operation of the assigned area of responsibility.

Provide budgetary and financial expertise to the County Executive Office (CEO), the Board of Supervisors, the County's management team, and the public in a professional, responsible and supportive manner, and be responsible for preparation of fiscal reports and presentations.

Act as a representative of the County with outside organizations, local communities, special interest groups, businesses, customers, and the general public utilizing accepted principles of effective customer service.

Establish and maintain open communications with other County departments, multi-disciplinary teams, and other governmental organizations; coordinate data, resources, and work products in support of a productive and positive working relationship.

Plan, organize, and manage the assigned administrative, operational, and programmatic activities within designated areas of responsibility; monitor and evaluate work in progress to ensure compliance with goals and policies.

Manage, direct, evaluate, monitor, and support the professional, technical, and clerical staff within assigned area(s) of responsibility.

Serve as an effective and positive member of the department's management team; participate in strategic planning, legislative review and analysis, and policy development.

Participate in the identification and allocation of resources (fiscal, staffing, supplies, and other); and contribute to the problem solving, decision-making, and planning activities of the assigned department.

Maintain awareness of and participation in an appropriate external professional environment and resources to ensure the highest level of professional standards are applied to service delivery.

Perform related duties as required.

MINIMUM QUALIFICATIONS

Knowledge of:

- Principles and modern methods of public and/or business administration with special reference to accounting, financial, budget, and personnel management.
- Advanced principles of financial administration, public budgeting, financial forecasting and long-range planning, infrastructure financing plans, management of information and other administrative operational systems, cost accounting and financial/economic analysis and its operational applications with specific experience in the same area.
- Principles and practices of policy development and implementation.
- Principles and practices of special project management, report writing, and financial and organizational analysis and reporting.
- Basic principles and practices of County operations, administration and organization.
- Principles and practices of management, leadership, motivation, team building and conflict resolution.
- Advanced principles and practices of organizational analysis and human resource planning.
- Organizational and management practices as applied to development, analysis, and evaluation of programs, policies and operational needs.
- Pertinent local, state and federal rules, regulations and laws.
- Principles and practices of supervision, training and personnel management.
- Standard and accepted office practices, procedures, and equipment.
- Principles and practices of work safety.

Ability to:

- Organize, coordinate, and direct multiple, complex County budget processes and activities.
- Communicate clearly and concisely, both orally and in writing including the ability to make concise and persuasive public presentations.
- Direct activities of professional, technical, and clerical staff involved in assigned areas of responsibility; supervise, train and evaluate personnel.
- On a continuous basis, analyze budget and technical reports; interpret and evaluate staff reports; know laws, regulations and codes; problem solve department related issues; and interpret County policies and procedures.

- Successfully develop, manage and monitor multiple, detailed budgets.
- Make presentations to governing boards and community groups; gain cooperation through discussion, persuasion and negotiation.
- Independently interpret and apply pertinent local, state and federal laws, guidelines, and regulations.
- Analyze problems, collect and evaluate data, define and select alternative solutions, draw conclusions, formulate recommendations and project consequences of recommendations.
- Develop and recommend policies and procedures related to assigned operations and for multi-disciplinary assignments.
- Apply the principles and practices of personnel administration, motivation, team building and conflict resolution.
- Perform complex mathematical and statistical calculations accurately.
- Determine effective methods of research; compile data and present in form most likely to enhance understanding.
- Prepare reports, statistical data, forms, questionnaires, and surveys.
- Read, analyze, evaluate and summarize written materials and statistical data.
- Use a computer and designated software applications at a sufficient level to perform assigned duties.
- On a continuous basis, sit at desk for long periods of time; intermittently twist to reach equipment surrounding desk; perform simple grasping and fine manipulation; use telephone, and communicate through written means; and occasionally lift moderate weight; attend meetings, including traveling.
- Establish and maintain effective working relationships with those contacted in the performance of required duties.

Experience and Training

- Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Seven years of increasingly responsible administrative work experience in budgeting, accounting, finance, or a comparable field, including four years of supervisory responsibility and management experience.

Training:

Equivalent to a bachelor's degree from an accredited college or university with major course work in public administration, accounting, finance or a related field. A master's degree is preferred.

License or Certificate

- May need to possess a valid driver's license as required by the position. Proof of adequate vehicle insurance and medical clearance may also be required.