



MEMORANDUM
OFFICE OF THE
COUNTY EXECUTIVE OFFICER
COUNTY OF PLACER

To: Honorable Board of Supervisors
From: David Boesch, County Executive Officer
By: Gretchen Nedved, Senior Management Analyst
Date: August 4, 2015
Subject: Merger of Public Works and Facility Services / Director Classifications

ACTION REQUESTED

Approve the unclassified job specification for the Director of Public Works and Facilities/Road Commissioner, and introduce an un-codified ordinance, first reading waived, to amend the Schedule of Classifications and Salary Grades for Classified and Unclassified Services Ordinance to create the Director of Public Works and Facilities and delete the Director of Public Works and the Director of Facility Services.

Introduce a codified ordinance, first reading waived, to amend Placer County Code Chapter 2, Article 2.08, Section 2.08.020, to consolidate the offices of the Director of Facility Services with the Director of Public Works/Road Commissioner.

Provide direction to the County Executive Office to merge the departments of Public Works and Facility Services as part of the FY 2015-16 Final Budget Position Ordinance to become the Department of Public Works and Facilities.

BACKGROUND

On April 4, 2015, as of the retirement of the Director of Facility Services, the County Executive Officer appointed the current Director of Public Works/Road Commissioner as the Interim Director of Facility Services, to concurrently oversee both departments. The action was the first to effectively merge the Departments of Facility Services and Public Works into one department. Based on the combined breadth of duties, the salary for the interim placement was selected at the level of the Community Development Resource Agency Director (ADHD 677) at a range of \$157,581 to \$191,506.

The action being requested today creates the job specification classification for *Director of Public Works and Facilities/Road Commissioner*, formalizes the salary level, and deletes the Director of Facility Services and the Director of Public Works allocations by un-codified ordinance. Additionally, a codified ordinance will update Chapter 2 of the County Code to reflect the consolidated offices of the Director of Facility Services and the Director of Public Works/Road Commissioner. Further direction by the board will allow the merger to continue as part of the FY 2015-16 Final Budget Countywide Position Ordinance process. The Position Ordinance would reflect all position allocations from the departments of Facility Services and Public Works under a new *Department of Public Works and Facilities*.

Purpose

The merger of the two departments was thoughtfully considered with the intent to consolidate similar services to achieve greater efficiencies through streamlined workflows and coordinated, consistent communication. Merging the two departments reduces the number of direct reports to the County Executive Officer and therefore increases accountability for achieving results. Efficiencies anticipated from the merge include increased collaboration and coordination between divisions, standardized administrative processes, and greater flexibility to integrate cross-functional, inter-disciplinary practices across greater areas.

The department of Facility Services includes 170 funded positions and a FY 2015-16 proposed budget of \$160.6 million. The department is responsible for the planning, construction, operation and maintenance of the County's buildings, properties, infrastructure and assets. The business operations of the department are different than those in the department of Public Works; however, both departments have many similarities in their County responsibilities, mission, and focus on public service. The department of Public Works includes 195 funded positions and a FY 2015-16 proposed budget of \$104.1 million. The department is responsible for the planning, development, operation and maintenance of the County's roads, bridges, and transit systems. Together, the consolidated *Department of Public Works and Facilities* will include 364 funded positions and a budget of \$264.6 million. The greatest similarities currently identified are in the divisions of administration, capital, engineering, and maintenance.

Over time, the full merger will be effectuated as employees meet to discuss their commonalities, find greater efficiencies, and refine workflows to incorporate the best-practices found by those discussions. The mechanics of building the budget and handling financial transactions will follow as programs and expertise are combined across the current divisions of both departments. A good example of recent success was the publication of the *Multi-Year Capital Plan* in FY 2014-15, which combined the capital and major maintenance projects of public works and facility services into a comprehensive document.

Other government agencies reviewed have various structures (Attachment 4) that include a combination of the functions found in Placer County's Public Works and Facility Services departments. The combinations predominantly include General Service models that consolidate many of Placer County's current operations. For example, in Placer County an engineering division is currently found both Public Works and in Facility Services. In other agency general services models, engineering is found in only one department. With Placer County's historic and current focus on development, engineering, capital and maintenance of infrastructure, the creation of the *Department of Public Works and Facilities* will help solidify steps towards achieving those goals.

The ideal organizational structure, including efforts to co-locate employees, will be implemented through the annual budget process, with the full merger occurring over several fiscal years. Therefore, it is recommended to proceed with the amended job specification for the director and merge of the two departments under its new name.

FISCAL IMPACT

The salary established for the Director of Public Works and Facilities/Road Commissioner result in a potential FY 2015-16 savings of approximately \$153,440 due to combining two departments under the purview of one director. The savings achieved is the difference between the total top salaries of the classifications of the Director of Public Works and Director of Facility Services (\$344,946), minus the top salary of the recommended new salary level (\$191,506).

- Attachment 1 – Amended Job Classification Specification
- Attachment 2 – Un-codified Unclassified Salary Ordinance
- Attachment 3 – Codified Chapter 2, County Code Ordinance
- Attachment 4 – County Comparison of Public Works and Facility Services

Placer County Personnel Department

Director Of Public Works and Facilities/Road Commissioner (#19928)

~~\$67.89-\$82.52 hourly / \$11,767.60-\$14,303.47 monthly / \$141,211.20-\$171,641.60 yearly~~
~~\$75.76-\$92.07 hourly / \$13,131.73-\$15,958.80 monthly / \$157,580.80-\$191,505.60 yearly~~

DEFINITION

(Unclassified)

To plan, organize, direct and review the activities and operations of Public Works and Facilities Services functions, including automotive fleet and equipment services, transportation systems, capital planning and engineering, road and equipment maintenance, property management, museums, park and building maintenance, and associated special districts; to act as Road Commissioner; to coordinate assigned activities with other departments and outside agencies; and to provide highly responsible and complex administrative support to the County Executive Officer.

DISTINGUISHING CHARACTERISTICS

The Director level recognizes classes with full responsibility for the administration of a County department

SUPERVISION RECEIVED AND EXERCISED

Receives policy direction from the County Executive Officer.

Exercises direct supervision over assigned management, professional, supervisory, technical and clerical personnel.

EXAMPLES OF ESSENTIAL DUTIES

Duties may include, but are not limited to, the following:

- Develop, plan and implement department goals and objectives; recommend and administer policies and procedures.
- Coordinate department activities with those of other departments and outside agencies and organizations; provide staff assistance to the County Executive Officer and Board of Supervisors; prepare and present staff reports and other necessary correspondence.
- Direct, oversee and participate in the development of the department's work plan; assign work activities, projects and programs; monitor work flow; review and evaluate work products, methods and procedures.
- Supervise and participate in the development and administration of the Public Works and Facility Services budget; direct the forecast of additional funds needed for staffing, equipment, materials and supplies; monitor and approve expenditures; implement mid-year adjustments.
- Select, train, motivate and evaluate personnel; provide or coordinate staff training; conduct performance evaluations; work with employees to correct deficiencies; implement discipline procedures; maintain discipline and high standards necessary for the efficient and professional operation of the Department.
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- Represent the department to outside groups, commissions and committees, and organizations; participate in outside community and professional groups and committees; provide technical assistance as necessary.
- Research and prepare technical and administrative reports and studies; prepare written correspondence as necessary.

- Build and maintain positive working relationships with co-workers, other County employees and the public using principles of good customer service.
- Perform related duties as assigned.

MINIMUM QUALIFICATIONS

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 experience in public works administration, infrastructure or facilities design, construction or maintenance, including four years of administrative and management responsibility.

Training: Equivalent to a Bachelor's degree from an accredited college or university with major course work in engineering, business or public administration or a related field.

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.

KNOWLEDGE, SKILLS, AND ABILITIES

Knowledge of:

- Principles and practices of public works administration or public facilities design, construction and maintenance.
- Principles and practices of capital improvement programming and capital project financing.
- Principles and practices of leadership, motivation, team building and conflict resolution.
- Pertinent local, State and Federal laws, rules and regulations.
- Organizational and management practices as applied to the analysis and evaluation of programs, policies and operational needs.
- Principles and practices of organization, administration and personnel management.
- Principles and practices of budget preparation and administration.
- Principles of supervision, training and performance evaluation.
- Principles of road commissioner duties found in Sections 2006-2010 of the Streets and Highways Code.

Ability to:

- Plan, direct and control the administration and operations of the Public Works and Facilities/Road Commissioner department.
- Develop long range and short range plans.
- Interact successfully with elected officials, citizen groups and individual citizens, recognize politically sensitive issues and handle appropriately.
- On a continuous basis, analyze budget and technical reports; interpret and evaluate staff reports; know laws, regulations and codes; observe performance and evaluate staff; problem solve department related issues; remember various rules; and explain and interpret policy.
- On a continuous basis, sit at desk and in meetings for long periods of time. Intermittently twist to reach equipment surrounding desk; perform simple grasping and fine manipulation; use telephone, and write or use a keyboard to communicate through written means.
- Develop and implement department policies and procedures.
- Gain cooperation through discussion and persuasion.
- Successfully develop, control and administer departmental budget and expenditures.

- Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.
- Interpret and apply County policies, procedures, rules and regulations.
- Communicate clearly and concisely, both orally and in writing, including the ability to make concise and persuasive oral presentations.
- Supervise, train and evaluate assigned personnel.
- Establish and maintain effective working relationships with those contacted in the course of work, including relating diplomatically and effectively with elected officials.
- Carry out responsibilities found in section 2006-2010 of the Streets and Highways Code.

CLASS:

19917

EST: 9/1/1995

REV:

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

In the matter of: An ordinance amending the un-codified Schedule of Classifications and Salary Grades for Classified & Unclassified Services Ordinance

Ord. 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.

Chair, 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:

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

Section 1. That the un-codified Schedule of Classifications and Salary Grades for Classified & Unclassified Services Ordinance is hereby amended and shall read as follows:

JOB CODE	CLASSIFICATION TITLE	SALARY PLAN – APPENDIX	GRADE
19917	DIRECTOR OF FACILITY SERVICES	ADHD	666
19928	DIRECTOR OF PUBLIC WORKS/ROAD COMMISSIONER <u>Director of Public Works and Facilities/Road Commissioner</u>	ADHD	667 <u>677</u>

Section 2. That this ordinance shall be effective the first of the pay period following adoption.

Section 3. That this ordinance is adopted as an un-codified ordinance.

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

In the matter of: An ordinance amending Placer
County Code, Chapter 2, Article 2.08, Section
2.08.020, to consolidate the offices of the Director of
Facility Services with the Director of Public Works
/Road Commissioner.

Ord. 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.

Chair, 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:

Section 1. That Placer County Code, Chapter 2, Article 2.08, Section 2.08.020 be amended as follows:

2.08.020 Officers Consolidated:

In addition to those officers specifically established by the Placer County Charter, these officers are consolidated:

- A. Assessor/map supervisor.
- B. County clerk/recorder/registrar of voters.
- C. Sealer of weights and measures/agricultural commissioner.
- D. Sheriff/coroner/marshal.
- E. Director of health and human services/public guardian. (Ord. 5006-B, 1999; prior code § 2.210)
- F. Director of public works and facilities/road commissioner**

Section 2. This ordinance shall take effect and be in full force thirty (30) days after the date of its passage. The Clerk is directed to publish this ordinance, or a summary thereof, within fifteen (15) days in accordance with government code section 25124.

Attachment 4 – County Comparison of Public Works and Facility Services

	Facility Services (and Fleet)	Public Works	General Services	Community Services / Development	Adults and Families	Joint Powers Agency or Outside Entity	Municipal Services	Parks (and Recreation)	Resource Management
Placer County									
Building Maintenance	X								
Capital Improvements	X								
Museums	X								
Environmental Engineering (solid waste)	X								
Utilities (sewer)	X								
Property Management	X								
Parks and Grounds	X								
Alameda County									
Building Maintenance			X						
Capital Improvements		X							
Museums									
Environmental Engineering (solid waste)			X			X			
Utilities (sewer)						X			
Parks and Grounds					X				
Property Management			X						
El Dorado County									
Building Maintenance	X								
Capital Improvements	X								
Museums						X			
Environmental Engineering (solid waste)				X					
Utilities (sewer)						X			
Property Management	X								
Parks and Grounds	X								
Marin County									
Building Maintenance		X							
Capital Improvements		X							
Museums									
Environmental Engineering (solid waste)		X							
Utilities (sewer)						X			
Property Management		X							
Parks and Grounds								X	
Nevada County									
Building Maintenance			X						
Capital Improvements			X						
Museums									
Environmental Engineering (solid waste)		X							
Utilities (sewer)		X							
Property Management			X						
Parks and Grounds			X (Grounds)			X (Parks)			

Attachment 4 – County Comparison of Public Works and Facility Services

	Facility Services (and Fleet)	Public Works	General Services	Community Services / Development	Adults and Families	Joint Powers Agency or Outside Entity	Municipal Services	Parks (and Recreation)	Resource Management
Sacramento County									
Building Maintenance			X						
Capital Improvements			X						
Museums									
Environmental Engineering (solid waste)							X		
Utilities (sewer)							X		
Property Management			X						
Parks and Grounds							X		
San Luis Obispo County									
Building Maintenance			X						
Capital Improvements			X						
Museums									
Environmental Engineering (solid waste)		X							
Utilities (sewer)		X							
Property Management			X						
Parks and Grounds								X	
San Mateo County									
Building Maintenance		X							
Capital Improvements		X							
Museums									
Environmental Engineering (solid waste)		X							
Utilities (sewer)		X							
Property Management		X							
Parks and Grounds								X	
Santa Clara County									
Building Maintenance	X								
Capital Improvements	X								
Museums								X	
Environmental Engineering (solid waste)	X								
Utilities (sewer)	X								
Property Management	X								
Parks and Grounds	X (Grounds)							X (Parks)	
Solano County									
Building Maintenance			X						
Capital Improvements									X
Museums									
Environmental Engineering (solid waste)									X
Utilities (sewer)									X
Property Management			X						
Parks and Grounds			X (Grounds)						X (Parks)

Attachment 4 – County Comparison of Public Works and Facility Services

	Facility Services (and Fleet)	Public Works	General Services	Community Services / Development	Adults and Families	Joint Powers Agency or Outside Entity	Municipal Services	Parks (and Recreation)	Resource Management
Yolo County									
Building Maintenance			X						
Capital Improvements			X						
Museums			X						
Environmental Engineering (solid waste)				X					
Utilities (sewer)				X					
Property Management			X						
Parks and Grounds			X						

