



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: November 2, 2010

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

ACTION REQUESTED

Consider alternatives and provide direction regarding options for the organizational structure for Board of Supervisors and County Executive Offices.

I. BACKGROUND

As economic conditions persist and as our workforce changes the County Executive Office continually reviews operational needs to develop models that gain additional efficiencies and reduce ongoing costs to the County. At the September 28th meeting, the Board of Supervisors conceptually approved a revised organizational structure that included departmental changes in both the County Executive Office and the Board of Supervisors offices. Further direction was provided at the October 5th meeting to implement the County Executive Office elements of the proposed changes with further discussion to occur for those areas materially affecting office operations of the Board of Supervisors.

A. Board of Supervisors (BOS) – Current Structure

The Board of Supervisors Office includes two divisions, the Office of the Board of Supervisors and the Clerk of the Board. The Board office supports the governing activities of the five elected Supervisors. The Office is charged with acting as the Board's liaison with the public, county departments and other agencies. In addition, staff supports Board members at meetings with constituents, interactions with other legislative agencies and responding to constituent inquiries. Staff also provides administrative support in scheduling, responding to public inquiries and coordinating meetings and events on behalf of the Board and Board members.

The approved structure for Board operations reflects staff reporting through a department head position to the Board of Supervisors. In practice, the office has operated for 5 years with the Assistant County Executive Officer acting in the lead capacity for the office reporting to the County Executive Officer (Attachments 1 and 2).

B. County Executive Office (CEO)

The current formal organizational structure of the CEO reflects operations in three divisions under One Chief Assistant and two Assistant County Executive Officers (one of which was also assigned to the Board of Supervisors).

The proposal considered at the September 28th meeting, would formally integrate 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 3). The organizational structure as proposed would include 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, and changes reporting relationships to strengthen key areas in both offices. (Other changes in the finance and budget functions and in Risk Management in the County Executive Office were subsequently approved and are now being implemented.)

II. ISSUE

At the October 5th Board meeting additional discussion occurred as to more specific functions and responsibilities of the proposed Community Outreach and Office of Emergency Services unit. The Community Outreach/OES unit is proposed to include the existing Public Information Office and Office of Emergency Services as well as two existing positions from the Board office. The consolidation of these services into a single unit is intended to better coordinate and strengthen the dissemination of public information and more formally integrate OES and PIO functions. Under the proposal, staff currently assigned to 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 Community Outreach Unit would be responsible *primarily for external communications* representing the general county interest. The focus of staff within the Board Support division would provide general administration relative to Board operations and constituent support for members of the Board of Supervisors, *primarily addressing issues and providing for issues management within in respective supervisorial districts.*

The Community Outreach Unit would provide greater staffing depth for communications efforts for day to day business as well as during times of emergency. While during such occurrences the first priority for OES and PIO staff is developing and delivering critical communications to those affected, the community outreach functions will provide greater capacity to keep the public at large informed. Alignment of these functions for day to day business is intended to reduce overlap and provide for better coordination of public messaging between existing PIO functions and District issues. Closer linkages between the PIO function and community groups also present an opportunity to enhance public communication. Municipal Advisory Councils (MACS), countywide committees and commissions serve to represent the public interest and are an important means of conveying public information and receiving feedback on issues in the community. Board members and County staff are able to hear from the public on a range of issues that are important to Placer County residents and businesses which can help assess and frame public information needs. Finally, the creation of greater depth in staffing of this unit would enable staff to advance County messages and information in a more proactive manner.

Further clarification is provided in Attachment 4 regarding roles and functions that would be assumed by staff in the Community Outreach unit and as well as in the division that would retain *Board Support* functions.

A. Alternatives for Consideration

In addition to the alternative previously discussed and proposed above, two other alternatives are provided for consideration/discussion by your Board as outlined below.

Alternative 1

Discussion occurred among Board members that would suggest more closely aligning District Board Aides with the Public Information function. As such, this option reflects the District Board Aides, as well as Public Information Office functions reporting to the Principal Management Analyst as a line function. Administrative support functions related to supporting the Board would be retained in a separate unit reporting to the County Executive Officer under this alternative (Attachment 5).

This arrangement, as with the proposed structure, would provide additional depth in staffing for public information and communications functions, and allow for staff fluctuations and uneven workload demands on staff. This structure also more closely aligns district issues managed by Board Aides with public information functions.

Alternative 2

Under this alternative, the existing operating structure remains substantially the same with the Assistant County Executive Officer being replaced at the Principal Management Analyst level. (The recommended change in classification level reflects the shift of a critical function, labor relations, to another CEO division). This approach, while it does

not realize some of the benefits of integrating similar functions, previously discussed such as creating additional depth in certain areas, ongoing roles and responsibilities of existing staff are well defined and operate well within this framework.

B. Discussion.

With the current priorities and the economic constraints that exist, consolidating functions as outlined in both the proposed structure and in Alternative 1, provide a reasonable means to streamline operations and reduce overlap that may exist. The staffing patterns within the two departments (CEO and BOS) and the skill sets of existing staff are well suited to assume responsibilities common to both departments. In addition, the reduction of a department head position and the cost savings of filling at the Principal Management Analyst level rather than the Assistant County Executive Officer level are in keeping with the more spare approach to staffing yet can still meet the fundamental goal of sustaining service delivery and meeting ongoing constituent demands. Finally, with certain high level functions dispersed to other divisions or work units and other administrative responsibilities to be assumed by other staff, the classification for the lead in the Board's office would be more appropriate at the Principal Management Analyst level. Any cost differences/savings between the proposal previously discussed and Alternatives 1 and 2 would not be material.

III. FISCAL IMPACT

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. In addition to the savings noted above, the specific actions required to implement the organization will result in savings of at least \$45,000 annually, primarily in salary and benefit costs for the County Executive Office and Board of Supervisors budgets. Based on direction provided by this Board today a follow up budget revision would be prepared to apportion staff costs to the appropriate budget units as may be required.

IV. CONCLUSION

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 County Executive Officer as well as a 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.

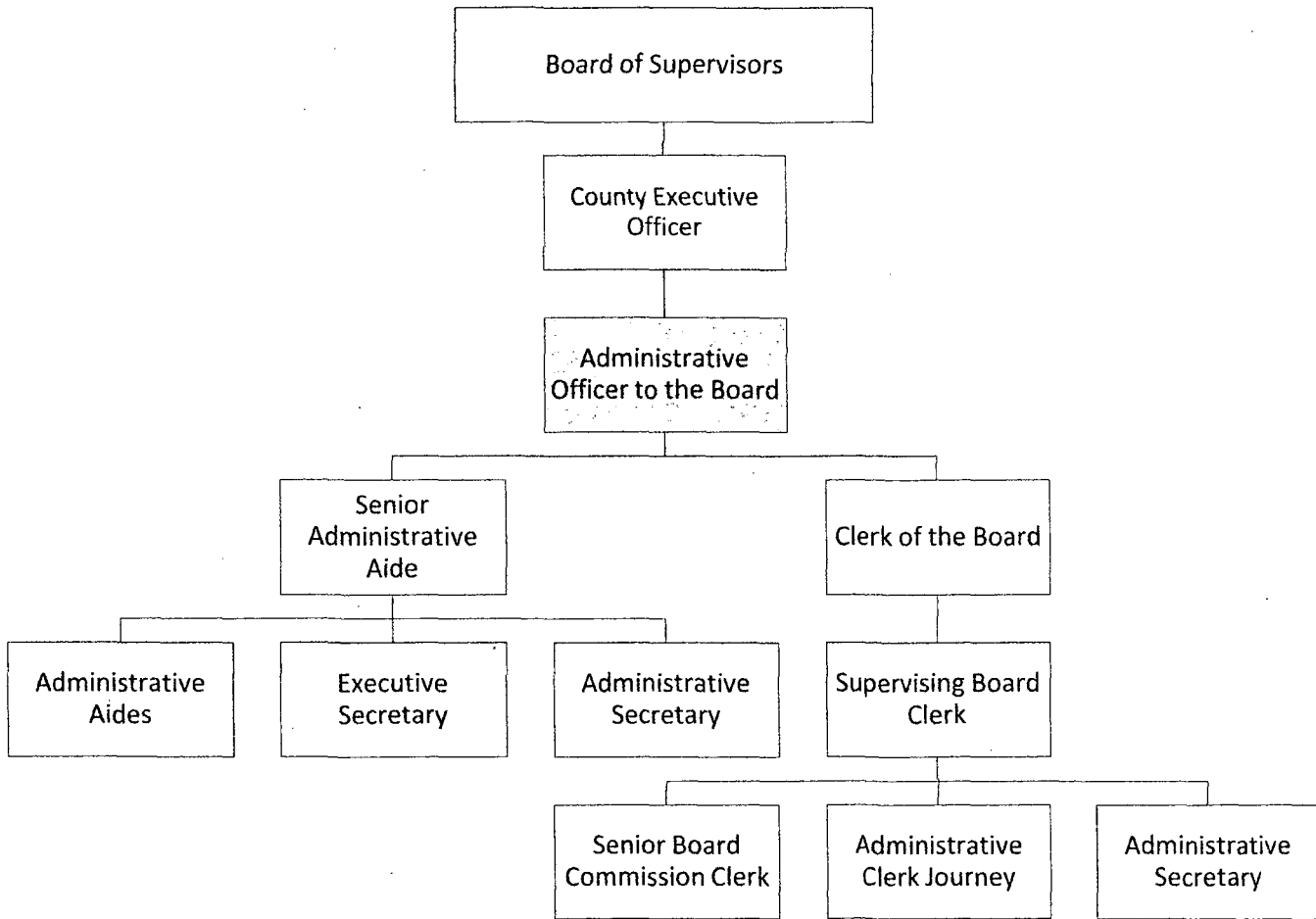
Consistent with other County departments, the County Executive Office and the Board of Supervisors office continue to seek opportunities that result in streamlined operations and costs savings while maintaining service to the public. The organization as proposed strengthens areas of priority, as well as fills gaps in coverage where vacancies have occurred, maximizes efficiencies of existing staff and shifts appropriate

work elements to other divisions with complementary functions. These changes are consistent with County's need to operate organizationally in a more efficient, austere manner. Pending direction by this Board, staff would be prepared to move forward with implementation of organizational changes as directed by your Board and return for final action at the next Board meeting.

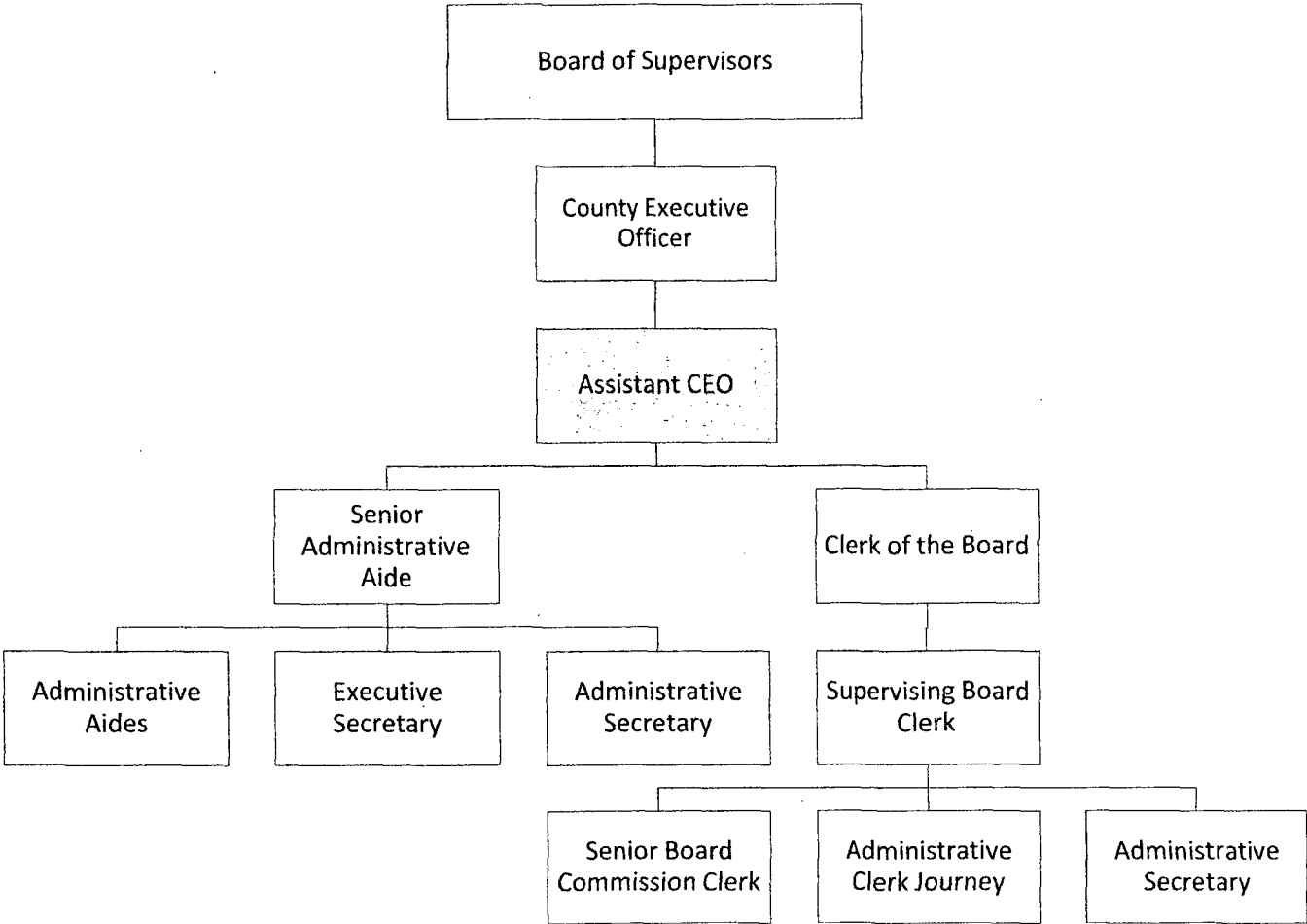
Attachments:

- 1 – Organizational Chart – Board of Supervisors – Formal Structure
- 2 – Organizational Chart – Board of Supervisors – Current Operating Structure
- 3 – Organizational Chart – Presented at Sept 28th BOS meeting
- 4 – Community Outreach - Roles and Responsibilities
- 5 – Organizational Chart – Alternative One

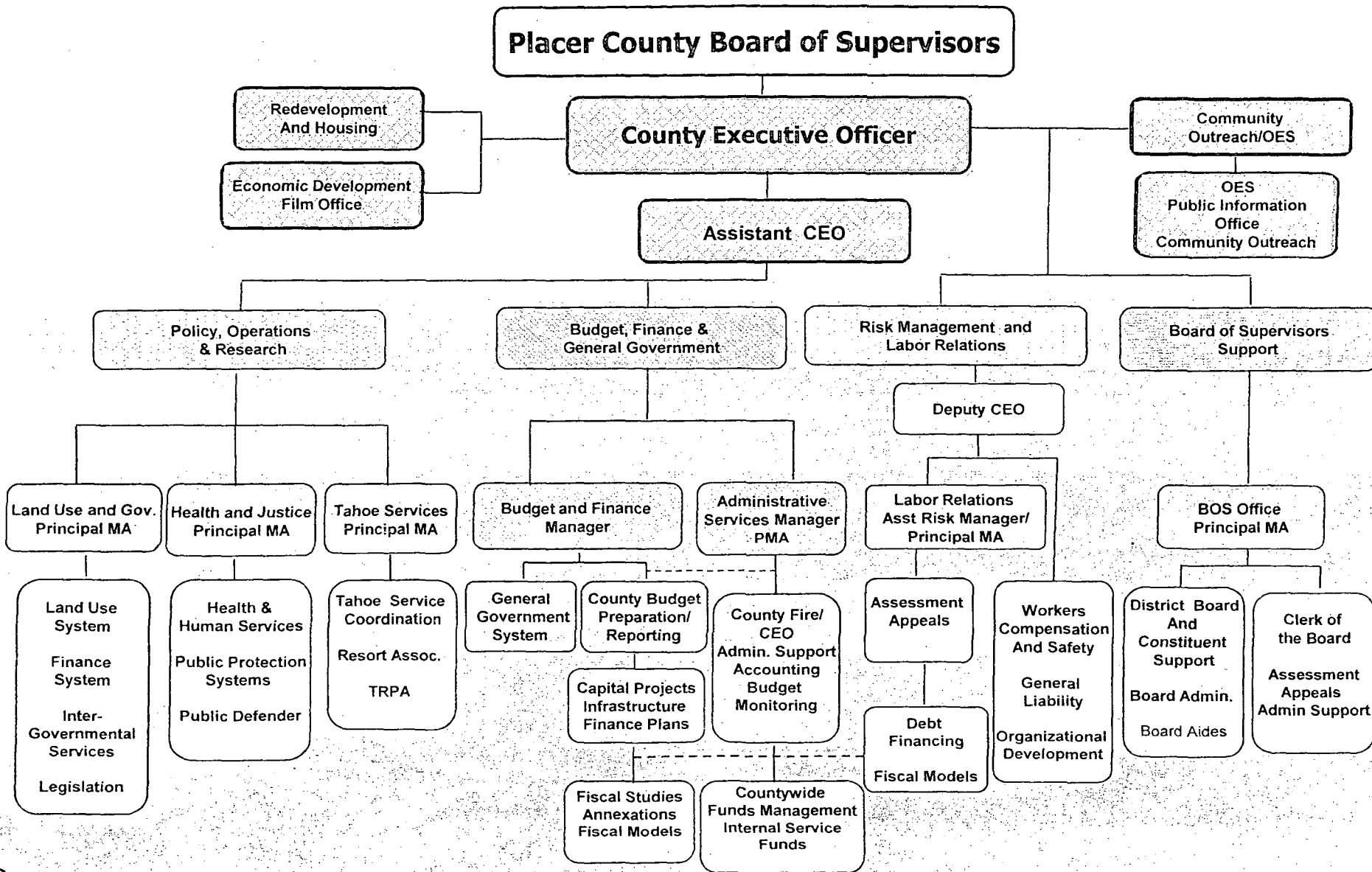
BOARD OF SUPERVISORS (Formal Structure)



BOARD OF SUPERVISORS (Current Operating Structure)



County Executive Office – Board of Supervisors



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ROLES AND RESPONSIBILITIES

<p style="text-align: center;">Community Outreach/OES Services</p>	<p style="text-align: center;">Board of Supervisors Administration and Support</p>
<p>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.</p>	<p>The Principal Management Analyst would be the lead staff person in this unit. Focus of staff within the Board Support division would provide general administration relative to Board operations and constituent support for members of the Board of Supervisors.</p>
<p>The Community Outreach Unit would be responsible for primarily external communications representing the general county interest to include preparation and delivery of messages and information to the public through electronic, print and other media sources.</p> <ul style="list-style-type: none"> • Development of Press Releases • Website management and postings • Development and dissemination of public and employee newsletters • Emergency Service communications • Management of emergency telecommunications network • Development of educational materials related to county services and programs • Public affairs and public event management and coordination • Outreach for county events • Responsibility for responding to general constituent concerns, complaints and coordination; tracking responses on behalf of the County. • Coordination of county wide committees and commissions • Managing MAC <i>memberships</i> • Support of county departments in public information messaging, development of departmental publications, educational pieces and presentations • Maintenance of centralized public presentation library and photo repository 	<p>The primary role is support of the Board of Supervisors for issues that are more specific to an individual Board members' respective supervisorial district or constituency. BOS in conjunction with CEO would provide for identification of issues and framing public information needs.</p> <ul style="list-style-type: none"> • General Board member and District Support • Board member calendaring and scheduling • Issues management and coordination • Representation at meetings and events on behalf of Board members as may be required • Development and management of MAC agendas • Coordination with departments on behalf of respective Board members • Administrative support including preparation of agenda items, personnel actions and fiscal/accounting support as may be required • Oversight and guidance of staff and Board Aides • Oversight of agenda process and Clerk of the Board function • Higher level BOS Agenda Management and coordination as may be required

County Executive Office – Board of Supervisors

