



**MEMORANDUM  
BOARD OF SUPERVISORS**  
County of Placer

**TO:** Honorable Board of Supervisors **DATE:** February 28, 2023  
**FROM:** Jane Christenson, County Executive Officer  
**BY:** Genna Martin, Administrative & Fiscal Operations Manager  
 Suzanne Holloway, Human Resources Manager  
**SUBJECT:** Proposed Board of Supervisors (BOS) Staffing Model: Request for BOS Direction

**ACTION REQUESTED**

Receive a presentation outlining Board of Supervisors (BOS) district staffing models and provide direction to staff.

**BACKGROUND**

In 2007, the BOS approved Ordinance 5450-B (Attachment A) which provided for the appointment of district staff to the members of the BOS. At that time, Ordinance 5450-B authorized the hiring of six full-time District Aide positions (one each assigned to Districts 1-4 and two assigned to District 5) and five part-time Assistant Aides (one per district). Over the last 16 years, County growth and technological advances continue to substantially increase the volume of constituent issues Board members face in serving the citizens of Placer County. To address these issues, the BOS has maximized staffing resources, including the implementation of student intern rotations, the establishment of local district offices, and the application of technology to maintain an optimized and efficient staffing model.

In addition to workload escalation, the BOS notably adopted new district boundaries as a product of the 2021 redistricting process. While all districts serve approximately the same number of residents, the composition of governmental representation varies in each. The updated boundaries reflect the County’s current population, based on the 2020 census:

**Placer County Population by District**

District	Incorporated Cities/Towns						Unincorporated	Total
	Auburn	Colfax	Lincoln	Loomis	Rocklin	Roseville		
<b>District 1</b>						75,134	6,141	81,275
<b>District 2</b>			49,939			22,419	7,714	80,072
<b>District 3</b>				6,814	71,603		5,332	83,749
<b>District 4</b>						50,418	29,711	80,129
<b>District 5</b>	13,816	1,976					64,289	80,081
<b>Total</b>	13,816	1,976	49,939	6,814	71,603	147,971	113,187	405,306

The shifting population centers and district boundaries impact constituent needs and priorities. Partnership with incorporated cities and towns in service to its residents is a key collaborative effort for each district. For unincorporated residents, Municipal Advisory Councils (MACs) are local forums established for the purpose of sharing important information and soliciting feedback on county issues. MACs are one of the critical outreach tools utilized by Supervisors and represent an essential duty of district support staff. The following table shows responsibility for MACs according to the new district boundaries:

**Placer County MACs by District**

MAC	District				
	1	2	3	4	5
Donner Summit					X
Foresthill					X
Granite Bay				X	
Horseshoe Bar Penryn			X	X	
Meadow Vista					X
Newcastle Ophir			X	X	X
North Auburn					X
North Tahoe Regional					X
Olympic Valley					X
Rural Lincoln		X			
Sheridan		X			
Weimar Applegate Colfax					X
West Placer	X				

Separate from the factors noted above, the BOS also adopted an updated Governance Manual and Rules of Procedure (Governance Manual) in January 2023. Section 1.9, *Duties and Obligations of Individual Supervisors*, of the Governance Manual outlines the key responsibilities of Supervisors, and Subsection 3., *Ensure Internal Board Member Accountability*, specifically affirms the Board’s collective desire to operate with parity and consistency regarding district resource allocation as follows:

- Adhere to County practices for employment and compensation of District staff; and
- Develop an annual budget for Supervisor expenditures including cost of District Office, rental and maintenance, meals, travel and related expenses passed through to County taxpayers.

In recognition of the evolving workload and demographics since 2007, as well as the Board’s adoption of its Governance Manual and the 2022 retirement of long-tenured BOS staff, the County Executive Officer initiated a review of the current BOS district staffing model. As part of this effort, Human Resources conducted a needs assessment with each district office and studied the effectiveness of the current district staffing model, including the review of duty

structures, promotional pathways, and position titles. As a result of these factors and efforts, this report outlines BOS district staffing models for consideration, and staff is requesting BOS direction to inform next steps.

## **ANALYSIS**

Based on the factors noted above, the following staffing concepts are presented for consideration:

### **Option A: Revised District Staffing Structure**

This option aligns the support staffing for each district with the expanded need for effective constituent support and communication strategies across a wide spectrum of complexity. A new classification of District Representative would join the existing classifications of District Director and District Aide. This model represents a traditional position hierarchy for district office management and establishes a career ladder and promotional pathway for the series.

#### District Director

District Directors would have responsibility for their specific district's operation and provide research, interpretive, advisory, and facilitation services to BOS members. The District Director would serve as the principal staff assistant to the BOS member, represent the district in more sensitive and complex matters, and supervise other district staff. This model recognizes the expertise and independence of existing District Directors in providing high-level support to their respective Supervisor and constituents. The current maximum hourly rate is \$46.07, annualized to a salary of \$95,826. With benefits, the estimated annual cost of the District Director is \$161,000.

#### District Representative

A new journey-level District Representative position would serve as a mid-point in the proposed series and provide assistance to the District Director in completing projects and assignments on behalf of the assigned Supervisor. The District Representative is envisioned to provide direct constituent response and outreach, attend meetings on behalf of the district, and confer with various County officials related to citizen inquires and district matters. The conceptual salary for the District Representative is approximately 10% below that of the District Director, with an estimated annual total cost of \$145,000.

#### District Aide

District Aide is the recommended updated title for the current District Assistant Aide, a relic of a former obsolete staffing structure. The District Aide is the entry-level classification supporting BOS districts and provides scheduling, clerical, media support, and basic constituent response services. The current hourly rate for this part-time allocation is \$26.18, with no additional benefits.

The proposed allocations using the Option A staffing model are shown below:

**Option A Staffing Allocations by District**

Classification	Districts 1-4		District 5	
	Current	Proposed	Current	Proposed
District Director	1.0	1.0	2.0	2.0
District Representative	-	1.0	-	1.0
District Aide	0.5	0.5	0.5	0.5
<b>Total</b>	<b>1.5</b>	<b>2.5</b>	<b>2.5</b>	<b>3.5</b>

The estimated additional cost to implement Option A is approximately \$725,000 for added staffing expenditures.

**Option B: Revised District Staffing Allocations**

This option leverages the existing classifications but modifies the number of allocations assigned to each district. An additional District Director would be allocated to each district, allowing flexibility for the Supervisor to assign duties to two positions with equal capacity, title, and pay.

In its previous staffing decisions, the BOS allocated one additional position to District 5 in acknowledgement of its unique logistical challenges serving an expansive geographic area and greater proportion of unincorporated residents. Those factors have intensified with the recent redistricting effort, which expanded District 5 to encompass over 1,150 square miles and serve the highest population percentage of constituents living in unincorporated communities at 80%. District 4 is next highest, with 37% unincorporated residents. Accordingly, maintaining the established augmented staffing for District 5 is recommended.

The proposed allocations using the Option B staffing model are shown below:

**Option B Staffing Allocations by District**

Classification	Districts 1-4		District 5	
	Current	Proposed	Current	Proposed
District Director	1.0	2.0	2.0	3.0
District Representative	-	-	-	-
District Aide	0.5	0.5	0.5	0.5
<b>Total</b>	<b>1.5</b>	<b>2.5</b>	<b>2.5</b>	<b>3.5</b>

With Option B, the total allocations are equivalent to Option A but the estimated additional cost to implement is \$80,000 higher than Option A, totaling \$805,000 for added staffing expenditures.

### **Option C: Maintain Existing District Staffing Structure & Allocations**

As an alternative to increasing dedicated district staff, this option maintains the current district staffing model as outlined in Ordinance 5450-B (Attachment A). District staffing structure and allocations would remain unchanged. A variation of this option could include further analysis to augment the allocation of existing staff in the County Executive Office responsible for administrative support to the BOS. This alternative was not discussed during the Governance workshops nor has staff analyzed it in detail, but conceptually it would function as a centralized model like former district staffing models adopted by the Board. This option could include consolidated constituent communication, scheduling support, and universal public relations strategies. A drawback of this option is less flexibility to tailor the work to the needs and priorities of each individual district's Supervisor and constituent base. If supported, Option C would require additional assessment to recommend an appropriate classification structure and allocation proposal, as well as associated costs.

### **Alternative Titling**

There has been discussion amongst the District Directors about changing their titles. For example, the suggestion was made that the District Director position be retitled as "District Chief of Staff". While "District Chief of Staff" may be viable for Option A, as this option provides for a hierarchy of positions and salaries, it is not logical for Option B. Option B assumes two District Directors at equal pay and work duties. It should also be noted that no option provides for salary increases if the District Director title is changed. A suggestion was also made that a District Director be permitted to use a different working title. However, inconsistent titling in reference to the same position can create confusion with the public. Additionally, titles cannot imply a different salary and position hierarchy than exists in the ordinance and the existing job titles.

### **Recommendation**

The goal of the updated BOS staffing model options is to ensure each BOS member has adequate staff support to effectively represent, engage, and provide services to constituents throughout their districts and the County. Staff recommends the BOS provide direction as to its preferred model.

If Option A or B, is selected, staff will return to the BOS with a proposed ordinance to rescind and replace Ordinance 5450-B, authorizing Supervisors to hire additional contracted district staff. Option C will require additional analysis, resulting in staff returning to the BOS with a proposed centralized staffing model.

### **FISCAL IMPACT**

The fiscal impact of the updated BOS staffing model will vary based on the option supported by Supervisors. Pending BOS direction, staff will report back with a full fiscal analysis for the Board's review and approval as part of the recommended action.

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**ATTACHMENT**

Attachment A – Ordinance 5450-B

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

**In the matter of:**


An Ordinance providing for appointment of personal staff for members of the Board of Supervisors.  
(Uncodified)

**Ordinance No.:** 5450-B  
**FIRST READING:** 01-09-2007  
**SECOND READING:** 01-23-2007

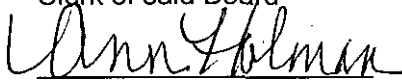
The following Ordinance was duly passed by the Board of Supervisors of the County of Placer at a regular meeting held 1/23/07, 2007, by the following vote on roll call:

Ayes:                   ROCKHOLM, WEYGANDT, HOLMES, UHLER, KRANZ  
Noes:                   NONE  
Absent:                NONE

Signed and approved by me after its passage.

  
\_\_\_\_\_  
Chairman, Board of Supervisors

Attest:  
Clerk of said Board

  
\_\_\_\_\_  
Ann Holman

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**The Board of Supervisors of the County of Placer, State of California, does hereby ordain as follows:**

**Preamble.** Certain assistants or personal staff to the elected members of the Board of Supervisors are in a unique position in Placer County employment in that the employee filling these positions are directly selected and supervised by the individual member of the Board of Supervisors for whom the employee is hired to assist. Should the particular Supervisor leave office the assistant is also separated from County employment. Historically, personal staff to the individual supervisors have been variously hired as employees or contractors, on both a full time or part time basis. Board member personal staff have also been subject to the administrative supervision and control of the Board of Supervisor's Office generally, and through the County Executive Officer. The intent of this ordinance is to provide for the appointment of persons who will act as personal staff to the members of the Board of Supervisors.

**Positions Created.** Effective December 19, 2006 the following positions are created in the Board of Supervisors Office as personal staff to the individual members of the Board of Supervisors:

District Aide, one full time position assigned to each member of the Board of Supervisors (5 full time positions total); District Aide- Tahoe, one full time position based in the Tahoe area and assigned to the member of the Board of Supervisors whose district encompasses the Tahoe area (1 full time position total); and District Assistant Aide- one half time position assigned to each member of the Board of Supervisors as needed (5 half time positions total).

**Position Descriptions.** Generally, the District Aide positions require the frequent use of discretion, initiative and independent judgment, and knowledge of community interests, governmental functions and relationships, modern office methods, and county organization, policies and procedures. Generally, these positions perform a variety of services and assignments in support of members of the Board of Supervisors, including but not limited to: research, information gathering, analysis, and writing; clerical and administrative; attendance at county and community meetings and events; solution creation and facilitation; and communication with constituents, county employees, and other governmental entities, including public speaking to groups. The District Assistant Aide position is intended to provide general administrative assistance to the District Aide as needed and as identified in the contract, and to provide specialty services to the Board member such as web page creation and maintenance. The Salary floor and ceiling for the District Aide position will be set to coincide with the salary range for the classification title Management Analyst I through II, or its successor title. The Salary floor and ceiling for the District Assistant Aide position will be set to coincide with the salary range for the classification title Administrative Technician I through II, or its successor title.

**At-will, Contract Employment.** These positions will be filled on a contract basis. These positions are unclassified, at-will positions that are selected by and serve at the pleasure of the member of the Board of Supervisors for whom they are hired to work. Each employment contract will be approved by the Board of Supervisors. Each contract will contain at least the following provisions: job description, salary, benefits, other terms and conditions of employment, and a renewable term of up to 6 months for half time employees and up to 12 months for full time employees, with an automatic termination date that coincides with the time which the individual Board member for whom the employee is hired to assist leaves office. The County Executive Officer, in consultation with the Personnel Director, will determine the contract terms and conditions, including job description and prerequisites for each position.

**Supervision.** With respect to job duties, each position will be directly supervised by the member of the Board of Supervisors for whom they work. With respect to administrative obligations of Placer County each position will be managed by the County Executive or designee.

**Compliance.** Contract employees hired pursuant to this ordinance shall cooperate with County employees and representatives in any matter in which the County has any interest or legal obligation. Such employees shall maintain as confidential any information or documents from a county source that is otherwise confidential under the law. Such employees shall comply with all general rules and regulations established by Placer County relevant to County employees, including but not limited to: the Placer County Code, the Placer County Administrative Rules, and Placer County employee policies, including those related to disability accommodation, protected class discrimination harassment & retaliation, workplace violence, and the use of County property, equipment, and communication systems. If any such employee is found by the Personnel Director to be in violation of a County policy designed to guard against protected class discrimination harassment or retaliation, the decision of the Personnel Director as to any remedy to be imposed shall be final.



**Prior Positions.** Positions previously allocated under other ordinances as Administrative Aide I and II and which are currently unfilled are hereby unallocated and dissolved. To the extent these position allocations are currently filled, each will become unallocated effective the date that it first becomes open. During this transition period a member of the Board of Supervisors will have as personal staff an Administrative Aide I/II or a District Aide.

