



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: September 28, 2010

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

ACTION REQUESTED

It is recommended that the Board of Supervisors:

Approve proposed organizational changes to the Board of Supervisors and the County Executive Offices, in concept, and direct staff to return with necessary formal actions including appropriate ordinances, revised job specifications and associated documents necessary to implement directed revisions.

I. BACKGROUND

The Board of Supervisors is charged with a broad range of municipal and countywide responsibilities and functions including adopting the annual budget, land use decisions, confirming appointment of most non-elected officials, leading regional agencies, adopting county ordinances and setting fiscal, administrative and operational policies. In addition, the Supervisors also assist citizens in solving problems and addressing local concerns.

The County Executive Office, under the direction of the County Executive Officer is responsible for carrying out the policy decisions made by the Board of Supervisors and is responsible for day to day operations of the county. The Placer County Executive Office serves to provide organizational direction and leadership, support and implement Board priorities, coordinate strategic and regional planning efforts, and to foster efficient and effective management of county workforce and activities.

A. Board of Supervisors (BOS).

The Board of Supervisors Office includes two divisions, the Office of the Board of Supervisors and the Clerk of the Board (Attachment 1). 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 and concerns. Staff provides administrative support in scheduling, responding to public inquiries and coordinating meetings and events on behalf of the Board and Board members.

B. County Executive Office (CEO)

The County Executive provides recommendations on how to best serve the public using County resources. The CEO works with County departments to develop annual recommended County budgets and oversees County finances; manages employee relations; analyzes impacts of State and federal legislation; coordinates economic development activities for Placer County; and supports departments in implementing policies approved by the Board of Supervisors.

A primary responsibility in the County Executive Office is development and preparation of the County Budget. With leadership from the Board of Supervisors, the County has implemented budgets that continue to address current and anticipated future economic conditions. Acute focus on budget and finance issues is key to maintaining the proactive approach in applying finance policies approved by the Board and implementing business practices that further our goals of high level service delivery while minimizing costs.

While an interim structure was put in place with the departure of the Chief Assistant County Executive Officer, the approved organizational structure of the CEO as depicted in the Proposed Budget reflects operations in three divisions under One Chief Assistant and two Assistant County Executive Officers (one assigned to the Board of Supervisors and one in CEO Operations and Finance) (Attachment 2).

II. ISSUE

While functions of CEO and BOS are encompassed in two separate departments, for the last five years, 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. With the Assistant County Executive Officer a member of the County Executive Office and reporting to the CEO over the last several years, in fact many functions have become more integrated which has served both offices well. Discussions at the budget workshops held in August suggest the Board of Supervisors have a general preference to continue this model and to combine the functional operations in a formal way.

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 that have occurred in the last two years in CEO Administration. In addition, although work will be to some extent redirected and functions will be absorbed, two long term leaves will impact office operations and workloads at least through the end of the fiscal year.

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.

III. RECOMMENDATION

In accordance with discussions at the Board of Supervisors workshop in August, the County Executive Office proposes formalizing the existing arrangement of the County Executive Office providing support to the Board of Supervisors Office and combining the two departments into a single department. As proposed, the combined Department would be comprised of four divisions (Attachment 3) including:

- **Board of Supervisors**
 - District Support
 - Clerk of the Board
 - Assessment Appeals 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 Appeal Board Support
 - 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 of Supervisor's office and in the Budget and Finance Unit of the County Executive Office. These elements are discussed in greater detail below:

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 Board's office and continue administrative and clerical support to the Assessment Appeals Board. The two primary changes include a change in the allocation for the lead position supporting the Board's office and the creation of a Community Outreach/OES Unit.

The current Assistant County Executive Officer position would be reallocated as a Principal Management Analyst (PMA). The PMA would continue to provide Board support, manage and supervise the Board Aides as may be required, assist Board members in addressing a range of district issues and programs and would continue to have oversight over Clerk of the Board functions. It is intended that this position would have an active role supporting Board members in the community, assisting in coordination of and engaging at Municipal Advisory Council meetings, coordinating with county departments and representing Board members' interests as may be requested.

Filling the position at a Principal Management Analyst level rather than as a department head, as the current structure would suggest or at the Assistant County Executive level would result in a savings for that position of over 30%.

2. Community Outreach/Office of Emergency Services

The Community Outreach/Office of Emergency Services unit would be created that would consolidate public communications and outreach functions. 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.

The unit would include the existing Office of Emergency Services (OES), the Public Information Office (PIO) and the Senior Board Aide and the Executive Secretary 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.

3. Budget, Finance and General Government

The Budget Finance and General Government Division is responsible for leading Countywide budget planning, development and coordination of the County budget; budget monitoring; long range fiscal modeling, projections and planning. In addition, the division would continue to provide capital facilities and infrastructure financing plans and fiscal studies. The division is also responsible for centralized accounting and budget preparation for CEO divisions including CEO Administration, Economic Development, Risk Management, and OES, as well as countywide fire and special district fire programs.

In addition to the functional reporting changes on the attached organizational chart, the primary revision proposed in the Budget Finance and General Government division reflect 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 most 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 **Budget and Finance Manager** position would be responsible for:

- Providing and maintaining fiscal, management information, and other administrative/operational systems on a department-wide basis;
- Coordinating and providing oversight and direction in preparation of the County Budget including forecasting revenues, expenditures and long range fiscal planning;
- Working with the Administrative Services Manager in the County Executive Office and other finance officials in the development of sound fiscal policies and long-range financial planning for the County.

The individual would be responsible for development of facility and infrastructure financing plans; providing technical financial input in negotiations as might be necessary; oversee planning and implementation of research and data-gathering activities needed for preparation of cost estimates, financing plans and forecasts; 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 was evaluated by the County Executive office five years ago during a time of office transition. Staff resources existing at that time, however, did not fully warrant the addition of the position. Given the more focused efforts required in the finance and budgeting arena and the staff vacancies that have occurred more recently, it is believed that this or a similar classification would position the County well to address continuing economic challenges.

The position is consistent with organizational models used in other counties for similar type work. In this county the position is similar to or a functional equivalent to the existing position Director of Administrative Services for HHS. The salary for the

position would likely fall between the upper range of a Principal Management Analyst and (less than) a Deputy County Executive Officer. Other minor adjustments in the division would occur to align staff resources with financial priorities and balance workloads.

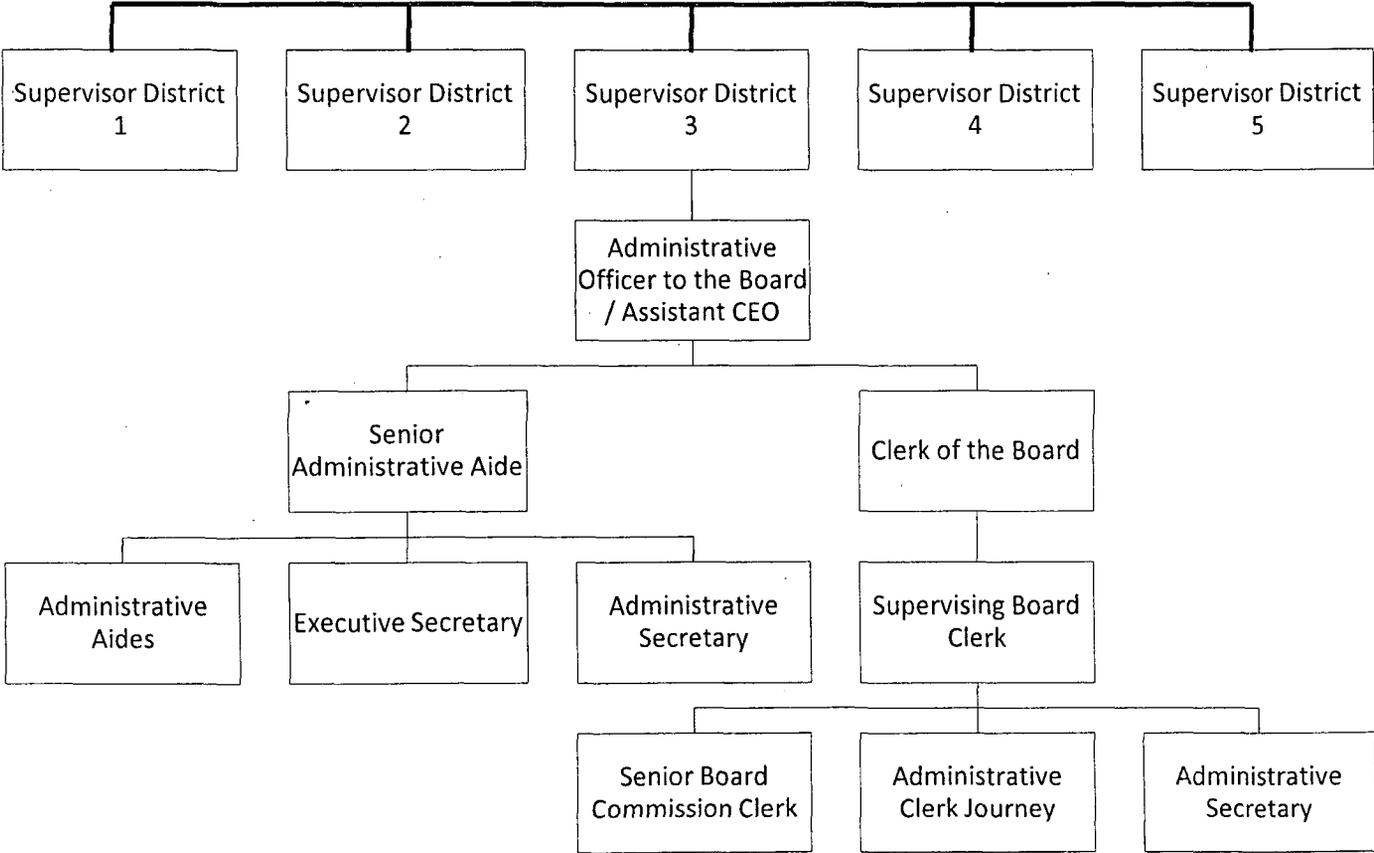
IV. FISCAL IMPACT

Not unlike other county departments, the County Executive Office has maintained vacancies to address needs for cost reductions. Of the three high level vacancies that have occurred in the last year, one will not be refilled (Chief Assistant 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. It should be noted that the Final Budget before you today includes removal of funding for two positions from CEO Administration resulting in a savings of over \$300,000 from last fiscal year.

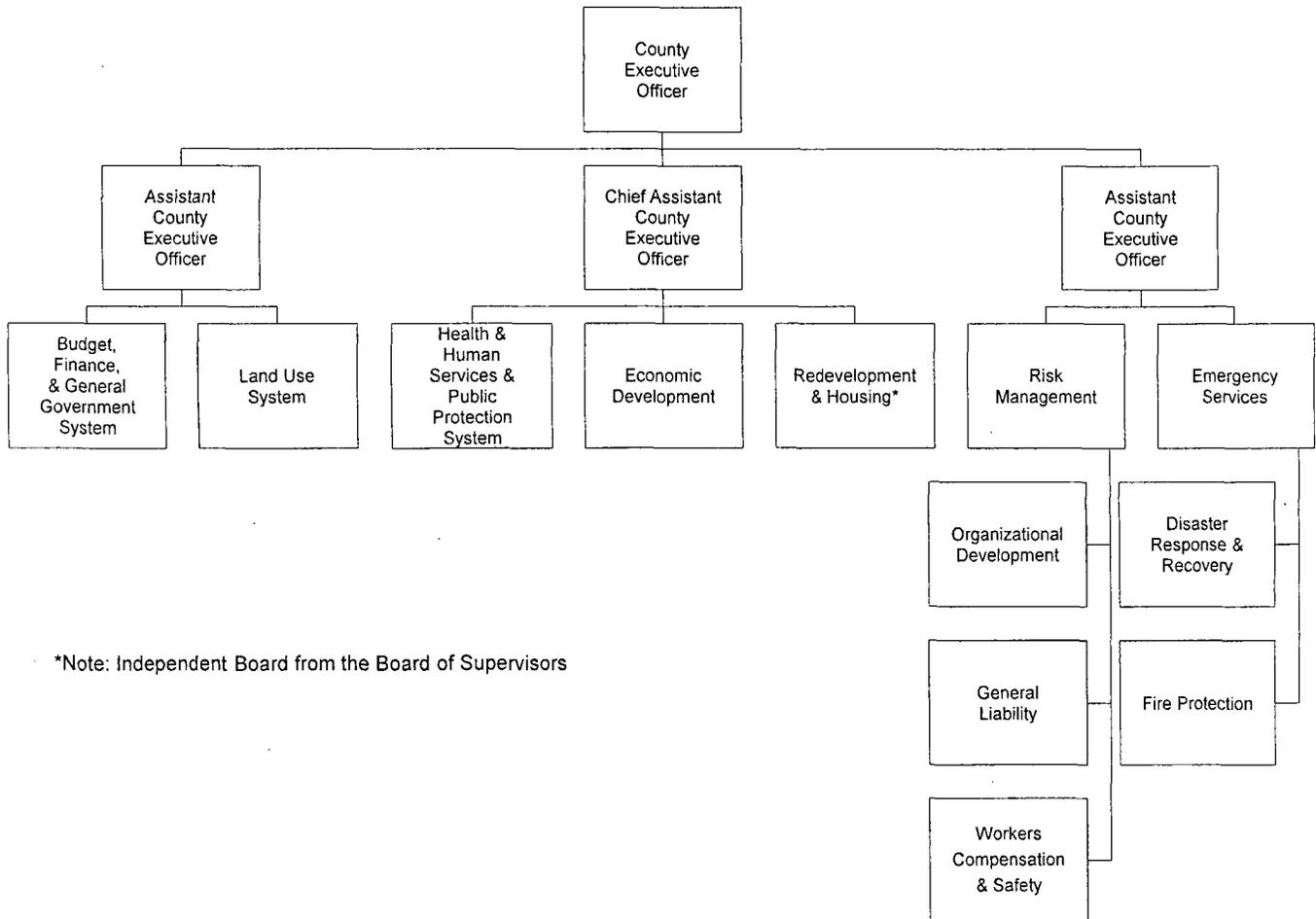
In addition to the savings from defunding of vacancies noted above, a preliminary estimate indicates that the changes outlined above will result in a net annual salary savings to the County Executive Office and Board of Supervisors Budget(s) of approximately \$20,000-\$30,000. Total savings will be determined based on final salary determinations and timing of hiring for the current year's budget.

Attachments (3)

BOARD OF SUPERVISORS

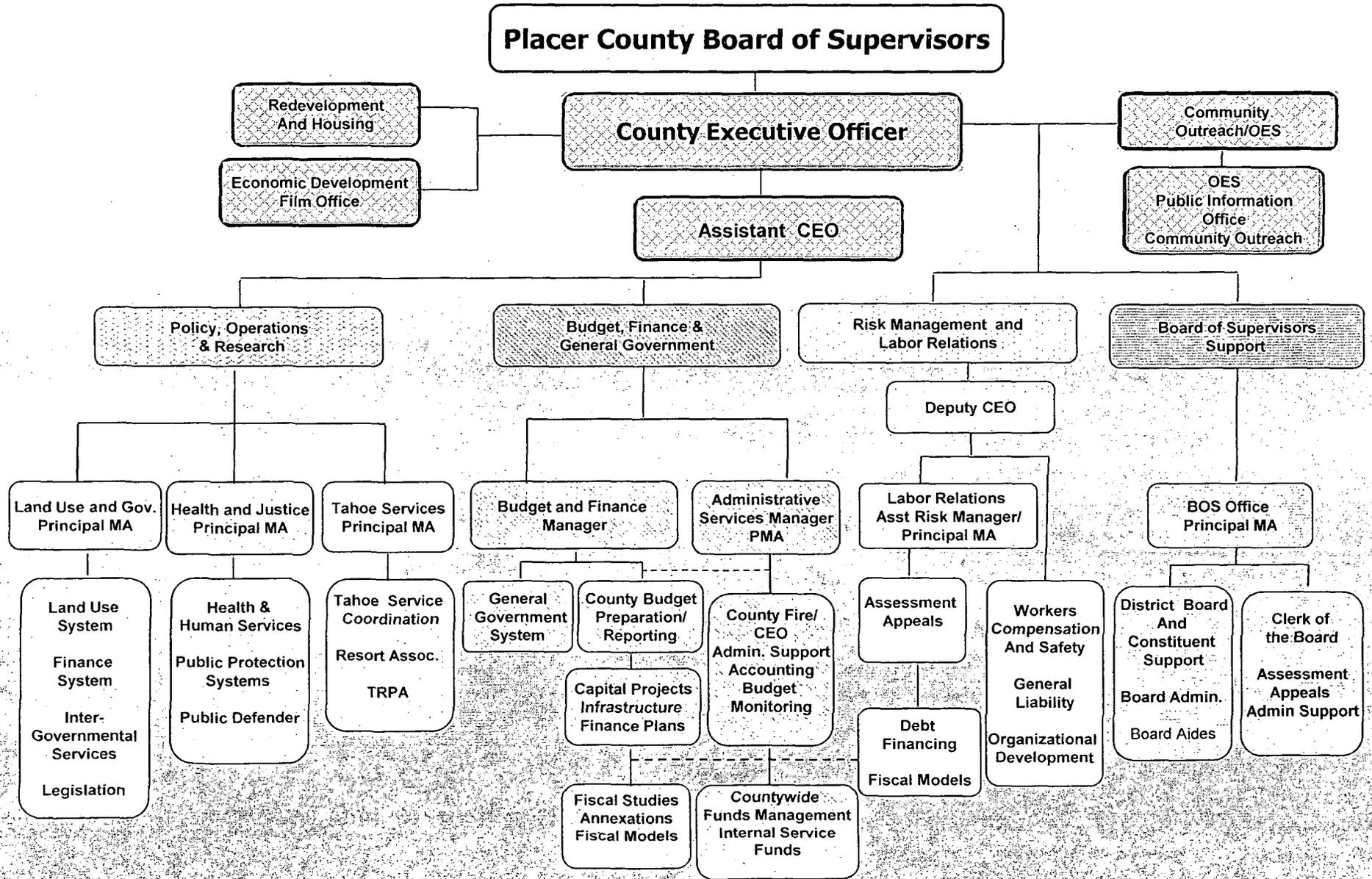


COUNTY EXECUTIVE OFFICE



*Note: Independent Board from the Board of Supervisors

County Executive Office – Board of Supervisors



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