



Board Agenda Item 13

DATE: May 8, 2018

TO: Board of Supervisors

SUBMITTED BY: Steven E. White, Director
Department of Public Works and Planning

SUBJECT: Reorganization of Department of Public Works and Planning

RECOMMENDED ACTION(S):

- 1. Approve Amendment to the Salary Resolution adding one Assistant Director of Public Works and Planning position to the Public Works and Planning Org 4510, effective May 21, 2018, as reflected on Appendix E.**
- 2. Approve Amendment to the Salary Resolution retitling one Assistant Director of Planning and Resources position to Assistant Director of Public Works and Planning in the Public Works and Planning Org 4360, effective May 21, 2018, as reflected on Appendix E.**
- 3. Approve Amendment to the Salary Resolution adding one Resources Division Manager position to the Public Works and Planning Org 9015, effective May 21, 2018 as reflected on Appendix E.**

The Department of Public Works and Planning (Department) continues to evaluate and implement organizational changes within the Department intended to create a fully integrated, team-orientated model for delivering public works and planning services. Approval of the recommended actions will modify the Department's administrative structure by adding a second Assistant Director and reinstating/retitling the Resources Manager position, which will improve departmental efficiencies and enhance the delivery of public works and planning services to County residents, with no increase in Net County Cost. This item is countywide.

ALTERNATIVE ACTION(S):

The Board may choose not to approve any or all recommended actions in which case the Department's organizational structure would change partially or remain unchanged.

FISCAL IMPACT:

There is no Net County Cost associated with the recommended actions. The estimated Fiscal Year 2017-18 cost of the recommended new Assistant Director position is approximately \$12,000 and the cost for the reinstated/retitled Resources Division Manager position is approximately \$10,000 (\$22,000 total). There is no cost associated with the retitled Assistant Director position. Increased cost associated with adding the two new positions will be offset by salary savings realized from the vacant Deputy Director of Public Works position. Sufficient appropriations will be requested in Fiscal Year 2018-19 for the new and restored positions.

DISCUSSION:

Since 2016, the Department, working closely with the County Administrative Office and Department of Human Resources, has evaluated and modified its internal organizational structure in order to achieve organizational efficiencies by aligning related functions and improving and enhancing the Department's work flow process. The Department is responsible for providing services to the public in the areas of public works, planning, land development services, and resource management. The Department is responsible for the administration of the County's General Plan and enforcement of building and land use standards, transportation and environmental analysis, code enforcement, housing and community development, County Surveyor activities, growth management issues, regional and cooperative planning, and design and implementation of the County's Capital Projects program. In addition, the Department is responsible for maintaining and operating the County public road system, solid and hazardous waste management, County service area and waterworks districts administration, and parks and grounds administration.

On May 16, 2017, the Board approved the Department's request to both add an Assistant Director of Planning and Resources and delete the then existing Deputy Director of Planning. This action was taken to implement the Department's vision of creating a fully integrated, team orientated model for delivering public works and planning services. Historically, because of the distinct functions associated with public works and planning as defined in County Charter Sections 16 (Public Works Director qualifications and powers) and 17 (Planning Director powers and duties), and the history of having separate departments to carry out these functions, full integration of both functions within one department had been a challenge.

The Department noted that it would continue to evaluate reorganization options and that the next phase of restructuring would focus on workflow and the structure of Department Divisions with the intent of identifying efficiencies and improvement by aligning related functions and restructuring to focus on resource management. Consistent with this objective, the Board approved the Department's request to add a Water and Natural Resources Manager (June 20, 2017) and consolidation of the Department's Development Services and Capital Projects Divisions (November 14, 2017), actions implemented without any additional increase in Net County Cost or allocated positions.

Assistant Director of Public Works and Planning

The Department is now requesting to add an Assistant Director of Public Works and Planning position and to retitle the Assistant Director of Planning & Resources to Assistant Director of Public Works and Planning. In order to implement the Department's objective of creating a fully integrated, team orientated model for delivering public works and planning services, the Department is requesting that the two Assistant Director positions be interchangeable and have the autonomy, similar to the Director, to oversee, manage, and implement department wide initiatives that cross over planning, public works, and resource functions. A key objective to the Department's restructuring and rebuilding is the concept of creating an organized and formal team approach to the delivery of public works and planning services. Having the appropriate staff who collectively understand and anticipate all aspects of a project in a collaborative environment dramatically increases the odds of a successful outcome. Accordingly, the Assistant Director of Public Works and Planning classification would bolster the accomplishment of the above goals by assisting in the oversight of administrative functions, supporting with day-to-day departmental operations, and serving as the Department Head's designee in the Director's absence. While the Department will continue to maintain the two existing deputy positions, only two of the four allocated positions can be filled at any one time.

Resources Division Manager

The Resources Division (Resources) is responsible for planning and directing the management of solid and hazardous waste operations, solid waste hauling contracts, solid waste recycling programs, organics programs, disposal site operations, closed landfill site maintenance, parks/grounds management, and

operation of special purpose districts in the areas of water, wastewater, street maintenance, open space, and street lighting. Resources is also fiscally responsible for 137 budgets, \$53 million in appropriations, and 81 staff.

The Department is requesting the reinstatement and retitling of the Resources Manager position, which was eliminated in 2014. While this position was previously titled Resources Manager, it will be reinstated and retitled to Resources Division Manager in order to accurately identify the distinguishing characteristics of this position. The position is necessary given the scope of responsibility associated with Resources and the additional responsibilities that will be assigned to the Assistant Director position. Currently, management responsibilities of Resources are assigned to the Deputy Director of Resources and Administration position.

REFERENCE MATERIAL:

BAI #55, November 14, 2017
BAI #17, June 20, 2017
BAI #53, May 16, 2017
BAI #33, December 2, 2014

ATTACHMENTS INCLUDED AND/OR ON FILE:

Appendix E

CAO ANALYST:

Sonia M. De La Rosa