



Shasta County

**Regional Transportation
Planning Agency**

1855 Placer Street • Redding, CA 96001 • (530)225-5654 • FAX (530)225-5667
E-Mail scrtpa@co.shasta.ca.us • HOME PAGE www.scrtpa.org

Daniel S. Little, Executive Director

PUBLIC MEETING NOTICE

A special meeting of the Shasta County Regional Transportation Planning Agency (MPO) will be held on **MONDAY, SEPTEMBER 26, 2011, AT 3:00 P.M.**, or as soon thereafter as is possible, at the **CITY OF REDDING COUNCIL CHAMBERS**, 777 Cypress Avenue, Redding, California.

Before action is taken, the public will be provided an opportunity to comment on the items on the agenda.

AGENDA

ITEM #1 CALL TO ORDER/ROLL CALL

ITEM #2 CONSIDER ACTION TO:

1. AMEND THE RTPA BYLAWS GIVING THE RTPA BOARD AUTHORITY OVER THE EXECUTIVE DIRECTOR;
2. DIRECT STAFF TO PREPARE A DETAILED BUDGET AND TRANSITION PLAN FOR RTPA STAFFING INDEPENDENT FROM COUNTY OF SHASTA FOR CONSIDERATION AT A FUTURE MEETING; OR
3. DIRECT STAFF TO PREPARE A MEMORANDUM OF UNDERSTANDING (MOU) TO PROVIDE A FORMAL STAFFING ARRANGEMENT BETWEEN THE RTPA AND A HOST MEMBER AGENCY (CURRENTLY SHASTA COUNTY) FOR CONSIDERATION AT A FUTURE MEETING.

ITEM #3 ADJOURN

Parties with a disability as provided by the American Disabilities Act who require special accommodations or aides in order to participate in the public meeting should make the request to the RTPA at least 48 hours prior to the meeting.

STAFF REPORT



MEETING DATE:	9/26/11
SUBJECT:	RTPA Authority over Staffing Levels and Executive Director & Alternative RTPA Staffing Arrangements
AGENDA ITEM:	2
STAFF CONTACT:	Dan Little

SUMMARY:

The RTPA is a legally separate agency with its own seven-member governing board. The board is comprised one elected official from each of the three city councils, three County Board of Supervisors, and one from the Redding Area Bus Authority. The RTPA distributes over \$12 million in funds annually to its member agencies. The RTPA secures state and federal discretionary grants for major capacity road and freeway projects.

The RTPA board held a special meeting on September 19, 2011, due to concerns over a Shasta County (County) action to reorganize and reduce RTPA staffing levels without first seeking RTPA board authorization or input. Questions were raised by those board members representing the cities and RABA regarding the RTPA's authority over the personnel budget and conflicts resulting from the County's control over RTPA staff. Because no board members representing County interests were in attendance, the board requested a second special meeting. Three items are presented for possible action:

1. An amendment to the RTPA bylaws to give the RTPA board full authority over appointment of their executive director;
2. Direct staff to prepare third-party budget and transition plan toward becoming an independent agency, outside the control of the County; and
3. Direct staff to prepare a Memorandum of Understanding (MOU) to provide a formal staffing agreement between the RTPA and a host member agency (currently Shasta County);

The attached memorandums by RTPA legal counsel address items one and three. A discussion of staffing and budget for an independent agency is provided to address item two.

STAFF RECOMMENDATION:

Staff recommends the board first determine if it wishes to have appointing and supervisory authority over its executive director. Depending on this action, it is further recommended that the board consider separating RTPA staff from the County, or begin negotiating an MOU between the RTPA and a host agency, currently the County, to more clearly define or limit the host agency's control over the RTPA.

BACKGROUND AND DISCUSSION:

In April, the RTPA board approved the RTPA budget and staffing levels as part of the Overall Work Program. In June, the RTPA board and stakeholder agencies examined real and potential conflicts associated with Shasta County Department of Public Works and County influence over the RTPA executive director and staff. In response to this discussion, the Director of Public Works removed non-RTPA functions from the Shasta County Department of Public Works' Plans and Programs

Division. The action resulted in RTPA staff and personnel reductions as shown in Attachment A. Unlike prior reorganizations of the RTPA, the County did not seek approval from the RTPA board, nor provide an opportunity for input from RTPA staff or partner agencies.

Benefits of maintaining RTPA staffing levels:

The fundamental mission of the RTPA is to aggressively pursue transportation funding resulting in construction jobs, enhanced economic productivity, and planning and financial support for cash-strapped local jurisdictions. The RTPA has had great success attracting non-local revenue far in excess of RTPA salaries and expenditures. Most view RTPA staff as a revenue generating asset rather than a financial draw. Further staff reductions reduce the RTPA's ability to secure funds. For example, over the last four years, the RTPA has:

- Secured funds for over \$90 million in major construction projects, including the SR 44 "Dana to Downtown" project
- Secured over \$35 million in state competitive grants for the widening of Interstate 5. The RTPA was the only agency to receive these grants north of Sacramento
- Secured over \$2.2 million in state and federal competitive grants in support of local agencies and to develop new construction projects

This was achieved with minimal staffing and a frugal budget. The RTPA's staffing levels and budgets are the lowest in the state for comparable agencies and the RTPA has built a general revenue budget reserve of over \$1.4 million.

Effect of staff reductions:

The RTPA board approved a sufficient personnel budget in April designed to allow staff to continue their aggressive pursuit of grants. The County reduced this budget in June (Attachment A). Article 9, Section 1 of the RTPA bylaws state:

"Sufficient funds shall be approved by the (RTPA) board for the executive director and staff to carry out the planning and administrative responsibilities of the RTPA."

It is unlikely that the RTPA can continue to fulfill both its core duties and grant obligations in light of reduced planning staff. For example, one of the planners removed from the RTPA was recruited specifically to manage the RTPA's travel demand model and GIS development grants. This employee is no longer available to the RTPA. The RTPA board could contract for these services. This would come at a high cost and be inefficient. The work is necessary to meet grant obligations and state mandates, without which construction funds are lost to the region.

To remedy the County action, and avoid similar conflicts in the future, the RTPA board needs to make clear its desired appointment and budget authority over RTPA staff. A staffing structure which cleanly separates County interests from RTPA interests would also be needed. At the board's request, the following actions are provided for consideration:

RTPA authority over executive director:

The mission of the RTPA executive director and the Shasta County Department of Public Works director will invariably be at odds from time to time. The County public works director's primary

allegiance is to the county. The RTPA executive director's primary allegiance should be to the RTPA board; however, he is primarily accountable to the County public works director. The County public works director evaluates and hires the executive director, may fire the executive director at will, and controls staffing.

Article 9, Section 1 of the RTPA bylaws state:

"The director of public works of the County of Shasta, or a designee appointed by the Director and approved by the (RTPA) board, shall serve as the executive director of the RTPA."

As a result of the August County reorganization, the executive director is dedicated exclusively to RTPA duties. This enables the RTPA board to exercise greater appointing and oversight authority over its executive director. The attached memorandum from RTPA legal counsel makes recommendations to revise the RTPA bylaws and allow the RTPA board to appoint their executive director making him/her more accountable to the RTPA board, and less controlled by the County and County public works director.

Independent RTPA:

The RTPA board has requested discussion of an RTPA that is more controlled by the RTPA board and less controlled by a single member agency, such as the County. This entails a clean separation of RTPA staff from County staff in order to eliminate conflicts stemming from differing missions and priorities. Because the remaining RTPA staff is 100% devoted to RTPA activities, there are no longer shared staffing arrangements. There remains few if any scales of economy associated with keeping RTPA staff under the County.

An analysis of initial and ongoing costs associated with an independent RTPA should be examined closely by a third-party accountant to avoid potential bias. Regardless of the results, the bottom line is that costs are controlled by the RTPA board. If the board budgets an independent RTPA at a given level, the RTPA will be required to adhere to these levels. If the board directs a budget that stays within current staffing levels, then this would be the goal. If the board wishes to stay within the existing County overhead rate of 30%, then this too would be a goal. Again, the executive director and RTPA board have maintained a frugal budget and surplus to accomplish its goals.

All comparable sized regional transportation agencies in the state have evolved to independent agencies. Historically, some agencies have tried quasi-independence by remaining under the County umbrella with an MOU. Ultimately, these efforts failed due to lingering organizational conflicts and financial management disputes causing those regional transportation agencies to break off entirely.

The stand-alone RTPA option is the cleanest and most proven way to eliminate inherent staffing conflicts. This option would presumably result in greater RTPA board oversight, improved information sharing, and greater public transparency.

MOU with Shasta County or other host agency:

If the RTPA board determines that RTPA staff should remain within the County umbrella, or with another member agency, a formal MOU is needed to avoid the same staffing and control issues recently experienced. Negotiation of the MOU with the host agency requires a high level of effort.

An MOU can help, but not completely alleviate, conflicts which usually center on MOU interpretation, financial management and support costs. Perceived conflicts of interests can still persist due to the close staffing relationship that can be built with the host agency. MOUs can also be canceled, resulting in difficult remobilizations and transitions of staff. The host agency could also require payment for office space similar to what would be required of a stand-alone agency. The attached memorandum from RTPA counsel describes the basic elements that would need to be negotiated in the MOU.

OTHER AGENCY INVOLVEMENT:

The Shasta County Director of Public Works reviewed this report. His suggestions were incorporated into this report. The Technical Advisory Committee (TAC), which consists of staff from member agencies, considered an independent RTPA in June. The TAC noted that the perception and potential for staffing conflicts were valid concerns. At that time, the TAC recommended that the board begin to address the issue now rather than wait until there is discontent among stakeholders.

FINANCING:

The RTPA maintains sufficient funds to meet its legal and grant obligations based on the staffing levels approved by the RTPA board in April. The County action eliminated seasoned and trained RTPA staff that the RTPA recruited for their specialized skills. The County action cuts staffing levels which will diminish the RTPA's ability to aggressively pursue and obtain capital and planning grants, while also trying to fulfill existing grant obligations and core responsibilities.

The MOU versus independent RTPA alternatives can be accomplished with existing available funding. The RTPA will remain fiscally transparent and accountable under either option. All RTPA funds come through state and federal agencies and are heavily audited for finances and performance.



Daniel S. Little, AICP, Executive Director

Attachments:

- Memorandum from RTPA Counsel dated September 15, 2011
- Memorandum from RTPA Counsel dated September 21, 2011
- Attachment A: RTPA Staff Levels
- RTPA Active Planning Grants
- RTPA Staffing for Comparable Agencies
- City of Redding Correspondence, September 15, 2011
- RABA Correspondence, September 15, 2011
- City of Anderson Correspondence, September 15, 2011
- Shasta County Board of Supervisors Report, August 16, 2011

KENNY, SNOWDEN & NORINE

A LAW CORPORATION

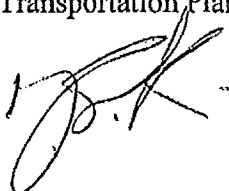
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MEMORANDUM

TO: Board of Directors
Shasta Community Regional Transportation Planning Agency

FROM: JOHN SULLIVAN KENNY 

DATE: September 15, 2011

RE: RTPA Staffing

A question has arisen concerning the relationship between RTPA and its staff. Staff is presently being provided by the County of Shasta. The RTPA budgets for staff and reimburses the County for time actually spent on RTPA projects. The Bylaws provide (Article 9 – Executive Director) that the RTPA Board will provide sufficient funds “for the Executive Director and staff to carry out the planning and administrative responsibilities of the RTPA.” The RTPA has approved a budget which provides for seven staff members which includes the Executive Director. The Director of Public Works for the County of Shasta or “a designee appointed by the Director and approved by the Board” serves as Executive Director for the RTPA. The County has reduced the budgeted RTPA staff from seven to five employees by eliminating two planners. The RTPA Board was not consulted on this staff reduction.

This prompts the question of who controls RTPA staff and staffing levels. The staff working on the RTPA projects are County employees. The Executive Director is a County employee. The Bylaws provide that there will be an annual evaluation by the RTPA Board of the Executive Director. (Article 9, Section 4.) The Bylaws also say that the RTPA Board shall “provide recommendations to the County on the Executive Director’s handling of personnel issues or other County of Shasta decisions affecting RTPA’s staff.” It is not clear how the evaluation by the RTPA Board affects the Executive Director’s status as an employee of Shasta County. If the Executive Director was a designee of the Shasta County Director of Public Works and the RTPA Board was dissatisfied with the Executive Director’s performance, presumably the RTPA Board could withdraw its approval of the appointment of the designee. If the Executive Director were the Shasta County Director of Public Works, an unsatisfactory evaluation would have no effect on job retention.

The Bylaws provide little control by RTPA over its Executive Director and employees. There is no written agreement between RTPA and the County establishing any parameters for control of staff and staffing levels. A contract between the County (or whatever agency may provide staff) delineating the terms and conditions relating to provision of staff could prevent the reoccurrence of confusion regarding staff matters.

If the RTPA Board wished to exercise control over the appointment of the Executive Director, a change in the Bylaws would be necessary. This could be accomplished by amending Article 9, Section 1 of the Bylaws to read:

Section 1 – The Board shall appoint an Executive Director. The Board shall approve sufficient funds for the Executive Director and staff to carry out the planning and administrative responsibilities of the RTPA.

Section 4 would also have to be amended to delete the provision for referring the Executive Director's evaluation to the County. These changes would not preclude the RTPA Board from appointing the Shasta County Director of Public Works as Executive Director.

If you have any questions, please advise.

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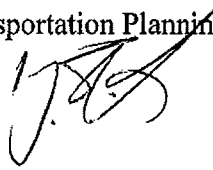
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MEMORANDUM

TO: Dan Little, Executive Director
Shasta County Regional Transportation Planning Agency

FROM: JOHN SULLIVAN KENNY 

DATE: September 21, 2011

RE: Memorandum of Understanding for Provision of Staff Services

The RTPA Board is considering a Memorandum of Understanding or agreement memorializing the understanding between the RTPA and any host agency (currently the County of Shasta) regarding the provision of staff services. The RTPA Board is also considering an independent RTPA, in which case this agreement would not be necessary. Presently the County of Shasta Department of Public Works provides staff services and is reimbursed by the RTPA. There is no written document that sets forth the understanding between the parties as to how staff is to be provided.

The terms of the agreement would have to be negotiated between the RTPA and host agency. An effective agreement should generally be structured to:

- Minimize any potential for conflicting staff roles
- Make clear the RTPA Boards desired level of authority
- Reimburse the host agency for all costs associated with RTPA activities.

The RTPA Board should propose the issues it wants included in the agreement. The following are suggested:

1. The manner in which staffing levels and staffing composition is determined. Does the RTPA Board or host agency determine staffing levels?
2. Appointment and supervision of employees. What control, if any, should the RTPA Board or RTPA Executive Director exercise over employees? Who selects and evaluates the RTPA employees?
3. The manner and levels of compensation for employees.

4. To whom do the RTPA employees report?
5. The terms of reimbursement to the host agency for the RTPA employees and overhead.
6. The term of the agreement and provisions for termination.
7. The manner in which liability for employee's actions will be allocated. Would there be mutual indemnification provisions for the respective agencies?

The Board may have other issues (as might the host agency) but this might serve as a framework for issues to be included.

If you have any questions, please advise.

JSK:jll/7004
136818

ATTACHMENT A: RTPA STAFF LEVELS

ACTUAL RTPA EXPENTATURES, RTPA BUDGET AND COUNTY REDUCTION					
	Actual FY09/10	Actual FY10/11	RTPA Board Budget FY11/12	County Reduction FY11/12	Percent Reduction FY11/12
Staff Hours for RTPA	9,116	11,511	11,200	8,902	21%
Staff Charges to RTPA	\$548,175	\$610,158	\$569,152	\$467,274	18%
All RTPA Staff (Person Years - PY)	5.21	6.58	7	5	29%
RTPA Assistant/Senior Planners (PY)	3.34	3.91	4	2	50%

*The above figures incorporate comments of County staff.

Work performed by County staff on RTPA functions is reported and tracked to the hour. The RTPA then reimburses the County for all time spent on RTPA activities. Reimbursement includes all salary and benefits. It does not include County overhead which is estimated at an additional 30%. Overhead includes facilities, liability and support. Staff will be recommending that the RTPA begin to pay overhead as part of a future RTPA budget amendment.

When comparing actual staff time (person years) billed to RTPA activities in the two prior fiscal years and the RTPA Board's approved budget, the County action reduced RTPA professional planning staff within the division.

In order to separate Public Works functions from RTPA functions, two RTPA staff were moved to other divisions in the Department of Public Works. Viewed from a full-time equivalent (FTE) perspective, this reorganization was characterized as quid pro quo. In reality, a disproportionate number of professional planning resources were removed from the RTPA.

Historically, the RTPA has been able to operate under lean staff levels because all planners were experienced, senior planners. In response to the RTPA's increased work load, new legislative responsibilities, and overlap between outgoing and incoming planners, staff grew to four senior and two assistant planners by FY 2010/11. Since this time, one senior planner position has become vacant and cannot be refilled; one senior planner position was filled with an assistant planner; and one senior planner position was moved to Public Works.

In effect, the work of four senior planners and two assistant planners representing 4.25 FTE is now being undertaken by one senior planner and one assistant planner.

Shasta County Regional Transportation Planning Grants

Active Planning Grants

FY 2011/12

Grant	Grant Type	Project Description	Grant Award	Exp. Date	Committed (Under Contract)	Expended (Staff)	Remaining Grant Commitment
Prop 84							
701.06/701.16	Modeling Improvement Plans	Travel Model Update	\$ 400,000.00	02/29/2012	\$ 189,920.00	\$ 4,280.60	
		Develop GIS Parcel/Centerline			\$ 177,490.00	\$ -	\$ 28,309.40
Prop 84							
701.05/701.15	Sustainable Communities	Develop Beta-SCS and Regional GIS Platform	\$ 300,000.00	06/30/2014	\$ 215,000.00	\$ 80,000.00	\$ 5,000.00
State Planning & Research							
701.09/701.19	Caltrans Planning	North State Transportation for Economic Dev. Study	\$ 225,000.00	06/30/2014	\$ -	\$ 4,624.98	\$ 220,375.02
FTA 5304, PTA and FTA 5311 Admin.							
	Google Transit	Software support fees for Google Transit and implementation of 211 Shasta	\$ 39,891.00	12/31/2013	\$ 36,883.21	\$ 3,007.79	
CalFire							
	Urban Forestry	Urban forest tree planting (pass-thru)	\$ 30,000.00	03/30/2013	\$ 30,000.00	\$ -	\$ -
Prop 84							
705.xx/705.xx	ITS Study	Develop real-time traffic data collection	\$ 35,000.00	n/a	\$ -		\$ 35,000.00
State Planning & Research							
705.xx/705.xx	ITS Study	Develop real-time traffic data collection	\$ 60,000.00	n/a	\$ -		\$ 60,000.00
PPM Funds	CTC - Project Development	Develop RTPA Capital Projects for STIP	\$ 365,000.00	06/30/2012	\$ 32,500.00	\$ 139,194.95	\$ 193,305.05
PPM Funds	CTC - Project Development	Develop RTPA Capital Projects for STIP	\$ 365,000.00	06/30/2013			\$ 365,000.00
PPM Funds	CTC - Project Development	Develop RTPA Capital Projects for STIP	\$ 365,000.00	06/30/2014			\$ 365,000.00
Total			\$ 2,184,891.00		\$ 681,793.21	\$ 231,108.32	\$ 1,271,989.47

Shasta County RTPA

Staff Levels in Comparable Agencies

	Population	Function			Full Time Staff
		RTPA	MPO		
Santa Barbara County Association of Governments	423,895	X	X		20
Transportation Agency for Monterey County	415,057	X			14
Placer County Transportation Planning Agency	348,432	X			7
San Luis Obispo Council of Governments	269,637	X	X		18
Santa Cruz County Regional Transportation Commission	262,382	X			13
Butte County Association of Governments	220,000	X	X		11
Shasta County RTPA	177,223	X	X		5*
Kings County Association of Governments	152,982	X	X		6
Tuolumne County Transportation Council	55,365	X			6
San Benito County Council of Governments	55,269	X			8

*Reduced from 7 to 5 per County Board of Supervisors Action

Source: California Association of Councils of Government, 2010



CITY OF REDDING

OFFICE OF THE CITY COUNCIL

777 Cypress Avenue, Redding, CA 96001

P.O. Box 496071, Redding, CA 96049-6071

530.225.4447 FAX 530.225.4463

Missy McArthur, Mayor

Dick Dickerson, Vice Mayor

Rick Bosetti, Council Member

Patrick Jones, Council Member

Francie Sullivan, Council Member

September 15, 2011

R-010

Leonard Moty, Chair
Shasta County
Regional Transportation Planning Agency
1855 Placer Street
Redding, CA 96001

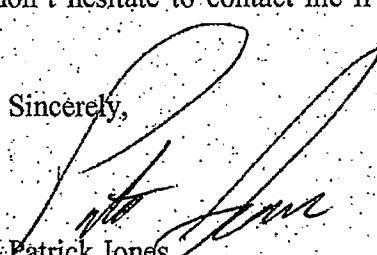
Dear Supervisor Moty:

As the City of Redding's representative on the Shasta County Regional Transportation Planning Agency (RTPA), I respectfully request that you call a special meeting of the Board at the earliest possible date.

The intended purpose of this special meeting would be to discuss staffing issues as they relate to the RTPA.

I thank you for considering this request. Please don't hesitate to contact me if I can provide additional information.

Sincerely,


Patrick Jones
City Council Member

FF:GC:ls

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c: Kurt Starman, City Manager
Rick Duvernay, City Attorney
Pam Mize, City Clerk

MEMO

September 15, 2011
R-010

Leonard Moty, Chair
Shasta County
Regional Transportation Planning Agency
1855 Placer Street
Redding, CA 96001

Dear Supervisor Moty:

As the Redding Area Bus Authority's representative on the Shasta County Regional Transportation Planning Agency (RTPA), please consider this a formal request to call a special meeting of the Board at the earliest possible date.

The intended purpose of this special meeting would be to discuss staffing issues as they relate to the RTPA.

I thank you for considering this request. Please don't hesitate to contact me if I can provide additional information.

Sincerely,

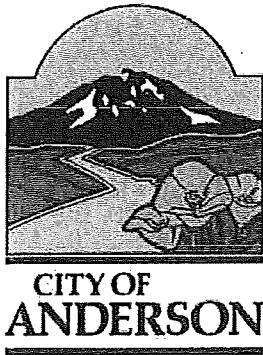

Dick Dickerson
Board Member

DD:GC:ls
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c: Kurt Starman, City Manager
Rick Duvernay, City Attorney
Pam Mize, City Clerk

REDDING AREA BUS AUTHORITY

777 CYPRESS AVENUE, REDDING, CALIFORNIA 96001-3396 • (530) 225-4171 • FAX (530) 245-7024



September 15, 2011

Mr. Leonard Moty
Supervisor, District 2
Shasta County Board of Supervisors
1450 Court St., Ste. 308B
Redding, CA 96001-1680

Dear Mr. Moty:

On behalf of the City of Anderson, and as Anderson's RTPA Board Representative, I am concerned about an August Shasta County Board of Supervisors' action changing RTPA staff level allocations. The RTPA Board approves RTPA staffing levels as part of the Overall Work Program and consistent with the RTPA bylaws. We did so in April for the current fiscal year.

I believe the Department of Public Works should have consulted with the RTPA and its membership before taking action. At a minimum, a financial analysis of the Board of Supervisors' action, as it affects the RTPA, should have been provided in the Board of Supervisors' staff report.

I believe the responsibility for managing RTPA staffing should fall squarely under the authority of the RTPA board. This need is particularly urgent because of the possible resignation of the RTPA director. Without action by the RTPA board, we will not have final say in the selection of our new director.

We suggest that RTPA counsel examine the RTPA bylaws to address these concerns as part of a special meeting to be held as quickly as possible.

Sincerely,

Norma Comnick
Mayor

REPORT TO SHASTA COUNTY BOARD OF SUPERVISORS

SUBJECT	APPROVE PUBLIC WORKS DEPARTMENTAL REORGANIZATION		BOARD MEETING DATE 08/16/2011	AGENDA NUMBER
DEPARTMENT	PUBLIC WORKS		Supervisory District No.	All
DEPARTMENT CONTACT:	Name Pat Minturn	Title Public Works Director	Phone Number 225-5661	
4/5 Vote Required? ☐ Yes ☒ No	General Fund Impact? ☒ No General Fund Impact with the Recommended Action ☐ No Additional General Fund Impact from the Recommended Action ☐ General Fund Impact from the Recommended Action			

RECOMMENDATION

It is recommended that the Board approve and authorize the Public Works Director to proceed with a realignment of tasks and staff within the Public Works Department (DPW).

SUMMARY

A realignment of DPW functions is proposed per the attached Organizational Chart.

DISCUSSION

As per the Shasta County Personnel Rules, Policy Resolution # 2010-02 a reorganization is a significant reordering or restructuring of the functions and operations of a department or division of a department requiring a new or different reporting hierarchy, changes in job titles, changes in job descriptions, or a significant change in the mission of the organization. The DPW reorganization is requested for reporting hierarchy and division assignment changes. There is no classification or salary changes proposed.

A realignment of DPW functions is proposed per the attached Organizational Chart. The goals of this realignment are: 1) to promote the efficient operation of DPW functions; and 2) to minimize any concerns of potential or perceived conflicts with staff that perform Regional Transportation Planning Agency (RTPA) functions.

Road Departments used to be organized along functional lines (planning, surveying, right of way, design, traffic, inspection, testing, fiscal, maintenance, etc.). This organization structure grouped similar tasks together for enhanced consistency and expertise. However, this was a slow and cumbersome process. Many divisions had to work together to get a single project done.

Modern organizational theory favors a divisional structure. Each division is a multi-disciplinary team. They are responsible for delivering specific projects, start-to-finish. This approach is more direct. It promotes speed and accountability, more in keeping with current demands.

The Public Works Department has progressively migrated to a divisional structure. Divisions are responsible for specific deliverables. There are still a few vestiges of the old configuration. Division managers do not always control all of the necessary inputs to deliver their products. The proposed reorganization will move some stray functions to the appropriate divisions.

Public Works staff provides services to the RTPA. At the last RTPA meeting, concerns were raised about potential or perceived conflicts that staff performing duties for the RTPA may experience. The RTPA Board elected to continue to

have Public Works staff provide services to the RTPA. This is a compliment to County staff. Staff performing work for the RTPA will continue to provide high quality service. This realignment will attempt to further address these concerns. Tasks and staff are proposed to be realigned within the Public Works Department as follows:

The Plans & Programs Division will shed all non-RTPA tasks. Two Full Time Employees' (FTE's) of non-RTPA work and staff will move elsewhere. Tasks will be moved to the divisions to which they relate (see below). Five FTE's of RTPA work and staff will remain within the Plans & Programs Division.

The Traffic/Solid Waste Division will manage all solid waste activities. Franchise Agreements and Solid Waste Joint Powers Agency JPA Administration will be brought in from Plans & Programs Division.

The Special Projects Division will assume miscellaneous capital and planning projects from the Plans & Programs Division. These include Fall River Mills Airport, the Resource Advisory Committee and the Hazard Management Plan. One Planner will move with them.

The Project Development & Administration Division will manage Road & Bridge turnkey projects. They will take on environmental (CEQA/NEPA) review and compliance, permitting and programming duties from Plans & Programs Division. One Planner will move with them.

ALTERNATIVES

The Board may elect to modify the staff proposal, or decline to reorganize the department at this time. The existing organizational structure may remain in service. Potential time, cost, and accountability benefits may be foregone.

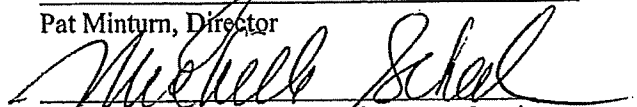
OTHER AGENCY INVOLVEMENT

County Counsel has reviewed the recommendation. The CAO's Office and Support Services Department-Personnel have reviewed and concur with this recommendation.

FINANCING

Adequate funds to carry out Departmental activities are included in the appropriate budget units. There is no projected fiscal impact in the short-term. Streamlined operations will better serve customers. Cost savings are anticipated, but cannot be quantified at this time. There is no General Fund impact.


Pat Minturn, Director


Michelle Schafer, Director of Support Services

/mlc

Organizational Chart

