

Agenda Item Report



Winnebago County
The Wave of the Future

DATE: May 26, 2022

FROM: County Executive Jon Doemel

RE: Approval of a TO change and budget transfer to create a director of administration

General Description:

Approval of a table of organization change and budget transfer to create a director of administration.

Action Requested:

Motion to recommend to the board approval of a table of organization change and budget transfer to create a director of administration.

Procedural Steps:

Committee of Jurisdiction: Personnel & Finance Meeting date: June 2, 2022

County Board

Meeting date: June 17, 2022

Background:

During the 2022 budget debate, an amendment was discussed to add a position to the human resources department to assist with recruiting and other tasks. Additionally, since January of 2022, the finance director has been vacant with few applications. Recruiting for the finance director position has been difficult due to numerous government finance positions open around the region and state.

With the vacant finance director position, Mike Collard has moved to a full-time acting position in finance and Mark Habeck has moved to a full-time position in human resources. Both sets of fresh eyes has allowed for operational review of the internal administrative support departments for our county.

As has been referenced in previous discussions, in 1986 the county commissioned Arthur Young to review the operational efficiency of county government. This tracked with statutory changes to the forms of county government. That report recommended greater department alignment to include functional area administrators. Several other counties have since followed similar organizational charts that Arthur Young proposed to Winnebago County over thirty years ago. The study argued the county should follow private sector model with a CEO with other C-suite or Vice President positions.

Wisconsin has twelve county executive counties. Ten of those counties have more than 100,000 residents. Fond du Lac, Brown, Washington, Waukesha, Kenosha, Dane, and Milwaukee.

While changes have been proposed to the Office of the County Executive in previous months, this is not an additional attempt at that discussion. This proposal is separate and unique to the operational success of the internal support departments. The Office of County Executive will not pursue additional staff at this time. This is not a discussion on the structure or the staff of the Office of County Executive. This is a discussion on the structure of county operations.

Policy Discussion:

The goal with the director of administration is to increase internal services and responsiveness to departments in planning and execution of duties in purchasing, human resources, finance, and technology.

This proposal does not eliminate departments or the department head status of finance, human resources, or information systems. Rather, the proposal provides additional support to these functions to clear potential log jams. Each department head will still be appointed by the county executive and confirmed by the county board.

The director of administration's primary duty is to orchestrate the finance, information services, and human resources departments. The position will directly lead risk management and purchasing. The position will provide high level analysis, visioning, and advising while ensuring day-to-day operations of the departments are left to the directors. In short, the DOA is in charge with county innovation and effectiveness. The DOA will also ensure adequate preparation of county board materials.

By breaking out risk management and purchasing, more time will be allocated to these necessary functions which save county resources. As costs and other influences on the insurance funds increase, having a dedicated set of eyes to ensure innovation will save taxpayer resources.

In short, the director of administration will:

- Manage crucial long-term projects such as wage study, financial planning, strategic plan, facility master plan and others
- Provide professional government manager for the first time to Winnebago County
- Follow the model of most county executive counties and businesses
- Increase crucial information to the county board through more robust memos and briefs
- Monitor and react quicker to changes including passed legislation and climates
- Ensure continuity of professional government during transition periods of elected leaders
- Assist board members in district specific issues, of which there is limited capacity today

Lastly, by creating a director of administration at a higher level it provides an additional layer of advancement for numerous department heads, which could increase recruiting efforts for finance, human resources, or other department heads.

As is required with all job vacancies, this position will be posted and recruited in accordance to human resources policy.

Attachments:

Abbreviated Position Description

Organizational Chart

Labor Budget Transfer Calculation

Budget Transfer Sheet

Draft Resolution