

## Richland County Committee

### Agenda Item Cover

#### Agenda Item Name: Discussion with Administrator Langreck on Administrative Support Staff

<b>Department</b>	Administration	<b>Presented By:</b>	Administrator
<b>Date of Meeting:</b>	9 April 2021	<b>Action Needed:</b>	Discussion // no action
<b>Disclosure:</b>	Open	<b>Authority:</b>	Resolution 20-126
<b>Date submitted:</b>	9 April 2021	<b>Referred by:</b>	

#### Recommendation and/or action language:

No Action. Discussion only. Individual supervisors may request future items based off discussion.

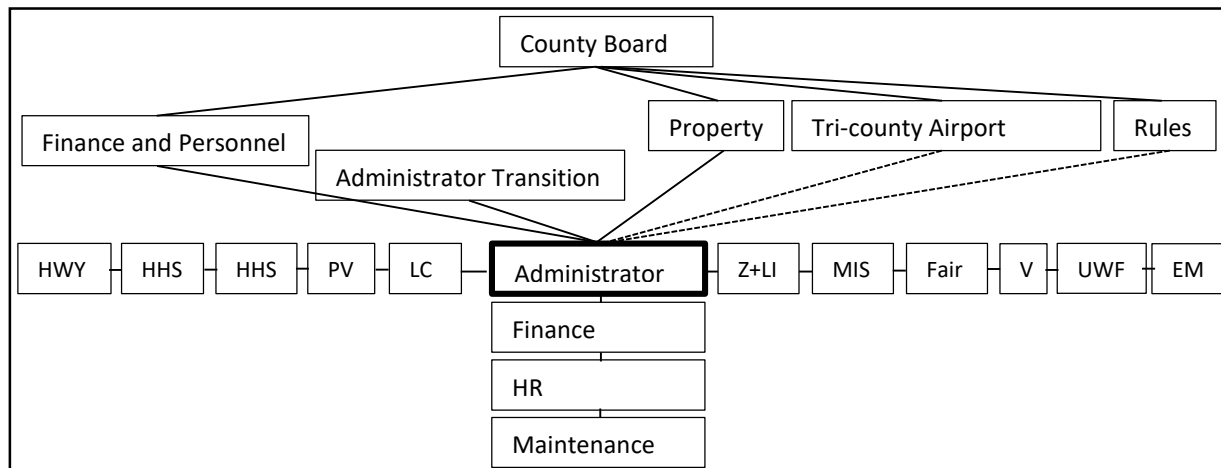
#### Background: *(preferred one page or less with focus on options and decision points)*

By Resolution No. 20-126 — the Committee is tasked to, “evaluate staffing levels across all departments in the County to identify what staff, if any, can be moved from other departments to the County Administrator’s office.” As such, I have been asked to share with the committee my thoughts on the current workload facing the Administrator position and proposed solutions in adjusting staffing to help manage communications, coordination, decision points, production, etc. Like most organizational situations, there are many complexities and variables that impact the situation.

#### Organizational Structure

Richland County administration is currently organized with an Administrator position description that encompasses **administrative duties**: 1) administrative supervision over departments, 2) policy development, 3) operations and project management, 4) reviewing contracts 5) budget preparation, 6) expectations of Capital Planning etc. The position description also includes duties often associated with **Financial Manager / Control** position duties: 1) monitoring expenditures, 2) regular financial reporting to Board and Committees, 3) coordination of county finance functions, 4) oversight on accounts management, 5) assistance with grant application and procurement, managing bonding and borrowing, etc. The position description also includes duties often associated with an **HR / Personnel Director** position duties: 1) administering handbook policy, 2) administering/oversight on benefits programs, 3) reviewing disciplinary action and discharges, 4) monitoring hiring practices, etc. The position description also includes duties often associated with **Building Manager/ Maintenance Engineer** duties: 1) monitors care of grounds and property, 2) plans and manages construction and alterations, 3) manages space needs and assignments, etc. The administrator position currently responds more heavily to the following committees: Finance and Personnel Committee, Property Committee, Administrator Transition Committee, Tri-County Airport and Rules.

Illustration of position based on current structure, duties, production, and communications/responses.



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The current structure of the administrator position, combined with duties, production needs, and communications impact the following: the ability to get more involved in department operations as the organizational administrative leader; the time to dedicate to the evaluation and supervision of department heads, and ability to support department projects and provide timely counsel; the ability to fully serve as a department head to the daily finance functions, daily HR/payroll functions, and daily maintenances functions; the ability to keep up with committee items and requests; the ability to plan and manage the annual budget process and develop a capital planning process; the ability to keep up with daily inquiries from departments, supervisors, partners and citizens; the ability to keep focus on the strategic goals adopted by the Board; the ability to plan and implement structural changes and improvements; the ability to coordinate and prepare materials for meetings, the ability to report and communicate to the public through media.

#### **Existing Staff and Functions:**

Accounting Supervisor – Can we add more Financial Manager / Control duties to this position? —The position is heavily involved in many of the functions involving balancing past transitions, entries and producing present-time fund reports for departments. The position is balancing several months of backlog in preparation for the 2020 audit. The desire for more real-time financial assessments and forecasting may be a future possibility; but at present the position is at full capacity in addressing our past transactions, and present entries.

Payroll and Benefits Specialist — Can we add more HR and Benefits Functions to this position? — The position is heavily involved in many of the functions involving multiple payrolls each week, responding to employee handbook policy inquiries, responding to benefits inquiries, and providing new employee orientations. Capacity for extensive policy review, changes in timekeeping systems, changes in payroll systems are a challenge because of volume of time dedicated to production of payrolls and personnel file changes in a given week.

Maintenance Supervisor — Can we add more Building Manager Functions to this position? — The position is heavily involved in many of the functions of providing maintenance service and planning, custodial support, and coordination of project management. Capacity for extensive forecasting, committee support, and capital planning is time taken away from the daily and routine maintenance and custodial needs.

Adding Administrative Support Staff —Would adding administrative support staff help? — The discussions on adding additional staff to the administrator and/or County Clerk has previously been discussed and consensus of the Administrator Transition Committee has been that sharing staff is more desirable than adding staff at this time. Recommendation of the committee was to explore sharing highway staff with the addition of hours, or explore sharing the deputy register of probate. Both of these options have not yet been explored at the fault of the Administrator in making time to connect with the Highway Commissioner and Register of Probate. Support in coordination of meetings and schedules, reviewing agenda summaries, drafting agendas and minutes, assisting in correspondences and learning and performing back up to the Accounting Supervisor and Payroll and Benefits Specialist would all be of value.

#### **Concerns:**

Without a dedicated Finance Director/department, HR Director/Department, Building Manager, we have a de facto administration department with the administrator position as department head. The challenges of an administrator tasked with direct responsibility over the daily financials, payroll and human resourcing functions, building management functions, etc. is that the position is going to have a bias view (or at a minimum, a perceived biased view) on personnel and funding allocations to support the operations directly tasked to the administrator. As said directly, “It benefits me to reappropriate from other departments to support my operational needs and tasks assigned to me.” With this arrangement the administrator position is less of an objective oversight administrator, directing resources with an organizational perspective, and more of a department head competing for appropriations with other departments tasked with delivering services to the community. These challenges and perceptions may be surmountable, but they need to be recognized as the structure has impacts.

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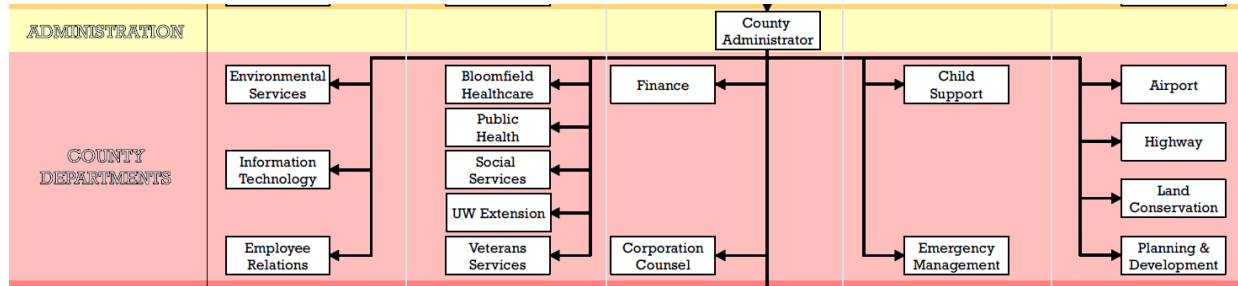
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#### Financial Challenges:

Richland County has just increased its investment into administration by over \$90,000 in the last year. Is there a desire from the Board to invest more into administration when funding current services is a challenge?

#### Recommended Solution:

Solution #1: I recommend the County steer towards an Iowa County model with a Finance Director (+1 FTE) / Department and HR Director (+1 FTE) / Department as a long term solution:



Solution #2: Add an administrative support position. ~May consider future administrators with alternating skill sets in Finance and HR.

Solution #3: Status quo, with consideration for prioritization of efforts.

#### Proposed Process:

Recommendation:

1. Future Agenda Items —There is a future agenda item request for position description(s)
2. Budget Process — Future action to recommend through Finance and Personnel that the Administrator incorporate additional position description(s) and/or department(s) into future budget process for consideration.

#### Attachments and References:

Richland County Administrator Position Description	
Iowa County Position Descriptions	

#### Financial Review:

(please check one)

<input type="checkbox"/>	In adopted budget	Fund Number	
<input type="checkbox"/>	Apportionment needed	Requested Fund Number	
<input type="checkbox"/>	Other funding Source		
<input checked="" type="checkbox"/>	No financial impact		

(summary of current and future impacts)

**Approval:**

**Review:**

*Clinton Langreck*

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Department Head

Administrator, or Elected Office (if applicable)

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