



MEMORANDUM

Date: February 18, 2009

To: Distribution

From: C.H. Huckelberry
County Administrator

A handwritten signature in black ink, appearing to be "CHH", is written over the printed name "C.H. Huckelberry".

Re: **Departmental Consolidations and Reorganizations**

Thank you for your memorandum of February 12, 2009. I appreciate the effort and thought being placed in reducing overall costs and streamlining County operations. The information generated by your respective departments should be complete for my consideration on proceeding within the next 60 days. I would ask that you coordinate and discuss these actions with the Deputy County Administrators in a collective meeting with them, as well as individually as necessary. I would expect this administrative consolidation will lead to further reductions in administrative costs, including those costs charged back to operating departments. It is important that this action be reviewed, discussed and implemented. I am aware that in the past there have been discussions regarding administrative consolidation that have either failed to take place or been derailed by lack of cooperation. As we are entering a new and different time in the delivery of local government services, we can no longer afford the luxury of duplicating many of our administrative processes or creating systems that are invented by the individual departments to cross-check and/or keep track of central service departmental activities and/or actions.

While I applaud consideration of administrative consolidation, I have and will ask the Deputy County Administrators to consider additional consolidations as they may relate to departments themselves. We have, from time to time, operated with fewer independent and individual departmental agencies. I am tasking the Deputy County Administrators to review and recommend if any departmental consolidations should be considered and undertaken for the next fiscal year. Examples of such would include recombining the Department of Environmental Quality with the Public Health Department; combining Community Resources and Community Services; combining the Department of Institutional Health with the Pima Health System; combining Transportation, Flood Control, and Solid Waste into a specific Public Works agency; combining the Public Defender and Legal Defender departments; and combining Natural Resources, Parks and Recreation and the Stadium District with potentially Community Resources. As you can see, there are a number of variations of departmental consolidations that should also be considered. I will be asking the Deputy County Administrators to consider these consolidations and make recommendations within the next 60 days.

CHH/jj

Distribution:

Gwyn Hatcher, Human Resources Director
George Widugiris, Procurement Director
Lionel Bittner, Chief Information Officer
Tom Burke, Finance and Risk Management Director

c: Martin Willett, Chief Deputy County Administrator
Hank Atha, Deputy County Administrator for Community and Economic Development
John Bernal, Deputy County Administrator for Public Works
Dennis Douglas, Deputy County Administrator Medical and Health Services



MEMORANDUM

Date: February 12, 2009

To: C.H. Huckelberry
County Administrator

From: Tom Burke, Finance and Risk Management Department
Gwyn Hatcher, Human Resources Department
George Widugiris, Procurement Department
Lionel Bittner, Information Technology Department

[Handwritten signatures: Tom Burke, Gwyn Hatcher, George Widugiris, Lionel Bittner]

Re: Departmental Consolidations and Reorganizations

As directed by your February 6, 2009, memorandum regarding Departmental Consolidations and Reorganizations, we have met as a committee to coordinate a review for a consolidation of certain administrative functions within the County organization. Our recommendations for steps to be taken in this consolidation or reorganization are set forth below. The consensus of the committee is that the four departments identified in your memorandum (Finance, Human Resources, Procurement, and Information Technology) coordinate consolidation efforts jointly.

During our initial meeting, it appeared that many of the functions that could be consolidated are performed by individuals who perform only one particular function for a majority of the time. In some instances, however, the persons performing these functions are responsible for additional duties, and the committee believes care needs to be exercised so that this reorganization reassigns these other administrative functions in the most efficient manner.

The committee recommends that the initial focus of the reorganization be with those departments which report through you to the Board of Supervisors and that any change within departments with an elected official as the Appointing Authority be addressed only after the consolidation of these administrative functions in the initial departments has been completed. There are 45 departments within Pima County. Ten of those departments report to elected officials: the Assessor, the County Attorney, the Recorder, the Treasurer, the Sheriff, the Constables, the Clerk of the Superior Courts, the Presiding Judge of the Superior Court (for Superior Courts and Juvenile Courts), the Presiding Judge of the Consolidated Justice Courts, and the Superintendent of Schools. The consolidation and reorganization of the administrative functions within the remaining 35 departments will, however, impact the business processes followed within the departments reporting to elected officials and should provide the opportunity for cost savings within those departments as well.

We are compiling a list of the employees and vacant positions which have been identified as performing the financial, personnel, procurement and IT functions within each department. The committee recommends that each of the affected departments complete a form, similar to the existing form requesting a reallocation of a position, identifying the key duties of each employee and the percentage of time devoted to those duties. This information will assist us in the determination into which central department the employees will be assigned and what functions will need to be provided after consolidation.

February 12, 2009

We will be presenting you with the necessary personnel action forms (PAFs) within the next 30 days to reassign employees into the appropriate department based on a logical reporting structure required to accommodate the duties and functions being reassigned. We intend initially to have the reassigned employees continue to perform the same functions they are currently performing until the reorganization is completed internally within each of the four central departments. Thus, initially, only the reporting structure for the affected employee would change. We recommend that, at least until July 1, 2009, the affected employees remain at their current locations and that all equipment currently assigned to employees remains with these employees. Following the reassignment of employees to central departments, if additional personnel still within a department are found to be performing central functions, we recommend that those employees be evaluated for reassignment to the proper central department.

The individuals currently in management roles within the affected department administrative service functional areas will be needed to assist in developing organizational assignments arising out of this consolidation. The Human Resources Department will be asked to assist in creating any new job classifications required to accommodate the consolidation of duties caused by the reorganization.

c: Martin Willet, Chief Deputy County Administrator
Hank Atha, Deputy County Administrator
John Bernal, Deputy County Administrator
Dennis Douglas, Deputy County Administrator