



MEMORANDUM

Date: June 30, 2009

To: The Honorable Chairman and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator

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

Re: **Organizational Design Modifications**

For the past few months County management staff have been involved in a process to refine our organizational design to improve efficiency and reduce overall costs. The primary changes that will occur now and for the next few months will be to consolidate administrative support functions in the primary administrative support departments of Human Resources, Procurement, Information Technology, and Finance.

Early in the process approximately 440 employees were identified as having job duties and/or descriptions similar to central service departments. In many cases, departments, particularly the larger departments, had free-standing internal support service organizations in all of these support areas. The first phase of consolidations have begun. Initially personnel will not be displaced from their locations; however, the purpose of the consolidation is to improve efficiency and eliminate duplicated systems and other non-cost effective processes and their resulting expenditures. It is likely that over time, approximately 18 months, significant savings will result from this organizational redesign.

While support services from the functional areas should actually improve for user departments, the primary department mission remains the same. However, department management should be less burdened with support service functions. These support service functions will be the primary responsibility of the support departmental organizations of Human Resources, Procurement, Information Technology, and Finance. This organizational shift is not unique. It proposes a new concept of a hybrid organizational design where departments with core missions concentrate on those activities and become less burdened with administrative support functions. This allows those core mission departments to respond more effectively and efficiently and at the same time allow administrative support departments to reduce the time consumed in reconciling differing administrative support systems and/or differing interpretations of policy and rules among the various sub-unit and support functions that were managed by individual departments.

Given scarce resources and continuing service demands, the only way we can continue to provide service demands in a shrinking revenue environment is through this organizational redesign. It is the preferred response rather than raising taxes and/or fees.

The Honorable Chairman and Members, Pima County Board of Supervisors
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If you have any questions on this matter or issues arise, please feel free to discuss this with me. It should also be noted that staff efficiencies and/or reductions will not occur through layoff except as a last resort. The preferred method of right-sizing the organization will be through attrition.

CHH/jj

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