



MARIPOSA COUNTY

Administration · 966-3222



RESOLUTION - ACTION REQUESTED 2018-403

MEETING: August 14, 2018
TO: The Board of Supervisors
FROM: Dallin Kimble, County Administrative Officer
RE: Community Services, Health, and Human Services Department Consolidation

RECOMMENDATION AND JUSTIFICATION:

Authorize the Consolidation of the Community Services, Health, and Human Services Departments into an Integrated Health and Human Services Department Effective Retroactively to July 1, 2018; Approve the Reclassification of the Human Services Director to the Health and Human Services Director and Approve the Amended Job Description for the Position; Direct the Community Services Director to Begin Reporting to the Health and Human Services Director Instead of to the Board of Supervisors; and Direct Staff to Come Back with the Legislative Actions Necessary to Implement the Changes.

On February 27, 2018, the Board of Supervisors directed the Community Services, Health, and Human Services Departments to explore a potential consolidation into an integrated Health and Human Services Department. The goals of the consolidation at that time were:

- Enhance the breadth and seamless delivery of services to the community.
- Ensure better care coordination and integration of services for individuals across their lifespan.
- Leverage the existing capacity of the Human Services Department to increase available grants and revenue for the programs operated by the Community Services and Health Departments.
- More effectively translate the Board's strategic vision of wellness into agency action.
- Transfer administrative/fiscal duties to a centralized team to create more time for the leadership within the Community Services and Health Department functions and allow for greater focus on big picture program development and enhancements.
- Reduce the number of department heads directly reporting to the Board of Supervisors.
- Create efficiencies in administrative systems and structures over time.

Municipal Resources Group, LLC (MRG) was retained by Mariposa County to conduct an organizational assessment and facilitate the development of a strategic plan. The initial review of

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the leadership team organizational structure was a four step process which included:

- Internal organizational review;
- Executive and management interviews;
- Comparative County reviews; and
- Summary of findings and recommendations and report generation.

MRG's report is attached for review. The report presents the findings of that study and recommendations to assist senior department and County executive management in considering alternative approaches to organizational design and salary ranges that would best support the continued delivery of quality based services to the residents of Mariposa County.

At this time, MRG is recommending that the County enter a consolidation in two phases. Phase 1, which could take effect as early as July 1, 2018, would approve the items above. During Phase 1, the Community Services and Health Departments would become divisions of the newly-formed Health and Human Services Department ("Department"). Also during this phase, the four existing divisions of Human Services (Administration, Behavioral Health and Recovery Services, Employment and Community Services, and Social Services) would remain intact.

During Phase 2 of the Project, the Department would undertake a strategic planning process, with the consult of MRG, to develop a strategy for full integration, including, but not limited to:

- A review and adoption of a sustainable organizational structure that will best support enhanced service delivery to the community;
- A span of control analysis for the Department;
- A review of senior management teams' job duties and descriptions;
- A review of compensation rates associated with any changes to job duties and descriptions;
- Meet and confer with the impacted bargaining units on any job or scope of responsibility changes;
- A review to determine strategies for fiscal integration and administrative consolidation; and
- A review of opportunities to strengthen services through increased collaboration.

Although the initial strategic planning process is scheduled to last one year, it is likely that full integration of the Department will take 2-3 years. By the end of Phase 2 (approximately June of 2019), there will be a new organizational structure proposed as well as a strategic plan developed to guide the remainder of the consolidation process.

The County and the Unions met and conferred over the Unions' concerns. The Union was in agreement with moving forward with the consolidation.

FISCAL IMPACT:



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During the first 2-3 years of a consolidation, there will likely be no effect on the level of funding required to operate the programs administered by the Department. Over time, however, efficiencies may be achieved. Additionally, it is anticipated that under a consolidation there will be more opportunities to compete for grant funding and generate additional revenue to provide and enhance services.

Consulting services to assist the County in an effective consolidation process will be funded through existing Human Services' revenues.

BACKGROUND AND HISTORY OF BOARD ACTIONS:

No previous attempts at consolidation have occurred. On February 27, 2018 (Board Item 7967) the Board of Supervisors gave direction to the CAO and the three impacted department heads to proceed with the consolidation of the Community Services, Health, and Human Services Departments.

ALTERNATIVES AND CONSEQUENCES OF NEGATIVE ACTION:

The Board may choose to have the departments continue to operate independently. Although cooperation would continue between the three, maximum benefit to the community cannot be achieved through keeping the departments separated.

ATTACHMENTS:

Mariposa HHS Department Consolidation Final Report (PDF)

MARIPOSA Addendum (DOCX)

High-Level Direct Reports_ all 3 Departments (DOCX)

Health and Human Services Director (PDF)

RESULT: ADOPTED [UNANIMOUS]

MOVER: Marshall Long, District III Supervisor

SECONDER: Merlin Jones, District II Supervisor

AYES: Smallcombe, Jones, Long, Cann, Menetrey

HEALTH AND HUMAN SERVICES DIRECTOR

DEFINITION

To plan, organize, direct and evaluate the services, programs, activities, and operations of the Health and Human Services Department, including public health, environmental health, mental health services, alcohol and drug programs, social welfare services, senior services, veterans' services, transit services, Public Guardian/Conservator program, and related administrative services; to oversee contract services; to supervise and evaluate the work of subordinate staff; and to perform related duties and responsibilities as required. This position provides leadership in the delivery of these integrated services to improve the health and well-being of county residents and to provide highly responsible and complex administrative support to the County Administrative Officer.

DISTINGUISHING CHARACTERISTICS

The Director level recognizes classes with full responsibility for the administration of a County department. This position serves at the pleasure of the appointing authority and can be released without cause.

SUPERVISION RECEIVED AND EXERCISED

Receives policy and administrative direction from the Board of Supervisors and the County Administrative Officer. Appointed by and serves at the pleasure of the Board of Supervisors.

Exercises direction over management, professional, technical and clerical staff.

EXAMPLES OF ESSENTIAL FUNCTIONS

Duties include, but are not limited to:

Plans, organizes, administers and supervises all services, programs and activities of the Health and Human Services Department.

Provides administrative leadership in social welfare, public and environmental health, behavioral health, drug and alcohol, Public Guardian/Conservator, public housing, senior services, veterans' services, transit services, and other programs as assigned.

Evaluates the community's health and human service needs, and formulates short- and long-range plans to address them.

Confers with the County Health Officer on all aspects of department operations that impact the health and well-being of Mariposa County residents, including but not limited to, medical and clinical issues involving public health and clinical care services.

Develops, recommends, implements and evaluates cost-effective, innovative department programs, policies and procedures; provides support and direction for policy development at the department and division levels; establishes and maintains strategic objectives and action plans for accomplishment of stated and mandated goals and addressing community need.

Direct, oversee and participate in the development of the department's work plan; assign work activities, projects and programs; monitor workflow; review and evaluate work products, methods, and procedures.

Interprets and provides guidance regarding goals and objectives, policies and procedures, to department personnel.

Confers with department staff, County staff and administrators, and the Board of Supervisors on operational and administrative problems, and helps to develop solutions.

Establishes, within County policy, appropriate service and staffing levels; allocates resources accordingly.

Supervise and participate in the development of the various Health and Human Services Department budgets, direct the forecast of additional funds needed for staffing equipment, materials and supplies, monitor and approve expenditures; implement mid-year adjustments; oversee grant development, submission, and oversight as required.

Selects, trains, supervises, motivates and evaluates the performance of department management, professional, technical and clerical personnel; provides advice and assistance as needed; provides for adequate staff training; implements disciplinary and termination processes.

Develops, recommends, and implements public policy.

Reviews and evaluates reports of subordinates for accuracy, completeness and compliance with departmental policies and procedures; determines and monitors follow-up actions required.

Oversees contracted services, ensuring their compliance with policies, procedures, standards and regulations.

Cooperates with various state agencies as appropriate, including the State Department of Social Services, State Department of Health, and State Department of Mental Health, to ensure program goals are being met; analyzes the effect that federal and state legislation, rules, policies and procedures will have on County programs; recommends and implements administrative and operational changes as necessary.

Represents the County and department at State meetings, prepares, and presents position papers and funding requests as necessary.

Maintains effective standards of operation, business and services practice as required.

Build and maintain positive working relationships with co-workers, other County employees, and the public using best practice principles of excellent communication and service delivery; assists subordinates in making difficult decisions in complex, sensitive or controversial case situations.

Prepares and submits reports and other necessary correspondence pertaining to departmental programs and activities to the County Administrative Officer and Board of Supervisors.

Provides professional and administrative support to various committees and commissions.

Responds to and resolves difficult, sensitive and/or problematic citizen, client or community complaints or inquiries.

Coordinates department activities and programs with those of other departments, divisions and agencies as appropriate.

Attends civic and other community meetings and events to explain and promote the activities and functions of the department and to establish favorable public relations; gives public speaking presentations as requested.

Performs general administrative work as required, including preparing reports and correspondence, conducting and attending meetings, reviewing mail and literature, etc.

EMPLOYMENT STANDARDS

Knowledge of:

Human and organizational behavior.

Pertinent federal, state and local laws, regulations, codes and ordinances.

Operations, services, and activities of a comprehensive and integrated health and human services programs.

Principles, procedures and techniques used in planning, evaluating and administering a multi-disciplinary health and human services programs.

Recent developments, current literature and sources of information related to health and human services administration.

Inter-governmental relationships and regulations affecting health and human services program delivery.

Principles of management, supervision, training and performance evaluation.

Budget preparation and administration practices.

Report and business letter preparation techniques.

Modern office practices and technology, including the use of computers for data processing and records management.

English usage, spelling, grammar and punctuation.

Safe work practices.

Public / community relations techniques.

Ability to:

Interpret, analyze and apply pertinent federal, state and local laws, rules, regulations, codes and ordinances.

Provide administrative and professional leadership for the Health and Human Services Department.

Plan, coordinate, manage, and direct a comprehensive and integrated health and human services program.

Plan, organize and supervise the work of subordinate staff.

Select, supervise, train, and evaluate staff.

Develop, implement, and interpret goals and procedures for providing effective and efficient health and human services programs.

Analyze problems, identify alternative solutions, determine consequences of proposed actions, and implement recommendations in support of goals.

Exercise initiative, ingenuity and sound judgment in solving difficult administrative, professional, technical and personnel problems.

Research, analyze and evaluate new service delivery methods and procedures.

React quickly and calmly in emergency situations.

Prepare clear and concise administrative, financial and technical reports.

Perform mathematical computations with accuracy.

Make effective public presentations.

Gain cooperation through discussion and persuasion.

Communicate clearly and concisely, both orally and in writing.

Establish and maintain effective working relationships with those contacted in the course of work.

TYPICAL WORKING CONDITIONS

Work is performed in a normal office environment.

TYPICAL PHYSICAL REQUIREMENTS

Requires the ability to sit at a desk for long periods of time and intermittently walk, stand, stoop, kneel, crouch and reach while performing office duties; lift and/or move light weights; use hands to finger, handle or feel objects, tools or controls. Must be able to maintain effective audio-visual discrimination and perception needed for making observations, communicating with others, reading and writing, and operating office equipment. Must be able to use a telephone to communicate verbally and a keyboard to communicate through written means, to review information and enter/retrieve data, to see and read characters on a computer screen.

MINIMUM QUALIFICATIONS

Experience:

Six years of increasingly responsible experience in the human services and/or the public health field, including at least four years in an administrative or management capacity.

Education:

Graduation from an accredited college or university with a Master's degree in social work, health administration, hospital administration, nursing, psychology, business or public administration, or closely related field.

Additional Requirements:

Must meet the California Code of Regulations Title 9, Division 1, Chapter 3, Article 8, section 620, Director of Local Mental Health Services requirements.

Possession of a valid California driver's license. Under certain circumstances, the Human Resources Director may accept a valid driver's license from another State if applicant acknowledges his/her intent to acquire a California driver's license within three months by signing an acknowledgement form.

Must have the ability to pass the California State Department of Justice fingerprinting clearance.

Must pass a pre-employment physical.

This class specification lists the major duties and requirements of the job and is not all-inclusive. Incumbents may be expected to perform job-related duties other than those contained in this document.