

Reorganization of Effective Government

An Innovative Vision for the Future



Jeremy Taylor, Vice-Chair
Woodbury County Board of Supervisors
March 10, 2015

Current Statutory Functions



“The functions of the Board of Supervisors are varied and its authority embraces practically every aspect of County Government. Although these functions are primarily administrative in nature, the board exercises power characteristic of each of the three branches of government: executive, legislative, and judicial. For example, the Board fills vacancies in county offices by appointing successors, fixes rules relating to the use of county buildings and grounds, and determines the disposition of claims against the county.”

<http://www.woodburyiowa.com/board-of-supervisors/about>

Current Statutory Functions (Continued)



“The board acts as a general business manager for the county government, plays a major role in matters of county taxation and finance, and is the governmental authority responsible for the construction and maintenance of the county road system. In some areas the duties of the board are nominal, while others are extensive.”

The duties and will of the Board can be carried out to a greater degree and with more efficiency and fidelity. Nothing in the plan for a county administrator mitigates or cedes the power or authority of the Board in order to conduct its elected duties and functions.

General Description of a County Administrator



*“A county administrator is a paid, non-elected government official that **supervises the day-to-day operations of a county government.** The basic duty of a county administrator is to **oversee the departments that deliver services to the public.** They help develop budgets, attend government meetings, and may even be on call in emergency situations. A county manager needs at least a bachelor's degree in public administration, business administration or a related field, and many hold master's degrees.”*

General Description of a County Administrator

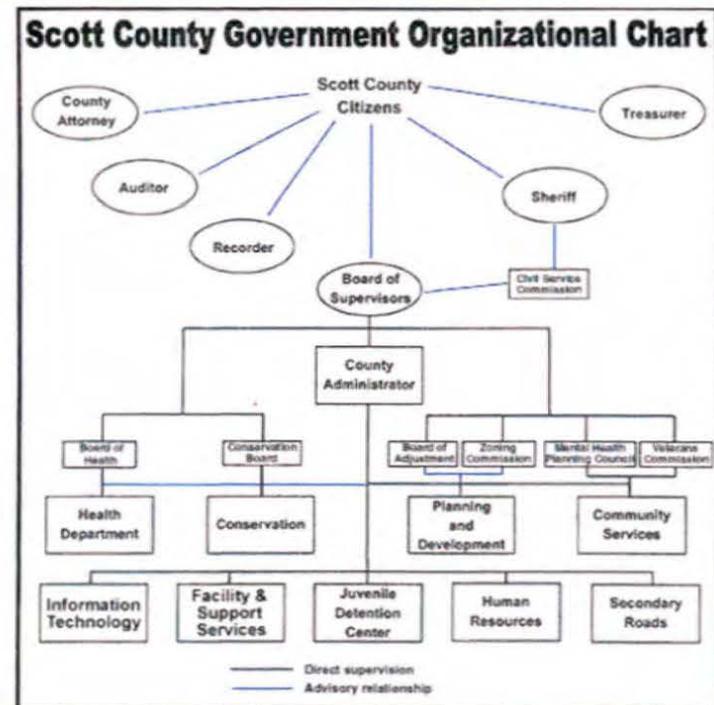


*“The county administrator is the county's chief executive officer and **reports to the county's elected governing board.** Department heads report to the county administrator. The county administrator briefs the board on pertinent issues and then makes sure the board's decisions are enacted. County administrators generally work in government administration buildings. They often travel within the county and to nearby jurisdictions. In addition, county administrators may occasionally attend conventions and other events out of town.”*

A Balance Between Strong Manager Style and the Traditional Board



Scott County has a County Administrator as well as an Assistant County Administrator who is the same as the Human Resources Director. However, as the organizational chart to the right shows, the Board of Supervisors *directs* the County Administrator who in turn oversees departments to carry out the goals, vision, and policy of the Board. The Board would empower the relationship particularly in the functionality and leadership of Department Heads.



Scott County Administrator has the position Assistant County Administrator & Director of HR



ROLE OF COUNTY ADMINISTRATOR

The County Administrator and the Administration Department staff coordinate and perform strategic planning for the overall mission of the County. The department was created in 1979 to bring a professional management to county government which is unique for counties in Iowa, but not for cities. Scott County has been a recognized member of the International City Management Association since 1983.

The Administration Department serves as the principal advisor to the Board and acts as a liaison between the Board and other county departments. The department also represents the Board of Supervisors in dealings with other governmental agencies. The County Administrator supervises the actions of all appointed department heads and ensures that whenever possible, departments work together to provide the best possible service to the residents of Scott County.

Assistant County Administrator

Mary J. Thee

Administrative Assistant

Renee Luze-Johnson - (563) 326-8702

Mary J. Thee

Assistant County Administrator/Human Resources Director

The HR Director assists the County Administrator in the overall development and administration of County policies and programs. Areas of expertise and supervision include recruitment, employment, EEO, wage and salary administration, labor relations, employee development, benefits and organizational development. Areas of responsibility also include interpreting and applying established County policies or statutory requirements. Acts as Chief Negotiator for the County in collective bargaining with five (5) bargaining units. The HR Director is the Scott County ADA Coordinator.

ISAC Interfacing



In speaking with Scott County's Budget Analyst, I learned that the County Administrator completes the following goals that I propose are worthy of helping Woodbury County government while having ultimate authority rest with the Board:

- ✓ Implements the goals of the Board and acts as "keeper" of Board policy
- ✓ Meets weekly with all department heads to understand / distill issues in briefing back to Board
- ✓ Works in coordination with Budget Analyst to develop and implement Board's budget guidelines
- ✓ Fosters intergovernmental relationships and interfaces with local Chamber, economic development entities (*Explain difference with proposal*).

Compensation and Greater Training



The Scott County Administrator makes approximately \$175,000. I am proposing that the current **Human Resources Director, Ed Gilliland**, be given the title of **County Administrator & Human Resources Director** and that his compensation be \$98,000 rather than the current \$79,000 that he is currently making. The position will both need a level commensurate with the level of responsibility as well as the increased time and leadership efforts that the position will require. The level of compensation would be closer in line with a County Administrator Salary. The International City/County Management Association (ICMA) reports that the median salary earned among county managers was \$117,000 in 2011 (www.ICMA.org).

Training



The ultimate goal is to be even more efficient, accountable, and better stewards of taxpayer dollars. To have effective leadership, the **County Administrator & HR Director** would be tasked with implementing the following training.

- Performance-Based Budgeting (*Administrator—Goals; Budget Analyst—Fiscal*)
- Long-Term Facility Planning as Directed by the Board
- Evaluation Training, Mentorship, e.g. True Speak
- Culture and Climate of Respect including Harassment Training
- Customer Service Training

Taxpayer Considerations



Woodbury County Supervisors have a unique opportunity to take a provision in Iowa Code to **lower** their own salaries by a commensurate amount of money in order to make this happen. Despite being in the top ten of county populations statewide, we can put ourselves around the bottom quarter and use the reduction in order to help make such reorganization happen. This will include a reduction of \$5,000 for each Supervisor meaning that each Supervisor will make \$27,185 while the Board Chair makes \$30,319. That frees up the necessary \$28,000 (\$19,000 in salary) while allocating \$9,000 in the budget for educational training, materials, and conferences.

Iowa Code 331.907

Compensation schedule—preparation and adoption



3. The board of supervisors may adopt a decrease in compensation paid to supervisors irrespective of the county compensation board's recommended compensation schedule or other approved changes in compensation paid to other elected county officers.

Supervisor Salary Information



Polk	\$101,688
Linn	\$75,760
Dubuque	\$47,087
Scott	\$41,000
Pottawattamie	\$39,422
Sioux	\$34,023
Woodbury	\$32,185
Plymouth	\$29,910
Proposed	\$27,185



Proposal: Chair reduction from \$38,319 to \$30,319 (the Chair takes on additional responsibilities and duties). Supervisors lower from \$32,185 to **\$27,185** bringing us *below* the state average of \$31,277 and putting us close to the bottom quarter of 99 counties while we are 6th in population. According to ISAC information, no supervisor salaries were reduced last year in the entire state. We can **lead** and free up dollars to increase service and efficiency to the residents we serve.

Proposed Motion



I move that the Board adopt a resolution to have a working committee of two members who in coordination with the Assistant County Attorney, citizen input, and the broad organizational goals in this presentation, bring back to the Board no later than April 7 the specific job description of the County Administrator / HR Director position, and that upon further implementation that Supervisor salaries be lowered in the amounts mentioned in this presentation so as to make this increase in effective good government budget neutral to Woodbury County taxpaying families.

County	Supervisor's Salary					Additional Chair Salary	Number of Supvrs	Years in Office
	FY 2014	Change	FY 2013	Change	FY 2012			
Adair	22,722	3.00%	22,060	2.00%	21,628	1,200	5	5,5,5,7,7
Adams	18,872	1.50%	18,593	2.00%	18,229		5	2,14,8,8,0
Allamakee	24,476	3.75%	23,591	2.50%	23,016	1,000	3	3,3,1
Appanoose	25,571	0.00%	25,571	1.80%	25,119	500	3	14,8,1
Audubon	25,870	4.01%	24,872	1.00%	24,627	500	3	8,2,0
Benton	37,857	0.00%	37,857	1.80%	37,188		3	10,1,1
Black Hawk	32,580	2.25%	31,863	0.73%	31,633		5	6,6,8,8,0
Boone	33,374	1.10%	33,010	0.22%	32,937		3	4,3,1
Bremer	34,490	3.00%	33,485	3.00%	32,510		3	2,8,1
Buchanan	33,000	1.54%	32,500	1.56%	32,000		3	30,25,3
Buena Vista	28,008	5.30%	26,599	5.00%	25,332	1,001	5	6,6,6,4,4
Butler	28,660	2.87%	27,860	3.72%	26,860		3	2,2,0
Calhoun	30,299	7.00%	28,317	1.00%	28,037	600	3	10,21,6
Carroll	27,792	1.70%	27,327	2.50%	26,660		5	5,13,7,11,3
Cass	26,988	3.00%	26,202	2.50%	25,563	1,000	5	2,22,8,1,4
Cedar	25,181	0.00%	25,181	3.00%	24,448		5	2,16,1,2,2
Cerro Gordo	47,509	2.25%	46,464	2.50%	45,331		3	24,12,12
Cherokee	21,500	0.00%	21,500	0.00%	21,500	1,000	5	6,20,0,0,0
Chickasaw	24,317	0.00%	24,317	2.00%	23,840		5	5,5,3,3,1
Clarke	25,149	2.03%	24,649	2.07%	24,149	510	3	1,1,1
Clay	25,725	2.90%	25,000	1.63%	24,600		5	18,20,6,4,6
Clayton	27,866	3.25%	26,989	0.00%	26,989	500	3	3,3,10
Clinton	38,709	3.21%	37,504	0.00%	37,504	1,200	3	4,22,2
Crawford	24,517	1.50%	24,155	2.11%	23,655	346	5	2,2,2,10,1
Dallas	47,365	1.00%	46,896	0.00%	46,896		3	8,10,2
Davis	31,149	1.70%	30,628	2.34%	29,927		3	3,8,3
Decatur	25,312	0.99%	25,065	1.50%	24,695		3	6,12,1
Delaware	31,080	3.00%	30,175	4.00%	29,014		3	4,4,14
Des Moines	35,465	0.00%	35,465	0.00%	35,465		3	3,8,1
Dickinson	31,721	3.00%	30,797	2.50%	30,046	1,000	5	19,11,3,11,11
Dubuque	47,087	2.00%	46,164	2.00%	45,258		3	10,2,8
Emmet	26,286	2.00%	25,770	2.00%	25,264		5	8,18,2,4,2
Fayette	30,765	0.00%	30,765	2.25%	30,088		3	2,2,8
Floyd	35,727	1.88%	35,069	1.39%	34,589		3	3,3,1
Franklin	32,950	2.49%	32,150	4.89%	30,650	750	3	8,10,10
Fremont	26,747	1.66%	26,310	2.00%	25,794		3	3,3,5
Greene	25,818	2.00%	25,312	3.00%	24,575		5	7,12,2,2,0
Grundy	22,846	2.80%	22,224	4.00%	21,369		5	9,13,11,11,9
Guthrie	24,150	0.00%	24,150	0.00%	24,150		5	2,2,24,2,2

Hamilton	35,556	3.50%	34,354	4.00%	33,032		3	8,12,9
Hancock	29,202	2.75%	28,420	0.00%	28,420		3	12,6,10
Hardin	33,961	1.00%	33,625	2.50%	32,805		3	2,2,1
Harrison	29,789	2.50%	29,062	2.00%	28,492		3	4,18,2
Henry	30,745	2.00%	30,142	3.00%	29,264		3	17,15,1
Howard	26,640	3.00%	25,864	1.50%	25,482		3	14,5,1
Humboldt	27,169	3.50%	26,251	3.00%	25,486		5	16,18,8,6,0
Ida	22,561	1.80%	22,161	2.07%	21,711		3	21,16,6
Iowa	27,981	2.50%	27,299	5.00%	25,999		5	14,4,2,2,2
Jackson	32,086	2.50%	31,306	3.00%	30,392	1,213	3	22,6,8
Jasper	41,200	0.00%	41,200	0.00%	41,200		3	4,2,2
Jefferson	32,473	2.50%	31,661	2.00%	31,060		3	5,13,1
Johnson	55,028	3.00%	53,425	2.25%	52,249		5	3,12,12,8,0
Jones	26,279	2.01%	25,761	2.00%	25,256		5	17,3,15,5,1
Keokuk	25,517	1.19%	25,216	3.83%	24,287	600	3	8,3,3
Kossuth	28,109	1.90%	27,585	2.16%	27,002		5	8,14,0,19,6
Lee	26,013	3.00%	25,255	0.00%	25,255	2,500	5	8,6,4,1,1
Linn	75,760	1.88%	74,363	2.25%	72,727		5	2,16,10,4,4
Louisa	25,372	0.00%	25,372	0.00%	25,372		3	4,4,3
Lucas	24,649	1.25%	24,345	3.50%	23,521		3	18,4,0
Lyon	25,234	3.50%	24,361	3.75%	23,500	1,035	5	10,8,6,0,2
Madison	28,736	2.25%	28,104	4.00%	27,023		3	2,2,0
Mahaska	30,880	1.71%	30,360	2.15%	29,720		3	14,0,0
Marion	34,391	1.78%	33,790	2.82%	32,862	1,200	3	5,3,1
Marshall	33,927	0.00%	33,927	0.00%	33,927		3	2,2,4
Mills	29,344	3.00%	28,489	3.00%	27,659		3	8,10,0
Mitchell	34,897	3.00%	33,881	5.28%	32,181	1,200	3	13,7,0
Monona	25,444	0.00%	25,444	0.95%	25,204	355	3	3,3,0
Monroe	28,908	4.59%	27,638	3.37%	26,738	822	3	22,24,4
Montgomery	20,405	3.00%	19,810	3.01%	19,231	500	5	4,6,8,2,4
Muscatine	25,219	2.80%	24,532	0.00%	24,532		5	3,7,9,1,3
Obrien	24,250	0.00%	24,250	3.19%	23,500		5	10,2,1,1,1
Osceola	20,507	0.00%	20,507	0.00%	20,507		5	4,4,1,1,1
Page	30,114	3.00%	29,236	3.00%	28,384	500	3	17,8,14
Palo Alto	25,229	2.00%	24,734	1.50%	24,368		5	12,6,6,6,0
Plymouth	29,910	2.00%	29,324	2.50%	28,610		5	8,6,2,4,7
Pocahontas	25,705	6.20%	24,205	3.00%	23,500	1,000	5	19,22,5,5,0
Polk	101,668	3.00%	98,707	2.01%	96,764		5	10,15,14,12,1
Pottawattamie	39,422	1.50%	38,839	1.50%	38,265		5	2,10,10,4,12
Poweshiek	30,606	0.00%	30,606	1.00%	30,303	500	3	2,0,1
Ringgold	26,132	3.50%	25,248	2.50%	24,632		3	8,0,0

Sac	27,663	0.00%	27,663	3.00%	26,857		3	12,10,0
Scott	40,100	1.78%	39,400	2.07%	38,600	3,000	5	12,2,2,16,8
Shelby	26,874	5.00%	25,594	5.00%	24,375	500	3	10,1,1
Sioux	34,023	3.00%	33,032	3.00%	32,070	2,000	5	13,9,7,7,5
Story	64,757	2.00%	63,488	2.00%	62,244	1,000	3	2,3,13
Tama	27,075	3.50%	26,159	0.00%	26,159		3	18,4,0
Taylor	21,482	0.00%	21,482	3.00%	20,856		3	3,23,1
Union	24,326	2.63%	23,704	3.00%	23,014		3	6,3,3
Van Buren	25,476	0.00%	25,476	2.50%	24,855	863	3	2,2,1
Wapello	34,194	2.25%	33,441	2.00%	32,786		3	5,14,16
Warren	35,761	2.00%	35,061	2.00%	34,374		3	4,2,2
Washington	34,464	0.00%	34,464	2.40%	33,656	1,200	5	4,4,0,0,0
Wayne	24,798	3.50%	23,959	0.00%	23,959		3	3,2,1
Webster	34,697	2.40%	33,884	1.00%	33,549	780	5	4,6,2,1,1
Winnebago	26,845	0.00%	26,845	0.00%	26,845	567	3	5,3,7
Winneshiek	28,099	0.00%	28,099	2.00%	27,548	714	5	10,1,1,1,1
Woodbury	32,185	2.00%	31,554	2.51%	30,781	6,134	5	30,28,8,4,2
Worth	28,613	2.80%	27,834	2.50%	27,155	500	3	5,11,7
Wright	32,480	2.00%	31,844	5.57%	30,162	500	3	20,2,1
State Total	3,096,430	-	3,034,086	-	2,971,400	40,290	375	-
State Average	31,277	2.05%	30,647	2.15%	30,014	1,060	-	-