

Agencies Continue to Work Towards Flattening the Organization

Agriculture

1. The Department of Agriculture is already very lean on management. The Department is already as flat as it can be and still function.
2. During 2011 one employee retired. She was the Office Manager of Cooperative Extension.
3. The Department rehired the Office Manager during April, May, June and July. As of August 1, 2011 no retirees are employed by the Department of Agriculture.

Animal Services

1. The Animal Services Department has had four employees retire, two represented employees and two unrepresented employees. Both of the unrepresented employees, the Executive Secretary and the Administrative Services Officer are critical to the operations of the Department.
2. The Department has re-hired three of the retirees to continue in their prior position and duties until new staff can be hired.

Assessor

1. As a result of budget cuts and an unusually high number of retirements, the Assessor's Office has and will continue to evaluate staffing levels and departmental operations, and restructure the organization to meet statutory obligations and provide mandated services to the public. As part of this process, they have flattened the organization, eliminated positions, reorganized divisions, cross-trained staff, and enhanced their computer systems to improve efficiencies within the office. With respect to flattening the organization, the Assessor's Office has completely eliminated Supervising Appraiser positions (1 management "layer") in both the Standards Division and the Commercial and Industrial Division of the Assessor's Office, and has reduced the number of Supervising Appraiser and Supervision Auditor-Appraiser positions in the Residential and Business Divisions of the office. In addition, they have eliminated Supervising Assessment Clerk positions (1 management "layer") in the Residential and Business Divisions of the office.
2. The Assessor's Office experienced 17 retirements during 2011.
3. The Assessor's Office has rehired 8 retirees.

Auditor-Controller

1. The Auditor-Controller's Office is already extremely flat and understaffed.
2. During 2011 six employees retired.
3. The Department has rehired three retirees on a temporary basis.

Child Support Services

1. The Department of Child Support Services is already very lean on management. The Department is already as flat as it can be and still function.
2. During 2011 thirteen employees retired, including two non-represented positions - the Director and the Executive Secretary.
3. Seven of these retirees returned to their prior positions, including the Director and the Executive Secretary. The other five retirees are providing direct services to clients until such time as their positions can be filled.

Clerk Recorder-Elections

1. The Clerk-Recorder-Elections Department has eliminated one management position with the goal of flattening the organization. A vacant Office Manager position was eliminated after the incumbent transferred to another department.
2. During 2011 eight employees retired and one passed away unexpectedly.
3. In 2011, this department has one Clerk Senior (retired in 2008) that comes in to help at election time. She only comes in to work as a seasonal clerk during large elections. For 2012, the Clerk-Recorder-Elections Department does not plan to employ any retirees, except as short term election help or volunteers (unless one or two key election employees retire before the Nov. 6, 2012 Presidential Election).

County Counsel

1. County Counsel consists primarily of unrepresented management employees who are assisted by clerical staff and one paralegal. A reduction in the number of attorneys would also lead to a reduction in the supporting clerical staff. As a result it is impossible to flatten the department.
2. During 2011 two employees retired. They are one Assistant County Counsel, and one Senior Legal Coordinator.
3. The Department has rehired two Deputy County Counsel retirees on a temporary basis.

Department of Information Technology

1. The Information Technology department has eliminated four management or senior level positions including two Deputy Chief Information Officer positions
2. During 2011 eleven employees retired.
3. Currently, the Information Technology department is employing four retirees.

District Attorney*

The District Attorney has frozen one Assistant District Attorney position, which accounts for a single layer in his management hierarchy, leaving the Department Head, a Chief Assistant, and five Senior Deputies to manage an authorized staff of 168. Five attorneys have retired this year and the department is utilizing seven retirees in various capacities to fill in gaps in staffing, including clerks, attorneys, and investigators.

Employment and Human Services

1. As a result of budget cuts and an unusually high number of retirements, the Employment and Human Services Department has and will continue to evaluate staffing levels and departmental operations, and restructure the organization to meet statutory obligations and provide mandated services to the public.
2. During the 2011 calendar year 121 employees retired.
3. There are 25 employees who are currently working in their same position on a temporary basis until they can be replaced with permanent staff. Filling of many of these positions is on-going.
4. There are an additional 52 employees who are performing similar duties to complete projects that were in process before their retirement, to assist in the transition of key work, train and development of new staff or to handle backlogs due to historical increases in applications and caseloads.

5. Of the 77 temporary retiree staff, 35 are in direct client service positions. The client service positions direct the allocation of federal and/or State revenue for the Department, allowing it to maximize the use of these allocated funds and provide a high level of service to clients.

General Services Department

1. The General Services Department will eliminate the Department Head position and Deputy position as General Services is being merged into Public Works. In addition, by combining certain divisional responsibilities such as Administration, Finance, Real Property, and Real Estate functions, the department anticipates a more effective and efficient delivery method and expects to identify additional divisional areas that can be streamlined, combined or merged to further flatten the organization.

General Services has eliminated 5 management positions in the past three years and does not foresee filling an additional 5 vacant management positions. In addition, in 2010 the Department eliminated a management layer in the organization by not filling the Grounds Manager position upon his retirement. Instead, the Grounds Division was merged under our Facilities Services Division. Also in 2010, the Department eliminated a management layer in the organization by not filling the Custodial Services Supervisor position upon his retirement.

2. During 2011 fourteen employees retired.
3. The Department has rehired four retirees; the department ended one of these retiree assignments January 13, 2012.

Health Services Department

1. The Health Services Department had 203 employees retire during 2011.
2. One hundred seventy-one retired employees have returned to work, all but four performing the same or very similar duties to those they previously performed. Four retirees are performing special projects that are temporary in nature.
3. The Department utilizes a high number of retirees for a number of reasons, including patient care until their positions can be filled, training replacement staff, providing coverage for permanent employees who are on vacation or out sick.
4. The Health Services Department has and will continue to evaluate staffing levels, span of control and departmental operations, and restructure the organization to meet statutory obligations and provide mandated services to the public. With the implementation of Health Care Reform, the Department is committed to providing high quality service with the proper staff size and organizational structure.

Human Resources

1. Human Resources eliminated the Chief of Labor Relations position in order to restructure and flatten the supervisory layers in the department.
2. Human Resources had one retirement in 2011.
3. The number of retirees hired back during the year fluctuated from 1 to 2 to assist with training in Labor Relations and Open Enrollment in the Benefits Unit.

Library

1. The Contra Costa County Library Department has eliminated four management positions in an attempt to flatten the organization. They are Assistant County Librarian, Administrative Services Assistant III, Personnel Services Assistant III, and Reading and Literacy Manager.
2. During 2011 nine employees retired.
3. In 2011 the Library did not employ any retirees. For 2012, the Library has not and does not expect to employ any retirees.

Probation*

Over the last several years, budget cuts have required Probation has reorganized its management team. Senior management was reduced from three Chief Deputy Probation Officers to one. Middle management has been reduced by eliminating the Superintendent level and consolidating those duties among three Director positions. The department also eliminated an Administrative Services Assistant position in its Fiscal Unit while taking on new responsibilities for revenue collection upon the closure of the Office of Revenue Collection.

Probation utilizes retiree help in limited circumstances. For example, the department has at any time between 5-10 retirees who serve as temporary Probation Counselors to provide coverage at the detention facilities for vacation, sick leave and peak workload, thereby avoiding costly overtime. They currently also have one retired clerk helping out.

Public Defender

The Public Defender has eliminated two Chief Assistant Public Defender positions and one Assistant Public Defender position. She is holding one additional Assistant Public Defender position vacant in order to meet her budget target; the duties of this position are being covered by a retired public defender who is working part time. The entirety of the Public Defender management team now comprises the Department head and four Assistant Public Defenders; this team manages the Public Defender and Alternate Defender (first level conflict) divisions.

The Public Defender employs three retirees: two attorneys including the one mentioned above, and one clerk who is covering an assignment until a permanent replacement can be recruited.

Public Works

1. Public Works is looking at the merged department structure with General Services in an effort to streamline the Public Works divisions while providing the services that General Service divisions are responsible for. By combining certain divisional responsibilities such as Administration, Finance, Real Property and Real Estate functions, Public Works anticipates a more effective service delivery. Public Works has eliminated 17 management positions in the last 3 years. In addition, they left some positions vacant while they determined the best organizational structure as part of the merge with General Services. Public Works has created efficiencies by not backfilling a Deputy Director position upon retirement of staff from this position in 2010. They also created efficiencies by combining two divisions into one creating a Design/Construction Division. In addition, by merging with the General Services Department, efficiencies will be realized by eliminating one Department Head and a Deputy position. Previously Public Works had one Department Head and four Deputies and General Services had one Department Head and two Deputies. They will now have one Department Head and four Deputies with the merged Department.
2. The Public Works Department had 12 retirements in 2011. They also had 12 retirements in 2010.
3. The number of retirees that have worked at Public Works has fluctuated slightly throughout the year, ranging from seven to ten. Public Works currently has 8 retiree employees.

Risk Management

1. The basic structure of Risk Management has remained the same as it is a small division of the County Administrator's Office. However, in an effort to restructure the training activities in the department, all of the Assistant Risk Managers are now tasked with training activities.
2. Risk Management had 7 retirements, 1 resignation and 1 transfer. In total, the department lost 9 employees in 2011.
3. Risk Management rehired the Rehabilitation Counselor and is attempting to replace the position as it is required by law.

Sheriff-Coroner*

1. The Sheriff is in the process of reorganizing his management ranks and has frozen four Commander positions and plans to add three Assistant Sheriff positions in order to flatten his management structure. Also various civilian management/supervisory positions have been unfunded and their duties consolidated and assigned to remaining staff due to budgetary constraints and organizational flattening.
2. The Sheriff currently has 42 deputy sheriffs appointed in a per diem status (on-call) that provide instruction at the Law Enforcement Training Academy and coverage in court security and other areas in lieu of overtime.

Treasurer-Tax Collector

1. The Treasurer-Tax Collector's Office has eliminated three management positions in an attempt to flatten the organization. They are Property Tax Business Systems Manager, the Treasurer's Accounting Officer and the Executive Secretary positions.
2. During 2011 seven employees retired.
3. In 2011, the Treasurer-Tax Collector's Office rehired five retirees but their employment terminated on December 31, 2011. For 2012, the Treasurer-Tax Collector's Office does not employ any retirees.

Veterans Service Department

The Veteran Services Department is a very small department. There are only six employees including the Director/County Veterans Service Officer (CVSO). All six employees provide direct services to clients, including the CVSO, who carries a caseload. Two of these employees retired in 2011 and both positions were backfilled. There are no retirees who are currently working as temporary employees for the Department.

**It should be noted that these department heads have been in their positions for about one year during which time they have been assessing the effectiveness of the organization they inherited to inform future decisions on organization.*