

Memo:

To: Seth Crawford, County Judge
Jerry Brummer, County Commissioner
Brian Barney, County Commissioner

From: Andy Parks, GEL Oregon, Inc.

Date: January 10, 2023

Re: Potential change in governance structure and administrative officer position

Thank you for taking the time to review the materials provided to you, give consideration to the information, form your thinking on the issues, providing your initial thoughts and discussing those with me.

Please find attached an update to the information distributed earlier. Specifically, I aggregated your thoughts for each of the qualifications and key responsibilities of a top administrative position for similar size counties and counties with similar growth during the past decade. Additionally, information for the City of Prineville is included. I also provided a consensus column to indicate where I believe the three of you are aligned, with comments below specific responsibilities to clarify information or note additional discussion is needed and what the discussion may focus on.

At a high level there is consensus to two key issues:

1. Change from a County Court to a Board of Commissioners
2. Incorporate a County Administrator position into the organization

There is also a high degree of consensus around the experience and education requirements for the position and many of the key responsibilities for the position. Where a lack of consensus exists there appears to be a willingness by each of you to discuss the issue further and openness to different approaches.

Responses include Y for yes, N for No, and if numbers are provided, they reflect the following related to the responsibility:

1 – Must include; 2 – Desired; 3 – Neutral; 4 – Do not desire; 5 – Must exclude

I will distribute a draft job description and organization structure this week for your review. I will plan to review the attached schedule, draft job description and draft organization structure in the next week as well as get your thoughts on next steps and process.

Schedule of Qualification and Key Responsibilities of Chief Administrative Officer Positions
January 2023

Description	Morrow	Curry	Hood River ¹	Jefferson	Union	Wasco	Tillamook	Polk	Deschutes	Prineville	Crook	1	2	3	Consensus
Population (000s)	12	23	24	25	26	27	27	87	187	11	25				
% Population changes 2010-2020	9 %	5 %	7 %	13 %	2 %	6 %	9 %	16 %	26 %	18 %	18 %				
County rank in Oregon	14	26	18	5	32	23	17	3	1	N A	2				
County Manager/Administrator/Officer	CA	CA	CA	CA	AO	AO	AO	CA	CA	CM		CA	CA	CA	CA
Reports to Board of Commissioners (BC), City Council (CC), County Court (C)	B C	B C	B C	B C	B C	B C	B C	B C	B C	C C		BC	BC	BC	BC
Reporting positions AA - All appointed AD - Administrative; Finance, IT, HR, Buildings/grounds, Risk Management EC - Excludes legal counsel CS – Central Services – admin, personnel, and accounting CD – Community Development CO – Coordinates and integrates activities of all other County departments	A A	A A , E C	A A , E C	C S C D	C S	N o n e	-	C S C O	A D C O	A A		CS CO 2	CS EC	AD CO incl ud es leg al	AA*
*Per conversations, each of you desire a CA, with appointed directors to report to the CA, with more direct oversight/coordination of the administrative functions, with one exception, legal. One of you desires legal to report to CA, one would like legal to report to the Board, and one is flexible. This needs further discussion.															
Qualifications															
Years exp	5	10	-	3	5	5		5	10-12	8		5-10	5-10	5-10	5-10
Education - Degree BS – Bachelor of Science BA – Bachelor of Arts Md – Masters Degree All note business, public administration or related field	B A / B S	B A / B S	B A / B S	B A / B S	B A / B S	B A / B S		B A / B S	M d B A / B S	B A B S		BS BA	BS BA	BS BA	BS BA
Additional education preferred – same as degree	M d	M d	-	M d	M d	M d	-	M d	-	-		N	N	N	N
Combination of education and experience	Y	N	Y	-	Y	Y	-	Y	N	Y		Y	Y	Y	Y
Consistent responses, including experience more important than education.															

¹ Hood River County has 5-member board of commissioners

Key Admin Functions	Morrow	Curry	Hood River²	Jefferson	Union	Wasco	Tillamook	Polk	Deschutes	Prineville	Crook	1	2	3	C
Role with agenda preparation P – Prepare Pa - Participates PM – Prepare and manage A – Assists C - Contributes D – Directs preparation	A	P M	D	C		P a		C		P		PM	P C	Pa C A	P
Consensus with preparation. Where there is lack of consensus is final authority over the agenda. There is consensus that Board Chair runs the meeting. There is a lack of consensus that the BC should be the final authority on the agenda. My suggestion is that the CA position prepares and manages the agenda seeking feedback from all board members. If any board member wants an item on the agenda, it stays on the agenda. The CA would decide where on the agenda items go, e.g., consent vs discussion. Additionally, the CA, collaborating with the BC, would periodically modify agenda format. Review/update/modification to agenda format generally occurs at the beginning of the term of a board, if there are any changes to the board members.															
Drafts resolutions, ordinances and rules upon direction of board D – Drafts W – Works closely with in the development of			D		W							W	D	W	W
Provides advice and recommendations to the board	Y	Y	Y			Y			Y	Y		Y	Y	Y	Y
Management analyst – prepares reports and recommendations	Y			Y				Y	Y	Y		Y	Y	Y	Y
Special projects O – Oversight P – Perform C - Coordinate	C		O C	P C	C	P C		C	O P C	O P C		PC	3	C	OP C
After discussions with each of you, I believe the CA in performing their duties would provide oversight to ensure special projects are completed consistent with timing and scope, may coordinate certain projects, e.g., the IT strategic plan presently underway, and in some cases may perform the work. Ideally, performing special projects would be the exception.															
Goal development; short- and long-term DF – Directs and facilities development S - Support Board of Commissioners C – Coordinates efforts	S		S			C			D F	D F		DF	3	S F	SF
Implement goals – develop objectives and strategies, oversee development of individual department plans in support of board goals. Reporting to board C – Coordinates efforts	Y	Y	Y			Y C			C	Y		Y	Y	Y	Y
CA to ensure Board has goals through support and facilitation. CA to implement board goals.															
Ensure development of individual department plans-conduct analysis/performance	Y		Y			Y				Y		Y	Y	Y	Y

² Hood River County has 5-member board of commissioners

Description	Morrow	Curry	Hood River ³	Jefferson	Union	Wasco	Tillamook	Polk	Deschutes	Prineville	Crook	1	2	3	C
CA to ensure individual departments develop plans; ensure board supports; reporting to board on progress. This is a continuation of the incremental progress made during the past few years. This should accelerate.															
Perform executive level duties; organization planning, leadership and administrative work	Y	Y	Y	N		Y			Y	Y		Y	Y	Y	Y
Collaborate with/facilitate board, department directors; policy, admin support to board	Y	Y	Y			Y		Y	Y	Y		Y	Y	Y	Y
Facilitates communication and decision making between departments and board	Y		Y			Y		Y	Y	Y		Y	Y	Y	Y
The above are typical functions for a CA. What needs to be understood is that the CA is facilitating/collaborating between staff and the board, not individual board members.															
Represents County with: M – Media LO – Local organizations LC – Legislative committees PA – Public Agencies PI – Public information to citizens PO – Private organizations CP – Channel public information IG – Intergovernmental relations AC – Advisory committees WS – Website	M P I L O		I G M I P E C L O A C W S							A I		All	All	BC*	pe ndi ng
This requires further discussion. * BC – Board chair															
Administer foreclosure program	Y	-	-	-	-	-	-	-	-	-		N	N	N	N
Budget Officer	Y	Y	Y	N	Y	N	Y	N	N	Y		Y	Y	Y	Y
Personnel management FA – Full authority all appointed staff (hire/fire, grievance, approve leave, disciplinary actions, training, etc) administer pay and performance, labor agreements and relations, etc. PA – Authority limited to directors and assigned staff CS – Oversight limited to central services (admin, personnel and accounting) – administer aspects of insurance programs CB – Represents organization in collective bargaining DH – Presides over periodic department head meetings	P A	F A	F A	C S C B	C S C B	C B P A		C S C B D H	C C F A			FA	PA CB DH DR FA	CS DH	FA
The role of individual board members and or the board as a whole in hiring firing decisions needs further discussion. I believe each of you have expressed flexibility in this area.															

³ Hood River County has 5-member board of commissioners

Description	Morrow	Curry	Hood River ⁴	Jefferson	Union	Wasco	Tillamook	Polk	Deschutes	Prineville	Crook	1	2	3	C
Administrative planning and coordination of day-to-day operations – works closely with elected officials and department heads on specific assignments				Y		Y			Y	Y		Y	Y	Y	Y
Serve as liaison with elected directors	Y	Y							Y	N A		2	3	2	2
Facilitates work sessions					Y					Y		3	5	4	N
Consensus that the roles of CA and board would be the same at work sessions as regular meetings.															
Responds to various problems identified by the Commissioners, work with department heads to solve specific problems, research, etc.					Y			Y		Y		Y	Y	Y	Y
Coordinates activity with County counsel, Sheriff, District Attorney and Judges			Y							N A		2	3	3	3
The consensus is for CA to stay informed of court related activities, and ensure board is kept informed.															
Purchasing Agent			Y							Y		2	2	4	2
Per discussion this role would be defined within the County's purchasing policy.															
Administrative regulation and policies P – Prepare A – Administers		P		A						P A		PA	PA	A	PA
The CA would ensure regulations and policies are prepared, consistent with Board direction, and administered consistent with regulations and policies adopted by the Board.															
Serve as liaison with Board	Y								Y	Y		Y	?	Y	Y
The CA to ensure communication between staff and the Board occurs timely and responsively. Same with community members, organizations, legislators, etc.															
Management of specialized functions ED – Economic Development CG – Contracts and grants RM – Risk management PM – Property management		E D C G R M P M							C G	A I L		Y	Wit h help fro m lega l	RM CG	RM CG PM
ED – to be further discussed. CA will coordinate with all departments to ensure appropriate management/oversight execution of contracts, grants, risk management and property management															

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