



Aitkin
County

Board of County Commissioners Agenda Request

3B
Agenda Item #

Requested Meeting Date: December 19, 2017

Title of Item: Organizational Study

<input checked="" type="checkbox"/> REGULAR AGENDA	Action Requested:	<input type="checkbox"/> Direction Requested
<input type="checkbox"/> CONSENT AGENDA	<input type="checkbox"/> Approve/Deny Motion	<input checked="" type="checkbox"/> Discussion Item
<input type="checkbox"/> INFORMATION ONLY	<input type="checkbox"/> Adopt Resolution (attach draft)	<input type="checkbox"/> Hold Public Hearing* <i>*provide copy of hearing notice that was published</i>

Submitted by: Jessica Seibert	Department: Administration
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Presenter (Name and Title): Jessica Seibert, County Administrator	Estimated Time Needed: 20 to 30 minutes
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Summary of Issue:

At Tuesday's meeting Gary Weiers with David Drown Associates will give an Organizational Study presentation to the Board.

Alternatives, Options, Effects on Others/Comments:

Recommended Action/Motion:

Financial Impact:

Is there a cost associated with this request? Yes No

What is the total cost, with tax and shipping? \$

Is this budgeted? Yes No *Please Explain:*



DDA

Human Resources, Inc.
a David Drown Associates Company

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Sent via email only

November 27, 2017

Jessica Seibert
County Administrator
Aitkin County
217 2nd Street NW
Aitkin, MN 56431

Dear Ms. Seibert,

As per your request, DDA Human Resources Inc. is providing you a proposal to conduct an organizational study for Aitkin County.

This planning effort would be designed to help the County Board determine the future organizational structure for the County. The detailed evaluation process is outlined in the attached proposal.

Upon completion of the process, a comprehensive report will be prepared which includes the following components:

- Background information
- Current operational summary
- Organizational options
- Financial modeling of each option
- Recommendations
- Implementation strategies

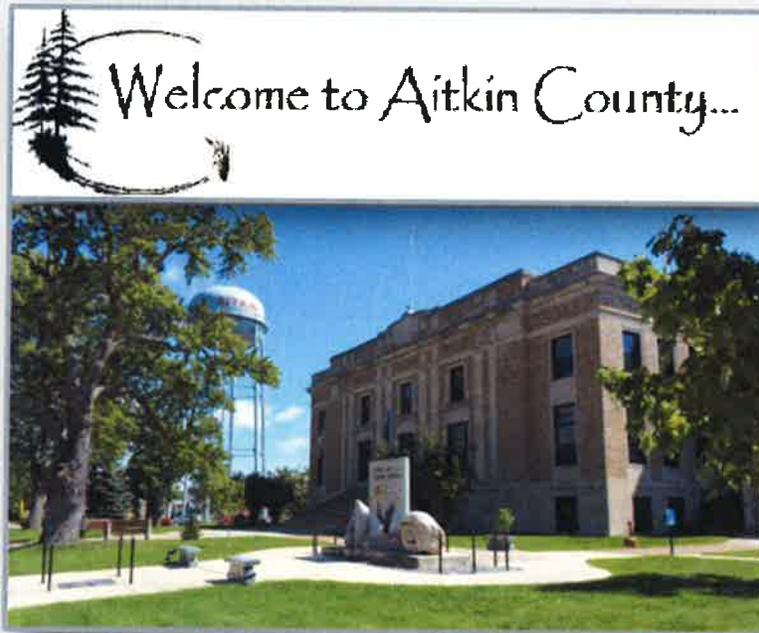
If you need any additional information, please let me know. Thank you for your interest in this service.

Sincerely,

Gary Weiers
DDA Human Resources, Inc.

Enclosure

DDA HUMAN RESOURCES, INC.



PROPOSAL FOR AITKIN COUNTY ORGANIZATIONAL STUDY

NOVEMBER 27, 2017



DDA

Human Resources, Inc.
a David Drown Associates Company

CONTENTS OF THE PROPOSAL

◆ Description of the Firm	◆ Process Details
◆ Approach to the Process	◆ Items Addressed in the Analysis
◆ Service Team	◆ List of Organizational Study Clients
◆ Timeline	◆ Fee

DESCRIPTION OF THE FIRM

For 20 years, David Drown Associates (DDA) has provided Financial Solutions, Tax Increment Financing, Economic Development, Executive Searches, Organizational Studies and other services to cities and counties throughout Minnesota. With over 450 local government clients, we have a deep understanding of the workings of local government in Minnesota. Therefore, we comprehensively understand the unique challenges faced by local governments especially in greater Minnesota where we do the vast majority of our work.

APPROACH TO THE PROCESS

Our approach to conducting this analysis will be to help Aitkin County determine the most cost effective and highest quality organizational structure. We will comprehensively assess the current departmental structure, examine other similarly situated county structures, interview employees selected by the County, review financial information, and develop recommendations and implementation strategies to assure a cost effective, customer oriented service delivery system.

Communication with the County is a high priority. In addition to being on site a significant amount of time, regular updates via phone or email will be provided to the County at every stage of the process.

SERVICE TEAM

Gary Weiers

Our team will be led by Gary Weiers. He joined DDA in 2013 and has conducted nearly 50 executive searches and numerous organizational studies. Prior to joining DDA, Gary had over 20 years of county government management experience, the last 11 years as County Administrator in Rice County. Prior to becoming Administrator, Gary served as the Social Service Department Director in Rice County and worked as a Social Service Supervisor in Mower County and Sherburne County. Gary received his bachelor's degree from the University of St. Thomas and has honed his skills by working his way up from an entry level social worker position to be the head of a \$50 million organization with over 350 employees.

Gary will be assisted by Assistant Consultant Liz Judd, but the vast majority of work will be directly performed by Gary. Gary will be the only person that you will see during the course of this study.

Liz Judd

Liz is an Assistant Consultant that provides support and assistance within our Human Resources Division. Since joining DDA in 2015, Liz has been involved in numerous executive searches and other organizational studies. Liz will assist with information gathering and assembling data during this process.

TENTATIVE TIMELINE

This timeline is tentative. The final timeline will be set after the County Board's decision to proceed.

ITEM	TASK	COMPLETION DATE
Discussion of Proposal with County	Review Proposal with Board	December 19, 2017
Decision by County Board to proceed		January 9, 2018
Step 1: Review work plan	<ul style="list-style-type: none"> ◆ Meet with County designated Committee <ul style="list-style-type: none"> ◆ Review the scope of the analysis ◆ Review timeline and work plan 	January 24, 2018
Step 2: Information gathering	<ul style="list-style-type: none"> ◆ Review current table of organization ◆ Study County budget ◆ Review financial statements ◆ Review all applicable job descriptions ◆ Review applicable collective bargaining agreements ◆ Review all County facilities ◆ Study other pertinent information 	February 9, 2018
Step 3: Information gathering meetings	<ul style="list-style-type: none"> ◆ Meet individually with key staff <ul style="list-style-type: none"> ◆ All department heads ◆ All County Commissioners ◆ Key departmental management staff ◆ Other staff as designated by the County ◆ Others as determined by the County 	February 9, 2018
Step 4: Comparisons	◆ Review organizational structure for similarly situated counties	February 9, 2018
Step 5: Information analysis	◆ Review all collected information	February 23, 2018
Step 6: Review initial findings	◆ Meet with the Administrator and others to review preliminary findings	March 2, 2018
Step 7: Report	<ul style="list-style-type: none"> ◆ Complete report ◆ Submit to County for final review 	March 16, 2018
Step 8: Presentation of report	◆ Meet with County Board to present report	March 27, 2018

PROCESS DETAILS

Step 1: Review Scope

Meet with the Committee and Administrator for the following purposes:

- ◆ Review project scope
- ◆ Review project timeline
- ◆ Refine work plan to ensure it meets the expectations of the County

Step 2: Information Gathering

During this phase of the project, a substantial amount of pertinent data will be collected for additional review. Data that will be gathered includes:

- ◆ Table of organization
- ◆ Budget
- ◆ Financial statements
- ◆ Any applicable previous studies that have been done
- ◆ Job descriptions of all relevant positions
- ◆ Facility information
- ◆ Other information determined by the County
- ◆ Collective Bargaining Agreements
- ◆ Other relevant information

Step 3: Information Gathering Meetings

Individual meetings with approximately 40 people will take place. These discussions will focus on:

- ◆ Effectiveness of current structure
- ◆ Issues with current structure
- ◆ Level of efficiency with current structure
- ◆ Possible organizational structure ideas
- ◆ Obstacles to implementing change
- ◆ Other topics

Step 4: Comparative Data Gathering

Assemble and analyze data from other county structures that are similarly sized, organized, and situated.

Step 5: Information Analysis

Review of the information gathered in Steps 2-4 will take place. This will include a detailed analysis of the current structure and other possible organizational structures along with financial modeling of the options.

Step 6: Review of Initial Findings

An outline of the information will be shared with the Committee, and then DDA will meet with them to review data, options, and financial ramifications. After review, the Committee will provide feedback prior to the development of a final report.

Step 7: Report

After receiving feedback from the Committee, DDA will prepare a comprehensive report including the following components:

- ◆ Background information
- ◆ Current operational summary
- ◆ Organizational options
- ◆ Financial modeling of each option
- ◆ Recommendations
- ◆ Implementation strategies

Step 7: Presentation of Report

DDA will meet with the County Board to present the final report with recommendations.

LIST OF COMPLETED ORGANIZATIONAL STUDIES

Year	Entity	Type of Project
2014	Steele, Waseca and Dodge County Service Delivery Authority	Merger of three County Human Services Departments
2014	City of Lester Prairie	Administrator Planning
2015	City of Pequot Lakes	Administrator Planning
2015	City of Gaylord	Organizational Study
2015	Cities of Independence/Maple Plain	Merger Study
2015	Stearns County	Social Services Department Analysis
2015	City of Northfield	Public Works Organizational Study
2015	Murray County	Organizational Study
2016	City of Crosby	Organizational Study
2017	McLeod County	Organizational Study
2017	City of Nisswa	Administrator Planning
2017	City of Big Lake	Organizational Study
2017	City of Maple Lake	Organizational Study
2017	Chisago County	Organizational Study

FEES

The all-inclusive fee for this service is \$23,000. This includes all consultant expenses and any other related costs to provide the services listed in this proposal.