

Cochise County

Board of Supervisors Planning Retreat

January 31, 2012

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Purpose

- Solicit thoughts and feedback from BOS
- Administrative focus
 - Accountability
 - Customer Service



Overview

- Strategic Plan
 - New Future - Approach
- Budget overview (CCF – Review and Projections)
- Human Resource Issues (Policies and Comp Plan)
- Road Construction Projects



Strategic Plan

- **Vision**

“Cochise County fosters diverse, vibrant and safe communities, planning for the future while honoring our legendary cultural heritage.”

- **Mission**

“Cochise County provides regional leadership and effective, high-quality services with personal and professional integrity.”



Goals

“What” Goals

- Public Safety and Justice
- Health and Wellbeing
- Environment and Land Use
- Infrastructure Management

“How” Goals

- Customer Service Excellence
- Fiscal Responsibility
- Quality Workforce



Strategic Plan

- Progress
 - **Infrastructure Management**
 - **Customer Service Excellence**
 - **Fiscal Responsibility**
 - **Quality Workforce**



Changing the Culture

"Reality is merely an illusion, albeit a very persistent one."

"Insanity: doing the same thing over and over again and expecting different results."

Albert Einstein



New Future Concept

- Consider “Do Nothing” approach
 - Are we meeting Public Expectations?
 - Can we sustain current level of effort long term?
 - Will revenues ever come back to previous levels?
- Different approach
 - Tied to Strategic Plan
 - Develop New Future Concept



New Future Concept (Cont'd)

- Need to understand Public's Expectations
 - Macro vs. Micro
 - Continuously changing
- Develop flexible organization
 - To meet Public's ever changing expectations
 - Cannot continue to approach the traditional way
 - Cannot sustain the “do more with less” mentality
 - Employees are the key; create quality workplace
 - We can help chart the future
- Traditional revenues will not increase substantially
 - Search for other sources?



New Future Concept (Cont'd)

- Challenges/Opportunities
 - No additional staff
 - Task Sharing
 - Innovation – provide safe environment
 - Rethink how we do things
 - Rethink what we do
 - Measurement (Budget, HR Metrics)
 - Flexibility (Code of Ethics provides boundaries)
 - Turnover/Retirements
 - Project Team approach – matrix management
 - Transparent
 - Circling back to public expectations



New Future (Examples)

- We have already had many successes
 - Budget shortfalls
 - New World Implementation
 - Merit Rules/HR Policies Updates
 - Business Friendly Task Force
 - CCI Implementation – Treasurer’s Tax Bills
 - Cost Savings Program
 - Supervisory Training
 - Approach to Indigent Defense
 - Early Resolution Court
 - Wellness Screenings
 - Fires – County Responsiveness
 - Fair
 - Website
 - Water Recharge Project
 - Land Sale



New Future Implementation

- BOS Buy-in
- Elected Officials
- Dept Directors
- Leadership Team
- Employees
- Public

- Army of Believers

- Other challenges
 - Too large a change too fast
 - Control (silo) issues



New Future Training/Education

- Need to articulate everyone's role/responsibility
 - Elected Officials – Individual discussions
 - Department Director – Regular Meetings
 - Supervisor (Leadership) – Ongoing Training
 - All employees – Meeting/training
 - Roundtables specific to work units/departments
- Articles and speakers bureau
- County 101



Budget – Issues/thoughts

- FY 10/11
 - Closed year \$1.2M over projections (black)
- FY 11/12 projected to be on target
 - Jail costs up
 - Indigent Defense costs up (capital cases)
 - SW Recycling Revenues down
- Concern over VLT Revenue
- Prisoner shift still uncertain (\$1.1M)
- Need for Jail Expansion
- Need for Joint Communications Center



Human Resource Issues

- HR Policies
 - Dept Director and Elected Official Comments
 - Resign to run
 - Nepotism
 - Hounshell Case
 - Compliance with policies
 - Potential exposure
 - Schedule for Consideration – Feb 14



Compensation Plan

- Need to continue addressing
 - Approx. 12% below market (\$3.9M)
 - Employees have gotten us to this point (success)
 - Concern over looming turnover/recruitment
 - Tie to performance of individual and organization
 - Have many employees working out class
 - Special Work Assignments
 - Need to make permanent



Comp Plan (Cont'd)

- Change strategy for compensation
 - Part base adjustments
 - Part one-time distributions
- Some cost of living increases built into budget?
- Performance based increases
- Current shortfall to address “market” ~ \$3.9M
 - Estimated cost is for all funds
 - Define market by position (not traditional)
- Continue funding Comp Plan
 - ~ \$1M in base (\$200k budgeted)
 - ~ \$1.2M in one-time distribution – performance (\$1M budgeted)



Comp Plan (Cont'd)

- Approach and Challenges
 - Continue sweeping salary savings (about \$750k)
 - Performance Evaluations required
 - May not be completed in all areas
 - Oversight of all areas
 - Philosophy of distributions
 - Across the board
 - Amounts for same level of performance
 - Economy may not rebound
 - Sustainability
 - Multi-year funding



Road Projects

- Continue emphasis on Annual Work Plan
 - Maintenance Chip Seal
 - Ongoing maintenance/projects
- Projects currently under development (BOS Direction)
 - Gleeson Rd. (\$500k) – East 2 miles
 - Under construction – May 2012
 - Noland/Foothills Rds. (\$1M) – North and South 2 miles
 - 4 miles total
 - Under construction – May 2012
 - Moson Rd. (\$1M) – Drainage projects under development
 - Reviewing approach – possible design-build
 - Construction – Summer 2012



Road Projects - Approach

- Contract – bids
 - Gleeson and Noland/Foothills Roads
 - Separate contracts
 - Base bid
 - 1 mile Earthwork
 - Add Alternates
 - 1 mile Chip Seal
 - 2 miles Earthwork and Chip Seal
 - Moson Road Drainage
 - Possible design-build or other alternative delivery method
- Pilot – Use for future projects



Roads – Approach/Risk

- No traditional plans and specifications
 - Partnership – we do some, they do some
 - Giving general direction to contractor
 - Risk of change orders
 - Field Engineering solutions
 - Risk of exposure (lack of “design”)
- Choose not to perfect R/W
 - Establishment of County Highway (expend public \$)
 - No increase in footprint
 - Assume right to be there (RS 2477, State Lands)
 - Risk of property owners wanting compensation



Roads – Funding

- Use existing HURF CCF ~ \$6.7M
 - O&M Reserves (45 Days) \$ 1M
 - Equipment Replacement Reserve \$ 700k
 - Materials Reserve \$ 500k
 - Fuel & Labor Reserves \$ 1.2M
 - Capital Projects \$ 1.6M
 - Unrestricted Cash \$ 1.7M
- Total Reserves (FY 11/12) \$ 6.7M
- Allocate CCF to Road Projects
 - \$2.5M FY 11/12 (Previous Direction from BOS)
 - \$2.0M FY 12/13



Administrative Priorities

- Implementation of New Future
 - Strategic Plan
- Continuing with original direction
 - Accountability at all levels
 - Customer Service
- Administrative Work Plan
- Feedback



Summary

- BOS direction:
 - Comp Plan \$ 2.2M (\$1.2M budgeted)
 - Road Projects \$ 4.5M (\$2.5M budgeted)
 - Admin Priorities

