



COUNTY ADMINISTRATOR

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TO: Barbara Levin Bergman, Chair
Ways & Means Committee

THROUGH: Robert E. Guenzel
County Administrator

FROM: Trenda Rusher, Director
Employment Training/Community Services

DATE: July 1, 1998

SUBJECT: Organizational transformation and elimination of positions in order to conform with state funding levels and improve programmatic and administrative efficiencies.

Board Action Requested:

The ETCS Group is requesting approval of the organization transformation and elimination of positions within the Employment Training and Community Services (ETCS) Group in order to conform with state funding levels and improve programmatic and administrative efficiencies

Background:

In 1993, the Employment Training and Community Services Group evolved through the merger of the Community Services Agency Division and the Job Training Division. That merger began a series of administrative and programmatic changes intended to reduce costs and coordinate services in a more comprehensive manner. To date, the merger has been successful. and greater programmatic and administrative efficiencies have ensued.

The 1998/99 workforce development funding levels have decreased and lowered the amount of administrative dollars for staff. In addition, a variety of state mandates requiring outsourcing and a "one-stop" service delivery system have necessitated ongoing realignment and organizational transformation. As a result, ETCS Group has reduced its overhead costs including the elimination of 27 position in the last two years or a staff size reduction of 28%.

The County has been working with ETCS Group to assist improvements in the fiscal and transportation areas.

Discussion:

The ETCS Group must undergo further organization transformation by a) reducing the costs of doing business b) reducing administrative overhead, and c) enabling ETCS to support 100% of their indirect costs, and d) realignment of function of duties. The proposed organization restructuring chart is attached and demonstrate an internal transfer of functions within the department focusing on reduction of workforce development administration and restructuring of emergency services and community and economic development.

Impact on Human Resources:

Elimination of the following positions:

-

Effective August 14, 1998

Position Position

Number Title Grade Group Create Eliminated

3163-0002 Program Manager 31 32 1.0

Effective September 30, 1998

Position Position

Number Title Grade Group Created Eliminated

2047-0001 Compliance Specialist 20 12 1.0

1537-0010 Human Services Spec I 15 12 1.0

1537-0001 Human Services Spec I 15 12 1.0

1445-0001 Customer Satisfaction Survey 14 12 1.0

Specialist

-
Effective December 31, 1998

Position Position

Number Title Grade Group Created Eliminated

1725-0002 Family Resource Assistant I/II 19 12 1.0

(Transportation Coordinator)

-
Total elimination of 6.0ftes.

Impact on Budget:

Earlier in 1998, the ETCS administration group identified a \$358,000 shortfall that would be incurred in 1998 and for each fiscal year thereafter if adjustments were not made to the overall operation of ETCS.

For 1998 the identified shortfall will be met by position eliminations with various effective dates, the cost (\$88,000) of the Harriet Street lease to be assumed permanently by the general fund and the general fund to commit an additional \$120,000 to ETCS to eliminate the projected shortfall. Also for 1998 ETCS has received notice that they will receive additional CSBG funding of \$73,000. Any surplus will be applied to their deficit elimination plan payment.

Approval of position eliminations will result in cost reductions totaling \$110,671 for the partial year 1998 and \$367,006 on an annual basis beginning in 1999. Cost savings were realized in three specific program areas, Head Start transportation, emergency services and Workforce Development administration. The costs reductions for each program area are:

1. 1999

Headstart Transportation: \$50,000 \$149,044

Emergency Services \$19,501 \$ 53,283

Workforce Development Admin. \$41,170 \$164,679

Total Savings \$110,671 \$367,006

Impact on Indirect Costs

ETCS will support 100% of their indirect costs. Without the requested modifications ETCS would only be able to pay 47% of their indirect costs.

Impact on other County Departments or Outside Agencies

The requested Board action has no impact on other County Departments or outside agencies.

Conformity to County Policies:

The Washtenaw County Workforce Development Board has reviewed this matter; the County Administrator's Office, Corporation Counsel, Finance, Human Resources, and the Ways and Means Committee. The requested Board action is in conformity with County Policies

Attachments/Appendices:

ETCS Group Organization Charts

A RESOLUTION APPROVING ORGANIZATION TRANSFORMATION AND ELIMINATION OF POSITIONS WITHIN THE EMPLOYMENT TRAINING AND COMMUNITY SERVICES (ETCS) GROUP IN ORDER TO CONFORM WITH STATE FUNDING LEVELS AND IMPROVE PROGRAMMATIC AND ADMINISTRATIVE EFFICIENCIES

WASHTENAW COUNTY BOARD OF COMMISSIONERS

August 5, 1998

WHEREAS, the Employment Training and Community Services (ETCS) Group has completely (administratively and programmatically) merged and integrated its community services and workforce

development programs into one functioning County Department, and

WHEREAS, the merger has produced greater administrative and programmatic efficiencies of the ETCS Group, and

WHEREAS, these efficiencies are demonstrated in the continuous improvement and effectiveness within the ETCS Group through a high of

94 permanent full time employee in 1996 to 67 permanent full time employees in 1998, and

WHEREAS, the 1998 workforce development funding levels have decreased and lowered the amount of administrative dollars for staff, and

WHEREAS, County transportation services have undergone realignment, which impacts Head Start transportation, and

WHEREAS, under the fully integrated approach to ETCS Group Service Delivery System, an enhanced coordination of support and emergency services is necessary, and

WHEREAS, this organization transformation is necessary to bring the ETCS Group successfully into the 21st century by a) reducing the costs of doing business, b) reducing administrative overhead, c) enabling ETCS to support 100% of their indirect costs, and d) realignment of functional duties, and

WHEREAS, this organization transformation will support the ETCS Group's Business Improvement Plan to conform with the County's Guiding Principles, and

WHEREAS, the following areas in overall ETCS department function have been reviewed for realignment, and:

Transportation Services

Workforce Development Administration

Community and Emergency Services Administration

WHEREAS, effective in 1998 the Washtenaw County general fund will assume responsibility for the payment of the lease at Harriet Street, Ypsilanti MI. and will provide additional funding to ETCS in the amount of \$120,000 and;

WHEREAS, this matter has been reviewed by the Washtenaw County Workforce Development Board, the Washtenaw County Community Action Board, the County Administrator's Office, Corporation Council, Finance, Human Resources, and the Ways and Means Committee

NOW THEREFORE BE IT RESOLVED that the Washtenaw County Board of Commissioners hereby approves eliminating the following positions within the ETCS Group:

Effective August 14, 1998

Position Position

Number Title Grade Group Create Eliminated

3163-0002 Program Manager 31 32 1.0

Effective September 30, 1998

Position Position

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(Transportation Coordinator)

Total elimination of 6.0ftes.

BE IT FURTHER RESOLVED that the Board of Commissioners hereby authorizes the Administrator to approve all funding and budget adjustments in conformity with this resolution

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