



# County of El Dorado

## Chief Administrative Office

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To: DOT Employees

From: Terri Daly, Chief Administrative Officer

RE: Proposed Action Plan for Department of Transportation (DOT)

In May, the Board of Supervisors directed the CAO's office to conduct an Organizational Review of DOT. Almost 40 DOT employees participated in that effort. The results of that Review along with an Action Plan to address the issues highlighted in that Review and other Board priorities will be considered by the Board of Supervisors on Monday, December 19<sup>th</sup>. The plan is outlined here.

### **The Goals of the Action Plan:**

1. To put in place the structure and support that will implement change in DOT to solve the issues identified in the DOT Organizational Review, including communication, organizational silos, project management, cumbersome processes, well-defined priorities, culture and the fit in DOT of Facilities;
2. To create a structure that will encourage more interaction between community development departments and functions to provide better and more efficient customer service;
3. To facilitate the General Plan Targeted Update efforts and ensure the best possible results for the residents of the County;
4. To prepare for a new long-term reality of less growth resulting in reduced TIM fee revenue.

**Phase 1 of the Plan:** Over the next six months, we will take the following major steps.

- 1. Establish a Facilities Management function within the CAO office.**

DOT staff has done a good job of maintaining Facilities for the past few years during very difficult times. During a time of severe resource shortages, DOT kept our facilities operating and kept a lid on expenses. Now it's time to transition the function to a new phase.

According to this proposed Action Plan, in early January the following functions will report to Russ Fackrell in the CAO office as Acting Facilities Manager: Buildings & Grounds Maintenance; Cemeteries; Leasing and Real Property Management. Facilities Capital Improvement Projects will transition over at the most appropriate time, as worked out by DOT staff and Facilities staff.

## **2. Investigate the feasibility of forming a Community Development Agency.**

In order to facilitate increase interaction and coordination between departments and functions, we are investigating the feasibility of forming a Community Development Agency, which may include DOT, Development Services, Environmental Management, Agriculture, airports, the Targeted General Plan Amendment, long-term land use planning and possible other functions. ACAO Kim Kerr will lead the efforts in forming this new agency. CBO Laura Schwartz and Auditor Joe Harn will work closely with Kim Kerr to oversee the streamlining of the Administrative Division of DOT.

During the next three to six months, we will develop a plan for Phase 2, including possible recruitment of a Community Development Director and long-term plan for Parks and other functions within the Agency.

### **Phase 2 of the Action Plan: Over the next one to two years**

With the experience and planning accomplished in Phase 1, we anticipate being able to complete the transition of Facilities out of DOT to the CAO Facilities function, including an update of the County Facilities CIP and complete transition of all capital projects to the Facilities function, which will contract with DOT for services, as necessary.

We will implement the findings of the efforts to investigate the feasibility of a Community Development Agency and begin the implementation of plan to handle Parks, Economic Development and other functions, including Airports.

We are excited about the prospect of moving forward with these opportunities. Thank you to the DOT employees who participated in the Organizational Review. Your suggestions and input provided the structure for this plan. Thank you to all employees for your open-minded consideration of this concept. I will be available for questions over the next week and look forward to your further input.