

**Goodhue
County**
MINNESOTA

Land Use Management Organization Study

Committee of the Whole

Agenda

- Staff Feedback
- Stakeholder Feedback
- Survey Information
- Commissioner Priorities
- Options
- QTNAs

Staff Feedback

Staff Feedback – Organization Structure

- Support for creating 2 new department head positions
 - Land Use Management Director
 - County Surveyor
- Support for GIS remaining with Survey (vs. IT)
- Other considerations:
 - Expanding environmental health services (long-term)
 - Recorder's Office as standalone department
 - Future of city/ county partnerships

Staff Feedback – Operations

+ Positives	- Negatives
Communications, access to leadership	Communications, transparency
Business as usual	Overwhelm for interim positions
Service delivery maintained, improved	Delays in process, technology challenges
Office arrangements	Passports
Team dynamics, relationships	Team dynamics, relationships

Thank You

A special **thank you** to Building, Environmental Health, GIS, Planning & Zoning, Survey & Recorder's Office staff.

Stakeholder Feedback

Stakeholder Feedback

- Support for creating 2 new department head positions
 - Land Use Management Director
 - County Surveyor
- County Surveyor Dept Head – Licensure Status
 - Pros: Maintains functional redundancy in survey
 - Cons: Limits candidate pool & upward mobility of internal candidates
- GIS is a feather in Goodhue County's cap
- There is potentially unnecessary redundancy between the proposed LUM Director position and Planning & Zoning Administrator position

Survey Information

Survey Information

- **41 counties** provided feedback
 - Lots of variety in organization structures
 - Smaller counties tended to have more department heads
 - Larger counties tended to have division leaders with multiple departments reporting
 - Structures often determined by existing internal talent and/or labor market constraints
 - 2 counties with Land Use Management Director position like current Goodhue County position

Survey Information

Recorder's Office

- 27 counties with standalone Recorder's Office
 - 4 of these also oversee Assessor's Office, Surveyor and/or Land Use
- 8 counties with County Recorder under Land Use
- 4 counties with County Recorder under Auditor/ Treasurer

Survey Information

County Surveyor

- 11 counties contract surveyor services
- 6 counties with County Surveyor under Public Works
- 4 counties with County Surveyor under Land Use

Survey Information

GIS

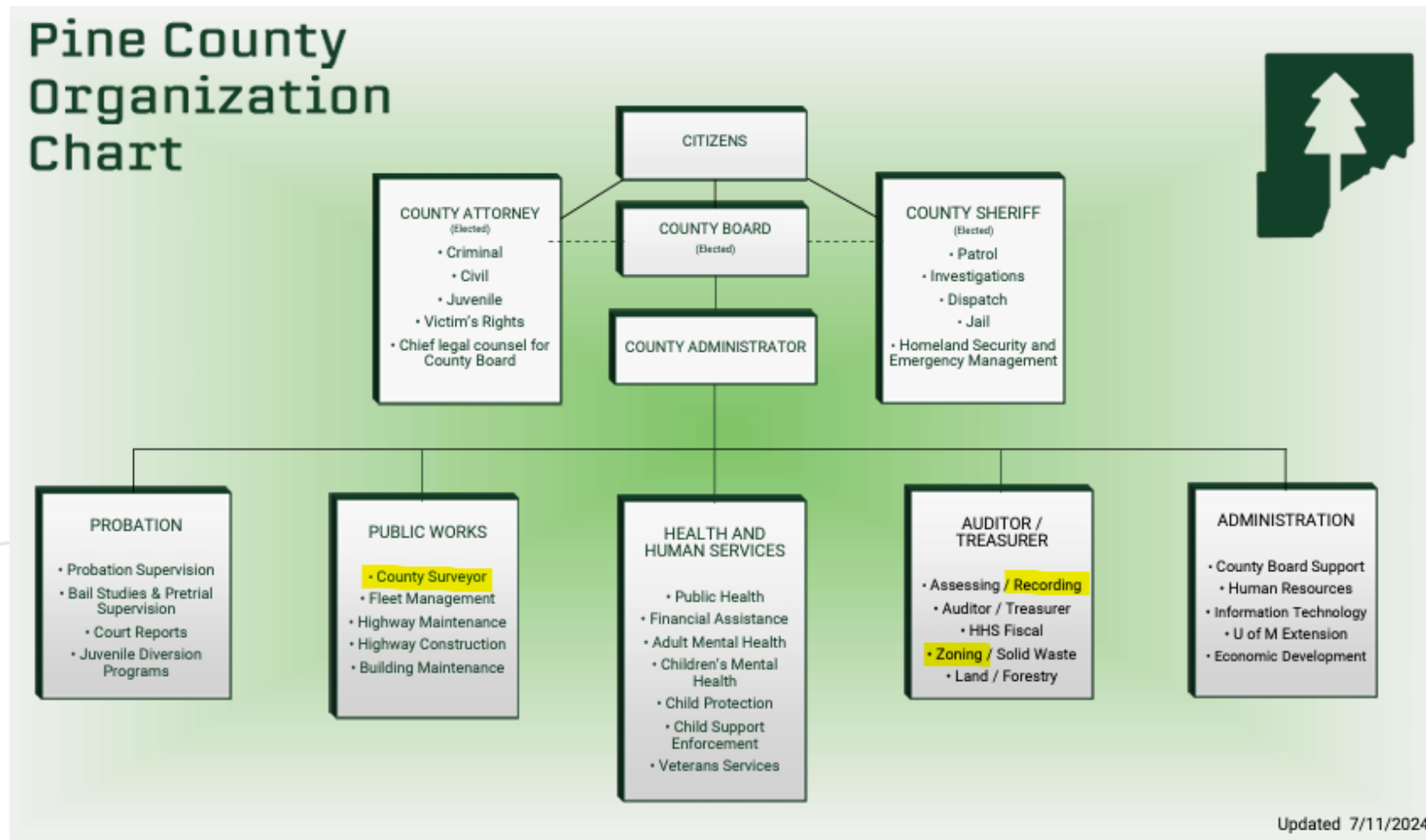
- 12 counties with GIS under Information Technology
- 4 counties with GIS under County Surveyor
- 4 counties with GIS under Public Works

Survey Information

Environmental Health / Environmental Services

- 17 counties have standalone department
- 13 counties have EH/ ES under Land Use

Example: Pine County



Example: Wright County

- Planning & Zoning (17 FTEs)
 - **Deputy County Administrator, Property Services**
 - Planning & Zoning Administrator
 - Planning & Zoning
 - Environmental Health
 - Building Official
- Recorder's Office (15 FTEs)
 - County Recorder
 - Chief Deputy Recorder/ Registrar
 - Land Records Administrator
 - Deputy Recorders
- Surveyor Department (6 FTEs)
 - County Surveyor
 - Deputy Surveyor
 - Survey Technicians
- Project Administration (11 FTEs)
 - Project Administrator
 - Project Management
 - GIS (4 FTEs)
 - GIS Coordinator
 - GIS Analyst & GIS Specialists

Example: Morrison County

- County Recorder (elected)
 - Administrative Assistants (3)
- Land Services Director
 - GIS
 - County Assessor
 - Planning & Zoning
 - Building
 - Septic
- External Contractors
 - Survey

Take Aways

- Organization structures vary greatly from county to county.
- Internal talent and market constraints have influenced the organization structure.
- There is no right or wrong way of organizing these functions.
- This may not be the time to process/ implement a Deputy County Administrator model; a separate study of this is recommended.

Commissioner Goals

Commissioner Goals

Goal	C1	C2	C3	C4	C5	Avg
<p>Cost savings. To reduce operational costs and enhance financial efficiency through process improvement, effectively leveraging existing technology, improving resource allocation and maintaining (or reducing) headcount numbers within affected areas.</p>	5	5	4	3	5	4.4
<p>Strengthen subject matter expertise. To ensure the department has the necessary expertise and skill sets to drive innovation and quality while also enhancing the County's ability to identify and avoid or mitigate risks effectively.</p>	4	5	4	4	5	4.4
<p>Foster a positive work culture. Create a supportive and inclusive work environment that enhances employee engagement, satisfaction, and retention, while ensuring that leadership and management structures provide strong guidance and support.</p>	3	5	5	4	5	4.4
<p>Improved collaboration and integration. Foster improved communication and collaboration among team members and between departments to strengthen teamwork and information flow. Additionally, enhance the department's integration and coordination with other departments to ensure cohesive organizational operations and alignment with overall objectives.</p>	4	5	5	4	4	4.4
<p>Enhance internal & external customer service. Enhance the County's ability to meet and exceed customer expectations, driving higher satisfaction, by fostering improved communication and collaboration among team members and across departments. The intent being to strengthen teamwork, streamline information flow, and contribute to better overall service delivery.</p>	3	5	5	4	5	4.4
<p>Establish a streamlined decision-making structure. Support timely and informed decision-making by providing relevant information and minimizing delays. Clearly define and communicate roles, responsibilities, and reporting lines to reduce confusion and enhance accountability across the department.</p>	4	5	5	3	4	4.2

Take Aways

- No Clear Board Priority

Options

Current Structure

County Board

County Administrator

HR
Managers
(3)

Asst. to
the
County
Admin.

Executive
Assistant,
Special
Projects

Outreach
& Comm.
Specialist

Facilities
Maint.
Director

IT Director

Veterans
Services &
Extension
Director

Court
Services
Director

Public
Works
Director

Finance &
Taxpayer
Services
Director

LUM
Director

County Attorney

Sheriff

HHS Director

Maintain Status Quo

- Considerations
 - Potential cost savings if hiring below step 12 (grade 121)
 - Maintains headcount
 - Maintains number of direct reports to County Administrator
 - Anticipated difficulty finding qualified candidate with Surveyor licensure
 - Licensure limits internal, upward mobility
 - Streamlined structure
 - Collaboration & integration
- Cost
 - Dependent upon candidate selected to backfill

Financials

CURRENT

	2024 Budget <i>Gross Pay + Benefits</i>
LUM Director <i>(Survey, GIS, Recorder, Planning & Zoning, Building, Environmental Health)</i>	\$215,255.30

\$215,255.30

PROPOSED (Option 1)

	2025 Budget <i>Gross Pay + Benefits</i>
County Surveyor <i>(Survey, GIS, Recorder)</i>	\$153,586.08
LUM Director <i>(Planning & Zoning, Building, Environmental Health)</i>	\$153,586.08

Adds 1.0 FTE to organization

\$307,172.16

Option 1

County Board

County Administrator

HR
Managers
(3)

Asst. to
the
County
Admin.

Executive
Assistant,
Special
Projects

Outreach
& Comm.
Specialist

Facilities
Maint.
Director

IT
Director


Veterans
Services
&
Extension
Director

Court
Services
Director

Public
Works
Director

Finance &
Taxpayer
Services
Director


LUM
Director


County
Surveyor

Option 1 – Closer Look

County Administrator

LUM Director

County Surveyor

Building

Planning & Zoning

Environmental
Health

Recorder's Office

Survey

GIS

Option 1

- Considerations

- Strengthens subject matter expertise
- Enhanced customer service
- Adds 1.0 FTE
- Adds 1 direct report to County Administrator
- As written, County Surveyor position requires licensure – potential recruiting, succession challenges

- Cost

- \$307,172.16* (+ \$91,916.86)

* Estimate; based upon proposed job description evaluated in May 2024.

Any changes to job duties, reporting relationships, etc. may impact cost.

Option 2

County Board

County Administrator

HR
Managers
(3)

Asst. to
the County
Admin.

Executive
Assistant,
Special
Projects

Outreach
& Comm.
Specialist

Facilities
Maint.
Director

IT Director



Veterans
Services &
Extension
Director

Court
Services
Director

Public
Works
Director

Finance &
Taxpayer
Services
Director



LUM
Director



Option 2 – Closer Look

County Administrator

Land Use Management Director

Finance & Taxpayer
Services Director

Information
Technology Director

Building

Planning & Zoning

Environmental
Health

Survey

Recorder's Office

GIS

Option 2

- Considerations
 - Maintains headcount
 - Maintains number of direct reports to County Administrator
 - Board would need to appoint/ designate a County Surveyor
 - Board would need to appoint/ designate a County Recorder
- Cost
 - LUM Director (Grade 117)
 - Cost of appointing a County Surveyor is TBD
 - Cost of appointing a County Recorder is TBD

Option 3

County Board

County Administrator

HR
Managers
(3)

Asst. to
the County
Admin.

Executive
Assistant,
Special
Projects

Outreach
& Comm.
Specialist

Facilities
Maint.
Director

IT Director

Veterans
Services &
Extension
Director

Court
Services
Director

Public
Works
Director

Finance &
Taxpayer
Services
Director

LUM
Director



Option 3 – Closer Look

County Administrator

Land Use Management Director

Finance & Taxpayer
Services Director

Public Works Director

Building

Planning & Zoning

Environmental
Health

Recorder's Office

GIS

Survey

Option 3

- Considerations
 - Maintains headcount
 - Maintains number of direct reports to County Administrator
 - Board would need to appoint/ designate a County Surveyor
 - Board would need to appoint/ designate a County Recorder
- Cost
 - LUM Director (Grade 117)
 - Cost of appointing a County Surveyor is TBD
 - Cost of appointing a County Recorder is TBD

Option 4

County Board

County Administrator

Deputy County Administrator 

Deputy County Administrator 

Asst. to
the County
Admin.

Admin Staff
(2)

HR
Managers &
Staff (6)

Department
A

Department
B

Department
C

Department
D

Department
E

Department
F

Department
G

Department
I

Financials

CURRENT

	2024 Budget <i>Gross Pay + Benefits</i>
LUM Director <i>(Survey, GIS, Recorder, Planning & Zoning, Building, Environmental Health)</i>	\$215,255.30

\$215,255.30

OPTION 5

	Estimated Annual <i>Gross Pay + Benefits</i>
Deputy County Administrator	\$210,000
Deputy County Administrator	\$210,000

Adds 1.0 FTE to organization

\$420,000

Option 4

- Considerations
 - Adds 1.0 FTE to headcount
 - Eliminates 2 department head positions (grade 117)
 - Adds 2 deputy county administrator positions (estimated grade 122 or higher)
 - Significantly reduces number of direct reports to County Administrator
 - Considerable change to the organization structure overall
 - There are numerous Deputy County Administrator models to explore/ consider
 - Board would need to appoint/ designate a County Surveyor
 - Board would need to appoint/ designate a County Recorder
- Cost
 - To be determined

Goal	Status Quo	1	2	3	4
<p>Cost savings. To reduce operational costs and enhance financial efficiency through process improvement, effectively leveraging existing technology, improving resource allocation and maintaining (or reducing) headcount numbers within affected areas.</p>	?		?	?	
<p>Strengthen subject matter expertise. To ensure the department has the necessary expertise and skill sets to drive innovation and quality while also enhancing the County’s ability to identify and avoid or mitigate risks effectively.</p>		✓			
<p>Foster a positive work culture. Create a supportive and inclusive work environment that enhances employee engagement, satisfaction, and retention, while ensuring that leadership and management structures provide strong guidance and support.</p>	✓	✓	✓	✓	✓
<p>Improved collaboration and integration. Foster improved communication and collaboration among team members and between departments to strengthen teamwork and information flow. Additionally, enhance the department’s integration and coordination with other departments to ensure cohesive organizational operations and alignment with overall objectives.</p>		✓	✓	✓	
<p>Enhance internal & external customer service. Enhance the County’s ability to meet and exceed customer expectations, driving higher satisfaction, by fostering improved communication and collaboration among team members and across departments. The intent being to strengthen teamwork, streamline information flow, and contribute to better overall service delivery.</p>		✓			
<p>Establish a streamlined decision-making structure. Support timely and informed decision-making by providing relevant information and minimizing delays. Clearly define and communicate roles, responsibilities, and reporting lines to reduce confusion and enhance accountability across the department.</p>	✓	✓	✓	✓	✓

Questions That Need Answers

QTNAs

1. Does the Board want to maintain the status quo?

Current Structure



QTNAs

2. Does the Board favor one of the options presented today?

1	2	3	4
LUM Director + County Surveyor	LUM Director + Recorder → Finance GIS → IT	LUM Director + Recorder → Finance GIS & Survey → Public Works	Create 2 Deputy County Administrators

QTNAs

3. Does the Board want to create a Deputy County Administrator position as part of the Land Use Management study?

- If so, would the Deputy County Administrator be appointed as the County Surveyor and/or County Recorder?
 - *The County Surveyor licensure could significantly limit qualified candidates.*
- Is the LUM study the right time to embark upon this significant of a change to the organization?

QTNAs

4. Does the Board have any additional objectives they would like to see addressed in potential structures?

Thank you!