

New Position Requests

Prosperous Economy

- General Fund – Finance 90
- Airport Fund 93
- Risk Fund 96

2020 New Position Request

POSITION TITLE:	Finance Specialist
REQUEST TYPE:	On-Going Position
DEPARTMENT:	Finance
FUND:	General Fund
PREPARED BY:	Ann Driggers

STRATEGIC PLAN: Link to Success Factors

Flourishing Natural & Built Environment	Livable & Supportive Community	Prosperous Economy
<input type="checkbox"/> Conserved natural resources & environment	<input type="checkbox"/> A sense of personal and community safety	<input checked="" type="checkbox"/> Sustainable economy and employment
<input type="checkbox"/> Responsibly maintained & enhanced County assets	<input type="checkbox"/> Diverse and livable housing options	<input type="checkbox"/> Affordable and quality health care options
<input type="checkbox"/> Ease of mobility via safe & efficient transportation	<input type="checkbox"/> Self-sufficient individuals and families	<input checked="" type="checkbox"/> High performing County leaders, teams and employees
<input checked="" type="checkbox"/> Well planned & livable built environment	<input type="checkbox"/> Access to recreation, education, arts and culture	<input checked="" type="checkbox"/> Responsible and accountable stewardship of County assets
	<input type="checkbox"/> Improved community engagement & participation	

1) POSITION DESCRIPTION AND BACKGROUND:

This position of Finance Specialist was created in 2018 for the purpose of providing backfill during the implementation of Munis, the County's new ERP. It was created as a term limited position restricted to 2 years which will be completed in September of 2020. Mara Morar was hired into this position and has proven to be a strong addition to the Finance team working in areas of financial reporting, capital asset accounting, budget reporting and input, cost allocation, new vendor input, year-end reconciliation and audit as well as assisting in various aspects of the ERP implementation process. She has provided invaluable support to individual departments throughout the budget process. We are requesting a continuation of this position for the reasons detailed below:

The number of staff dedicated to the Finance function (not including the Procurement function added in 2015) is currently lower than it was in 2010. Yet during that period the number of transactions processed by Finance has increased 31%. The types and complexity of transactions has also changed during this time frame with several debt issuances, more County employees and more employee benefits, construction projects and the addition of over 400 contracts to the accounts payable process, for example. This increase in both volume and complexity has impacts throughout the department in the review and reconciliation of transactions, in the budget process, reporting and compliance, when preparing for the year-end audit and so on. With the County's largest ever project of airport improvements on the horizon, the expectation is that this volume will increase substantially in the years to come.

Before and during the ERP implementation process a number of gaps have been identified. These are processes and tasks that are required as standard accounting procedure, or by law, to ensure the integrity of the County's financial statements. Examples are as follows, though not limited to:

- Monthly reconciliation of the bank accounts within two weeks of month end. Currently the bank recs are three months behind due to the lack of resources
- Monthly reconciliation of cash and investments. Historically these have been performed annually
- Monthly reconciliation of agency accounts in accordance with C.R.S. 23-71-404. Historically these have not been done hence the recent discovery of many errors in disbursements

- Reporting in compliance with C.R.S. 30-25-111 (accounts payable); C.R.S. 30-25-111(2) (Treasurer semi-annual financial statement)
- Proactive management of and correct accounting of capital assets
- Coordination and oversight of all County grants
- Coordination and oversight of accounting for projects and grants
- High internal control risk due to insufficient staff
- Lack of resource to develop and implement improvements in efficiencies and processes
- Lack of resource to ensure adherence to County policy e.g. procurement code compliance, p-card reconciliations
- Lack of back-up and cross training in key areas such as debt service and bank reconciliation.

Having an individual with experience in many of these areas and the required skills, already in-house would enable us to address these gaps and apply additional resources as volumes continue to increase. While the structure of particular tasks throughout the finance department upon completion of the ERP implementation has not yet been finalized this continued position would be responsible for assisting breaching the gaps identified either directly or indirectly.

2) REVENUE STREAM: *This position can be funded by:*

This position would be funded by the General Fund. Costs of this position would be charged back to Special Revenue and Enterprise Funds were appropriate through the cost allocation plan.

3) ORGANIZATIONAL IMPACT: *Describe the impacts to the organization of staffing this position. Support will be needed from which departments? What areas of the County will be supported by this position?*

This position does not require any support over and above the current situation. However the continuation of this position would greatly benefit other departments by allowing Finance to provide increased support and resources in the areas of budget, grant management, project accounting and capital asset maintenance.

4) ESTIMATED CLASSIFICATION AND COMPENSATION: *Select or type the categories for this position, if known.*

FSLA	Non-Exempt
JOB SERIES	Specialist/Coordinator
EEO-4	Paraprofessionals
JOB CLASS	Specialist
JOB GRADE	7

5) ADDITIONAL COSTS: *List any one-time or on-going costs associated with the new position (i.e. computer, phone, desk, education & training, clothing, vehicle, etc.)*

None. The additional costs were incurred in 2018 when the position started.

6) ALTERNATIVE ANALYSIS: *What other approaches are there to achieving the desired outcome? What are the impacts of delaying or not staffing the position?*

If the position is not funded, current Finance staff will cover the basics however gaps in compliance, reporting, responsiveness and internal controls will remain effecting the financial health of the organization as described below. Overtime costs would increase and exempt employees would work an estimated 10 hours additional per week. This will ultimately lead to burn out due to a poor work/life balance and the morale of the Finance team would be negatively impacted.

7) HOW DOES THE POSITION SUPPORT ORGANIZATIONAL HEALTH:

The Finance department is ultimately responsible for the financial health of the organization. This position would be a part of the team dedicated to responsible and accountable stewardship of County assets by providing:

- **Financial Services:** administration of the county-wide accounting function including accounts payable and receivable, payroll, project and capital assets accounting and reporting, and debt administration.
- **Financial Reporting:** preparation of the County's Comprehensive Annual Financial Report (CAFR), Single Audit, financial management reports and financial and resource utilization information to department heads, the County Manager, Elected Officials and the BOCC.
- **Financial Planning:** monitoring of economic conditions, forecasting, provision of financial projections and recommendations and the development of multi-year financial plans.
- **Financial Integrity:** ensures financial accountability, integrity, consistency and efficient, streamlined financial operations through: oversight of county-wide internal controls, financial processes, policies and procedures, the proper recording of transactions and proper expenditure of public funds, and adherence to all applicable laws, regulations and Generally Accepted Accounting Principles (GAAP) and policies.

As the organization moves into a period of significant investment and financing for its Airport, the importance of having strong financial reporting capabilities, a clean audit, a high bond rating and the resources to plan and implement the project cannot be underestimated.

8) HOW DOES THE POSITION SUPPORT SERVICE DEMAND: *Describe how the level of service will be increased, what impacts customers will experience, and how the increase will be evaluated and/or measured.*

The continuation of this position would greatly benefit other departments by allowing Finance to provide increased support and resources in the areas of budget, grant management, project accounting and capital asset maintenance.

9) HOW DOES THE POSITION CREATE EFFICIENCIES: *Describe the return on investment of this request. Does the position provide any efficiency savings or increased productivity? Will this position reduce costs in another area (in which case the funding should reflect a budget offset)?*

See responses above.

10) ADDITIONAL INFORMATION: *Provide additional information or attach documents, as applicable.*

2020 New Position Request

POSITION TITLE:	Airport Deputies – 2 positions
REQUEST TYPE:	On-Going Position
DEPARTMENT:	Sheriff
FUND:	Airport
PREPARED BY:	Ron Ryan

STRATEGIC PLAN: Link to Success Factors

Flourishing Natural & Built Environment	Livable & Supportive Community	Prosperous Economy
<input type="checkbox"/> Conserved natural resources & environment	<input checked="" type="checkbox"/> A sense of personal and community safety	<input checked="" type="checkbox"/> Sustainable economy and employment
<input checked="" type="checkbox"/> Responsibly maintained & enhanced County assets	<input type="checkbox"/> Diverse and livable housing options	<input type="checkbox"/> Affordable and quality health care options
<input type="checkbox"/> Ease of mobility via safe & efficient transportation	<input type="checkbox"/> Self-sufficient individuals and families	<input type="checkbox"/> High performing County leaders, teams and employees
<input type="checkbox"/> Well planned & livable built environment	<input type="checkbox"/> Access to recreation, education, arts and culture	<input type="checkbox"/> Responsible and accountable stewardship of County assets
	<input checked="" type="checkbox"/> Improved community engagement & participation	

1) POSITION DESCRIPTION AND BACKGROUND:

These positions would provide on-site law enforcement at the airport – for a portion of the time that the airport is open and operational – to increase safety through deterrence, rapid response to incidents, and collaboration with airport staff and TSA.

The Sheriff's Office for many years has supported the Pitkin County Airport through random walk-throughs of the terminal by deputies as a visible deterrent and in support of airport security efforts. The costs of these "security checks" have been offset by the airport through the funding of \$17,000 into the Sheriff's office budget. Additionally, in order to meet TSA requirements, a law enforcement response to the security screening area is required to meet specific time parameters. These positions would greatly increase the availability of a LE response.

With 80 man-hours available to bolster security efforts at the airport, patrol deputy visits to the airport can decrease, allowing these deputies to focus on their primary responsibilities. As the airport will not be manned by LEOs at all times of operation by only two positions, the patrol division will continue support and response to the airport as necessary.

The deputies' salaries would be funded by the airport, and not from the general fund. The deputies would remain under the command of the Sheriff's Office.

2) REVENUE STREAM: *This position can be funded by:*

The airport will fund these positions through their revenue sources, and not from the general fund.

3) ORGANIZATIONAL IMPACT: Describe the impacts to the organization of staffing this position. Support will be needed from which departments? What areas of the County will be supported by this position?

These deputy positions will primarily support the airport operations, but will also support the Sheriff through increasing the law enforcement efforts at the airport that would have otherwise been handled by patrol deputies. The specialization of this role by committing full-time personnel will also create efficiencies in the handling of crimes, incident response, and communication with airport and federal partners.

4) ESTIMATED CLASSIFICATION AND COMPENSATION: Select or type the categories for this position, if known.

FSLA	Non-Exempt
JOB SERIES	Specialist/Coordinator
EEO-4	Protective Service Workers
JOB CLASS	Specialist
JOB GRADE	SO13

5) ADDITIONAL COSTS: List any one-time or on-going costs associated with the new position (i.e. computer, phone, desk, education & training, clothing, vehicle, etc.)

One-time costs:

Although the potential to hire lateral (experienced and certified) peace officers exists, entry level deputies would require initial training, physical and psychological testing, and equipping at about \$8,000 each. A patrol vehicle would be required for use on airport property.

On-going costs:

These positions require computers, and cellular telephones. Office space is provided by the airport.

6) ALTERNATIVE ANALYSIS: What other approaches are there to achieving the desired outcome? What are the impacts of delaying or not staffing the position?

Two obvious options exist:

1. Do not create the new positions, and continue law enforcement activities as they currently are. If changes to the airport require LEO staff, this can be dealt with when that happens.
2. Create one new LEO position at the airport, for a total of 40 man-hours per week (minus vacation and other leave), and maintain a higher level of patrol support with security checks.

7) HOW DOES THE POSITION SUPPORT ORGANIZATIONAL HEALTH:

The County and the Sheriff's Office benefit from having additional resources that are not funded by the general fund, but which will reduce the use of patrol deputies for airport presence and incidents. There is also a community benefit experienced by our citizens and visitors through a more legitimate law enforcement presence, an increase in major incident preparedness, as well as a quicker response to mitigating security checkpoint issues that could impact of the traveler being able to make their scheduled flight.

8) HOW DOES THE POSITION SUPPORT SERVICE DEMAND: *Describe how the level of service will be increased, what impacts customers will experience, and how the increase will be evaluated and/or measured.*

There will be efficiencies experienced though having airport-committed LEOs on site, and there will be resource benefits in the fact that patrol deputies will spend less time at the airport. I believe these positions are more in line with the expectations of our community, as well, as seeing LEOs and getting a quick response from public safety at airports is a standard in today's transportation facilities.

9) HOW DOES THE POSITION CREATE EFFICIENCIES: *Describe the return on investment of this request. Does the position provide any efficiency savings or increased productivity? Will this position reduce costs in another area (in which case the funding should reflect a budget offset)?*

As stated above, there are innate efficiencies through the specialization of the role, as well as the funding source creating savings on the general fund through the greater availability of patrol deputies.

10) ADDITIONAL INFORMATION: *Provide additional information or attach documents, as applicable.*

2020 New Position Request

POSITION TITLE:	1) Risk Manager 2) Safety and Risk Management Specialist
REQUEST TYPE:	On-Going Position
DEPARTMENT:	Human Resources/Risk Management
FUND:	Risk
PREPARED BY:	Dannette Logan

STRATEGIC PLAN: Link to Success Factors

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<input type="checkbox"/> Ease of mobility via safe & efficient transportation	<input type="checkbox"/> Self-sufficient individuals and families	<input checked="" type="checkbox"/> High performing County leaders, teams and employees
<input type="checkbox"/> Well planned & livable built environment	<input type="checkbox"/> Access to recreation, education, arts and culture	<input checked="" type="checkbox"/> Responsible and accountable stewardship of County assets
	<input type="checkbox"/> Improved community engagement & participation	

1) POSITION DESCRIPTION AND BACKGROUND:

Risk management is a program designed to identify potential events that may affect the County and to protect and minimize risks to the County's property, services, and employees. Effective risk management ensures the continuity of County operations. The importance of risk management has been growing steadily over the last several years for a variety of reasons including legal, political, and medical liability, increased use of technology, and higher litigation costs.

Risk management is geared to achieving the County's objectives through strategic decisions that flow through high-level goals, effective use of resources, reliability of reporting, and compliance with applicable laws and regulations. The Government Finance Officers Association (GFOA) recommends that governments develop a comprehensive risk management program that identifies, reduces or minimizes risk to its property, interests, and employees. Costs and consequences of harmful or damaging incidents arising from those risks should be contained.

Pitkin County has not had a risk management presence since early 2000. Business continuity, asset protection, employee and citizen safety must take precedence and become the focal point of the County's strategic goals and objectives in 2020.

Risk Manager: Under general supervision, manages, assesses, monitors, coordinates, and administers the risk management function for the County and serves as a resource for all risk management and loss prevention activities to avoid, control, minimize or eliminate unacceptable risks. Works with department heads, County management, and County legal staff to identify and analyze key risk indicators, develop and coordinate reporting and corrective action/loss control policies and programs to mitigate risks, and ensures property, casualty, workers' compensation and specialty insurance coverages are adequate and appropriate. Provides education and training to create a risk awareness culture.

Safety and Risk Management Specialist: Reporting to the Risk Manager, this position will manage the day-to-day administration of the risk management, insurance schedules, and safety program functions for the County.

2) REVENUE STREAM: *This position can be funded by:*

None. Although, greater efficiencies gained through safe workplace practices combined with fewer losses can equate to lower operational costs. Risk Management will also reduce exposure to risk, which can lead to cheaper premiums or even a reduction in coverage levels.

The positive financial impact Risk Management programs create through their activities is easily quantifiable.

3) ORGANIZATIONAL IMPACT: *Describe the impacts to the organization of staffing this position. Support will be needed from which departments? What areas of the County will be supported by this position?*

The Pitkin County Human Resources/Risk Management Department is an "internal service department" providing essential services to County departments and employees that directly impact overall County operations and services to the community.

The Human Resources/Risk Management Department will work closely with all areas of the County – providing training, guidance and recommendations to safely meet County objectives.

4) ESTIMATED CLASSIFICATION AND COMPENSATION: *Select or type the categories for this position, if known.*

Risk Manager:

FSLA	Exempt
JOB SERIES	Manager/Administrator
EEO-4	Officials and Administrators
JOB CLASS	Manager
JOB GRADE	15

Safety and Risk Management Specialist:

FSLA	Non-Exempt
JOB SERIES	Specialist/Coordinator
EEO-4	Paraprofessionals
JOB CLASS	Specialist
JOB GRADE	9

5) ADDITIONAL COSTS: *List any one-time or on-going costs associated with the new position (i.e. computer, phone, desk, education & training, clothing, vehicle, etc.)*

Office furniture, computer, phone (land-line and cell), education and training.

6) ALTERNATIVE ANALYSIS: *What other approaches are there to achieving the desired outcome? What are the impacts of delaying or not staffing the position?*

Alternative approaches to achieving the desired outcome are nonexistent.

7) HOW DOES THE POSITION SUPPORT ORGANIZATIONAL HEALTH:

The Human Resources/Risk Management Department is committed to preserving and protecting the human, fiscal, material, property, and environmental assets of the County. Additionally, the Human Resources/Risk Management Department will direct and manage the County's Risk Insurance Portfolio, Self-Insured Workers' Compensation Program, Safety and Loss Control, Ergonomics Program, contract review and other matters linked to the County's diverse risk exposures.

8) HOW DOES THE POSITION SUPPORT SERVICE DEMAND: *Describe how the level of service will be increased, what impacts customers will experience, and how the increase will be evaluated and/or measured.*

High performing County leaders, teams and employees.

9) HOW DOES THE POSITION CREATE EFFICIENCIES: *Describe the return on investment of this request. Does the position provide any efficiency savings or increased productivity? Will this position reduce costs in another area (in which case the funding should reflect a budget offset)?*

Refer to 2) above.

10) ADDITIONAL INFORMATION: *Provide additional information or attach documents, as applicable.*