



COUNTY OF DEL NORTE
DEPARTMENT OF HEALTH AND HUMAN SERVICES

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MEMORANDUM

DATE: June 8, 2023

TO: Neal Lopez, CAO
Randy Hooper, Assistant CAO
Cathy Hafterson, Human Resources Manager
Clinton Schaad, Auditor

FROM: Ranell Brown, Director

RE: **DHHS Deputy Director Classification**

Deputy Director - On August 23, 2022, I presented the Department of Health and Human Services (DHHS) Strategic Plan to the Board of Supervisors. The plan included an organizational restructure recommendation of adding a Deputy Director level to the Executive team. On October 25, 2022, I gave a follow-up presentation to the Board with the recommendation to add four (4) Deputy Directors to address the identified challenges and provide support to each of the branches within DHHS. On December 8, 2022, I brought the recommendation back to the Board for discussion, and the Board requested me to provide alternative structures, the cost of the positions, and review the span of control and the proposed ranges of the positions to allow for upward growth and assist with more effective communication within the department. Since that time, the previous Assistant Director resigned, which allowed me the opportunity to update the Assistant Director Job Description to include Special Requirements so the Assistant Director meets the Minimum Qualifications of the Director classification within three (3) years of hire. This will assist with succession planning in the department. In addition, over the past several months, I engaged in multiple conversations with Administration about the organizational structure and any potential changes.

Taking into consideration the feedback received from the Board and Administration, effective July 1, 2023, I am requesting to add three (3) Deputy Director Allocations (1-Behavioral Health, 1-Public Health and 1-Social Services/Public Assistance) to DHHS' Staffing Chart at range AA-

3, and reclassify the current Assistant Director position to a Deputy Director. Although this is fewer positions than my original recommendation, this would address the gaps in leadership within the current structure and support the goal to maintain an integrated agency without causing compaction between the Assistant Director and Program Manager classifications. The three (3) new Deputy Directors would report to the Director and oversee three to five (3-5) Managers in the Behavioral Health, Public Health and Social Services/Public Assistance Branches. The current Assistant Director position would be reclassified to a Deputy Director – Administration/Fiscal and would oversee the managers in those areas. Each Deputy Director will have primary responsibility for the overall management, administration, supervision, and coordination of the programs within their assigned branch. The estimated annual cost to add each Deputy Director allocation is \$141,730 with a total annual cost of \$425,190 for the three (3) new Deputy Directors. The funding to support these positions is available in the budgets for each branch, with no impact to the General Fund.

The department currently has 210 allocated positions to support approximately 120 services and programs. In addition, over the past couple of years, about twenty (20) new initiatives and programs, such as CARE Court, Crisis Care Mobile Unit, CalAIM, MediCal Redeterminations due to the end of the Public Health Emergency (PHE), Wraparound reform, Future of Public Health Funding, and Housing and Homelessness Incentive Program (HHIP), were added to the list of services/programs provided by DHHS. To meet the demands of the current and additional programs, over the past year, the department added fifteen (15) new staff allocations. In addition, we are also requesting to add five (5) new positions in the FY 23/24 budget.

The current Leadership structure (Attachment A) is flat, with the Director, Assistant Director and fifteen (15) Managers reporting to the Assistant Director. By adding three (3) Deputy Directors and reclassifying the current Assistant Director to a Deputy Director, the flat structure would narrow (Attachment B) and allow for a more appropriate span of control within the Executive team. The significant growth within the department over the past few years and the many new initiatives and programs added to the list of services, support the need for additional leadership positions.

An alternative recommendation to adding three (3) Deputy Directors is the recommendation to add two (2) additional Deputy Directors (Attachment C): one (1) Deputy Director – Human Services (Social Services/Public Assistance) and one (1) Deputy Director – Health Services (Behavioral Health/Public Health). The current Assistant Director position would be reclassified to a Deputy Director – Administration/Fiscal and continue to support the fiscal and administrative functions of the department. The annual cost to add two (2) Deputy Directors is \$283,460 and the funding currently exists in the department’s budget without an impact to the General Fund.