



Snohomish County

**REVIEW OF THE STRUCTURE
AND STAFFING OF THE
EXECUTIVE AND COUNCIL**

SJOBERG EVASHENK CONSULTING, INC.

AUDIT APPROACH

- Gain an understanding of the organizational structure of each office, the functional responsibilities of key personnel and organizational units, and the allocation of workload.
- Reviewed job descriptions for key personnel to gain an understanding of the contemporary roles and responsibilities of staff and management.
- Evaluated reporting relationships, span of control, and the allocation of staffing resources.
- Reviewed the organizational structures of executive and council offices in King, Pierce, and Whatcom counties.
- Obtained and analyzed historical budget and staffing data for both offices.
- Reviewed the availability of workload indicators, output or outcome indicators, and performance metrics related to key program units.

This was designed to evaluate the organizational and staffing structures of both offices, and was not designed to evaluate business processes, procedures, or systems of either office. This audit also did not include time-task studies or workload analyses required to determine the precise number of staffing needed to carry out every function or responsibility of each office.

COUNTY COUNCIL

ORGANIZATIONAL STRUCTURE

1

Structure is consistent with similarly-formed county governments

Positions and Structure within the Office has remained consistent for more than a decade

Dedicated resources for proactive policy analysis

In-house legal expertise

2

ALTERNATIVES OBSERVED IN OTHER COUNTIES

COUNTY EXECUTIVE

ORGANIZATIONAL STRUCTURE

1

Core staffing structure generally aligns with other counties and has been stable for the last decade

Since 2019, three programs have grown into offices; the structure of these offices differs from other counties and raise sustainability concerns of the long term

Position and compensation changes often occurred through the budget process

This revealed a countywide practice that deviates from the standard process for position / salary changes established by Human Resources

2

POSITION CONTROL

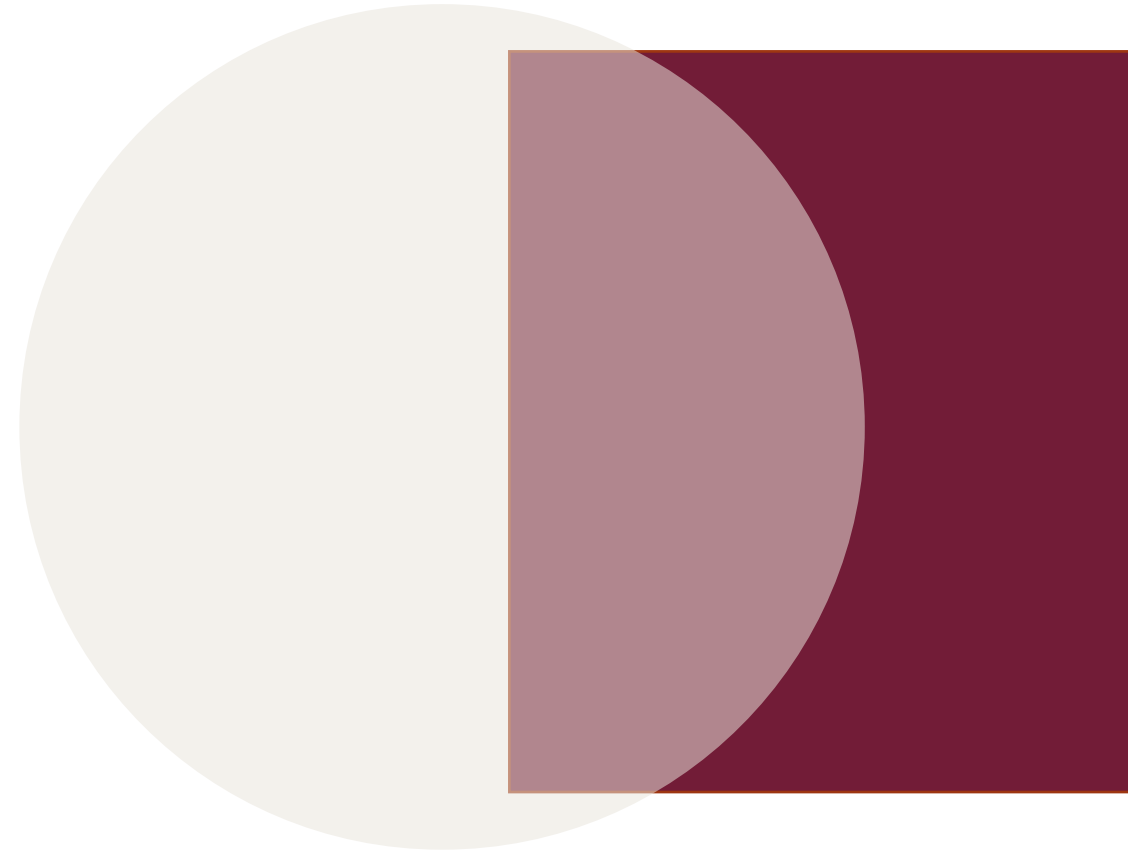
COUNTY EXECUTIVE (CONTINUED)

PERFORMANCE MEASUREMENT

3

The growth of new or evolving programs highlights the need for performance measurement

The development of a performance dashboard, similar to the one designed by Pierce County, would promote performance measurement and transparency throughout the County



COUNCIL & EXECUTIVE OFFICES

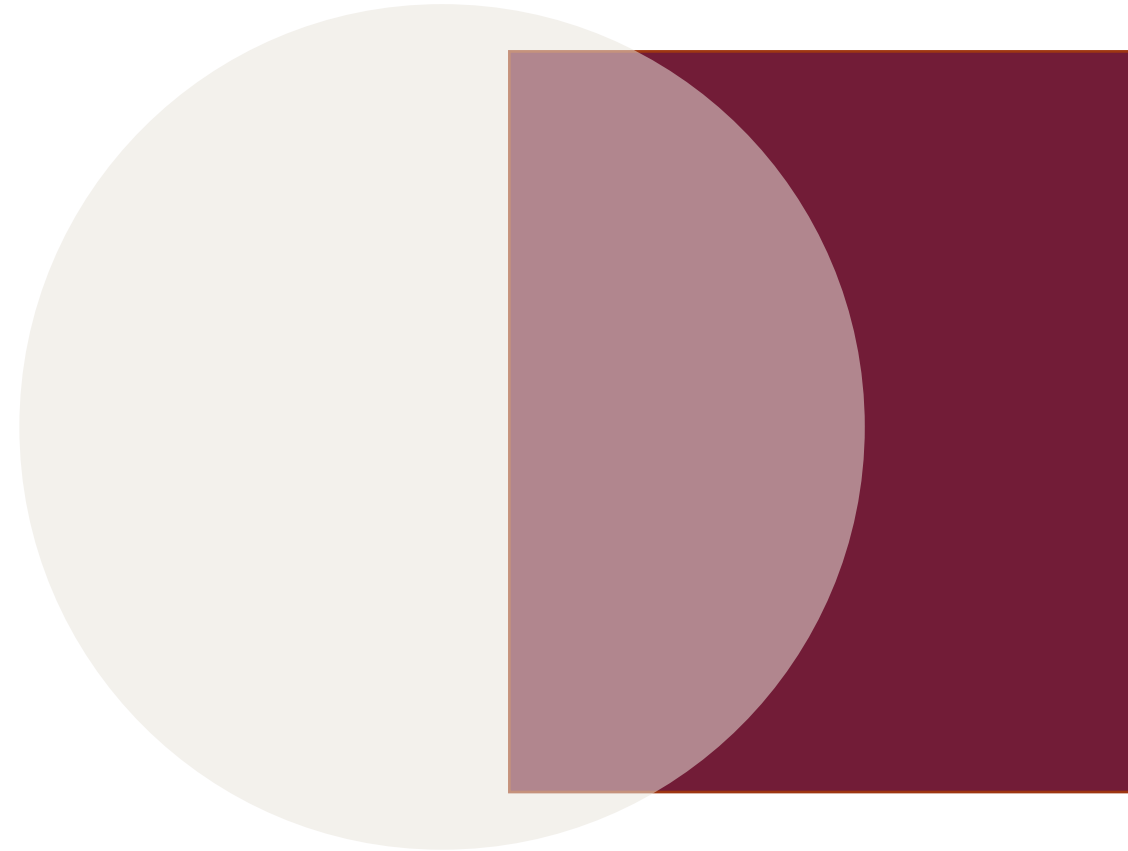
DUAL EMPLOYMENT

1

Both offices employ some staff that hold elected office in other government jurisdictions

For some positions, there is a reasonable expectation that the employees will carry out their work in a non-partisan and objective manner

Both office lack a policy relating to this practice





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