MEMORANDUM

Date: **July 30, 2019**

To: **Budget Committee**

From: **Troy Rawlings**
Davis County Attorney

RE: **Department Reorganization**

Summary: The Davis County Attorney's Office (CAO) is requesting a significant restructuring of its department. Specifically, we are requesting changes in reporting structure, employee development, availability of subject matter expert resources and management availability. This proposal is necessary, in part, as the result of a sixty-three (63) percent increase in caseload in the last ten years. We believe this restructure will result in enhanced service delivery, internal efficiencies, accountability and professional growth throughout the department.

Proposal: Our reorganization request has the following components:

1. Within the Criminal Division, we propose to create three (3) Division Chief positions. These positions will be titled Division Chief – General Felonies, Division Chief – Special Victims and Division Chief – Specialty Courts. Assignments to these three positions will rotate every two years and be subject to an internal agreement between the employee and the CAO. The positions will be recruited and filled internally to control the costs in a prudent manner and to ensure candidates have appropriate internal experience with the CAO. The creation of these positions will also give incumbents important management growth and experience opportunities – which, because of its outdated organizational structure, has existed only minimally in the CAO up until now. These three Division Chief positions will report to the Chief Deputy – Criminal Division and will carry a caseload. Please refer to the Proposed Organizational Chart for further information.

2. Within both the Civil and Criminal Divisions, we propose the creation of three (3) new Senior Litigation Counsel positions. Two of the Senior Litigation Counsel positions will located in the Criminal Division and one in the Civil Division. The Senior Litigation Counsel incumbents will report to the respective Chief Deputy in each division. These positions will constitute the advanced legal (rather than managerial) practitioners in the division. They will serve as senior advisors to the rest of the division when it comes to legal matters. Again, these positions will be filled internally to manage costs prudently and to provide growth opportunities to staff. These three positions will carry a caseload. Please refer to the Proposed Organizational Chart for further information.

3. We are proposing to recognize the enhanced role of the Investigations Bureau Chief by changing the title to Chief Deputy – Investigations. In addition to the expanding requirements related to investigations, and the investigation process, the incumbent has also taken on more supervisory duties. Specifically, he now supervises the case managers who support the specialty courts (Drug Court and Mental Health Court.) These are duties which were once assigned to an employee who left the office and her position was not replaced – the duties were simply reallocated. In addition, this position is now our office representative on the county wide Police Chief's Association – DCLEA (used to be the County Attorney). Please refer to the Proposed Organizational Chart for further information.

Costs of the proposal: Please refer to Attachment 1 – Reorganization Cost Analysis for more information.

Benefits of the proposal: We expect the benefits of this proposal to be many. To start with, the proposed reorganization reduces the number of direct reports to the County Attorney from seven (7) to a more manageable four (4). More significantly: The proposed organizational structure places the supervisor of three functions (which have been direct reports) to more related supervision within the department. The County Attorney will be able to focus more on the broad-based goals and objectives of the three divisions.

Secondly, the proposal gives valuable employees the opportunity to develop along two distinct career tracks – a legal track and a managerial track. Employees will be given the opportunity to bid for these positions which also creates career mobility in the CAO.

Thirdly, the proposed restructuring doubles the number of subject matter expert resources in the Criminal Division. As it presently is structured, attorneys who need to staff a criminal case may go to the Division Chief or the Chief Deputy – Criminal Division or the County Attorney. If the proposed reorganization is adopted, employees in the Criminal Division could go to a Division Chief, a Senior Litigation Counsel, the Chief Deputy – Criminal Division or the County Attorney. We believe access to necessary legal and managerial resources will improve efficiency and morale.

Fourth, performance accountability will be realistically achievable. The current organizational structure places managerial responsibility on two or three personnel in the Criminal Division – individuals, including the County Attorney, who also carry significant caseload responsibilities. The proposed organizational structure places this responsibility in multiple hands - effectively lightening the burden and allowing those in managerial positions to actually manage.

I am happy to answer any questions you might have and appreciate you consideration of this proposal. Please feel free to contact me with any questions.