

Kerry P. Eagan
Chief Administrative Officer
Primary Duties and Responsibilities

Introduction

The Chief Administrative Officer to the Lancaster County Board is responsible for implementing and coordinating the procedures and policies established by the County Board. This position also acts as the department head of County Administrative Services. In general terms, the Chief Administrator is the full-time eyes and ears of the County Board, and is responsible for providing timely and accurate information to the Board.

Primary Duties and Responsibilities

1. Administer the County's Legislative Program

The Chief Administrative Officer (CAO) performs a number of key functions in the development and implementation of the County's legislative program:

- a. Prepare the annual legislative proposals to be considered by the Board;
- b. Draft the County's annual list of legislative priorities;
- c. Facilitate and chair the annual legislative retreat involving County elected officials and department heads, state senators, NACO representatives, and other officials invited by the Board;
- d. Act as the primary liaison with the County's legislative consultant;
- e. Coordinate the County's legislative program with other County elected officials and department heads;
- f. Prepare legislative testimony and letters for Board members;
- g. Testify at legislative hearings as directed by the Board; and
- h. Review all fiscal note requests and direct to the appropriate official.

2. Visitors Promotion Committee

The CAO serves as an ex officio member of the Lancaster County Visitors Promotion Committee (VPC). In this capacity, the CAO must be well versed in the state law governing tourism at the county level. The VPC advises the County Board on the use of the Visitors Promotion Fund and the Visitors Improvement Fund. Some of the key functions include:

- a. Advise the VPC on County Board policies and the VPC's statutory role as an advisor to the County Board;
- b. Advise the VPC on questions involving procedure and the Bylaws;
- c. Monitor the VPC to guarantee adherence to state law and performance of state law responsibilities;
- d. Administer the Improvement Fund Grant Program:
 1. Help administer the Improvement Fund Grant Program Guidelines;
 2. Draft all County Board resolutions involving Improvement Fund expenditures;
 3. Ensure all statutory requirements are followed when the Improvement Fund is used for promotional purposes;
 4. Draft all contracts for the award of grants from the Improvement Fund, complete execution of the contracts with grant recipients, and work with the County's grants manager to monitor performance and completion of contract responsibilities by the recipients;
- e. Act as the Board's liaison with the Lincoln Convention & Visitors Bureau with regard to the CVB's administration of the Visitors Promotion Fund under their contract with the County.

3. General Assistance

The CAO serves three roles in the administration of the County's General Assistance program: hearing officer for all appeals filed from the denial of General Assistance; chair of the General Assistance Monitoring Committee; and member of the subcommittee which reviews and updates the Lancaster County General Assistance Guidelines. These duties require a thorough understanding of the General Assistance Guidelines and the state statutes governing General Assistance

Appeals from the denial of General Assistance often involve complex legal issues and can result in potentially large fiscal impacts on the County. The CAO acts in a quasi-judicial capacity in deciding these appeals.

The second function performed by the CAO for the General Assistance program is to chair the General Assistance Monitoring Committee. Based on recommendations from this committee, the County Board has made a number of improvements to General Assistance. As a direct result of the committee's work the County Board decided to terminate the contract with the Nebraska Department of Health and Human Services for operation of the Lancaster County General Assistance program, and place it under the County's Veterans Services Officer. This change resulted in increased efficiency and cost savings. The committee also monitors budgetary issues and proposes effective solutions, such as mandatory client participation in the National Drug Assistance Program and authorizing cremations instead of burials. Before the Drug Assistance Program was adopted, General Assistance pharmacy costs averaged almost \$130,000 per month. Through participation in this program pharmacy costs have dropped to an average of less than \$30,000 per month.

Finally, the CAO is heavily involved in the review and update of the Lancaster County General Assistance Guidelines. State law requires that the General Assistance Guidelines be updated every two years. The CAO works with the General Assistance Director and the County Attorney's Office to comply with this mandate. Serving as the chair of the General Assistance Monitoring Committee and as the appeals hearing officer assists the CAO in identifying areas in the guidelines which need to be amended.

4. Administer the Lancaster County Employees Retirement and Deferred Compensation Plans

The Lancaster County Board of Commissioners serves as the trustee for the County's 401(a) Employees Retirement Plan and the 457(b) Deferred Compensation Program (referred to herein as the County's pension plan). In this capacity, the Board has a fiduciary duty to guarantee that the pension plan is operated in strict compliance with federal law, that investments offered under the plan are adequate, and plan fees are reasonable.

The CAO plays a key role in helping the Board to honor its fiduciary duty with regard to the pension plan. The CAO works closely with the County Attorney's Office to assure the plans are legally up to date and are being applied correctly. Although the County's 401(a) plan received a favorable determination from the Internal Revenue Service in 2010, IRS regulations require the plan to be reviewed every 5 years. To address this ongoing responsibility, the CAO and the County Attorney's Office worked with the County's pension provider, Prudential Retirement and Annuity Company, to become a part of Prudential's "volume submitter" program. Prudential will now take care of all future plan updates and IRS reviews.

The CAO serves as the facilitator and chair of the Pension Review Committee. This committee was established by the County Board in the mid-1990's to oversee the performance of the County's pension provider and to review the investments offered to employees under our defined contribution pension plan. The committee also serves the purpose of giving a voice to all county employees, including both union and unrepresented, in how their pension plan is operated. As chair of the committee, the CAO is responsible for drafting all committee reports and recommendations. The County Board has made numerous improvements to the pension plan as a result of recommendations generated by the Pension Review Committee. The importance of the committee continues to grow. Some of the main functions the committee now performs include:

- a. Advise the County Board on the administration of the County's Investment Policy for the Employee Retirement Plan and the Deferred Compensation Program;
- b. Make specific recommendations to the Board for investment changes;
- c. Review and advise the Board on plan upgrades and new products;
- d. Review the bi-annual investment reports from Prudential and the annual investment report from our pension consultant, Segal Rogerscasey; and
- e. Advise the Board on the performance of the County's consultant and whether their services should be retained

In addition, the CAO is designated as the primary administrative contact under the County's contract with Prudential. In this capacity the CAO performs the following duties:

- a. Assist with the preparation of investment reviews produced by Prudential;
- b. Execute routine administrative actions consistent with our contract with Prudential, the pension plan, and County Board policy;
- c. Work closely with the County Attorney on contract issues and amendments;
- d. Advise the County Board on important issues involving Prudential; and

- e. Administer the expense account with Prudential to assure all expenditures are for the exclusive benefit of plan participants and comply with federal law.

The CAO must have an excellent working relationship with the pension provider to perform these duties.

The CAO is also the liaison between the County Board and our pension consultant to help guarantee our plan design is up to date, our investment array is meeting its benchmarks, and plan fees are reasonable.

In order to meet these challenges it is imperative that the CAO stay abreast with state and federal pension laws, regulations, and best practices in the pension industry.

5. Facilitate the County Board Staff Meeting

The County Board's weekly Staff Meeting plays an important role in the Board's discharge of its administrative and executive functions. The Staff Meeting not only provides an opportunity for extensive discussions regarding policy and issues facing the County, but also provides the Board with an opportunity to give clear guidance and directions to staff on conducting County business. It is the CAO's job is to facilitate the Staff Meeting by preparing the agenda and following up on actions taken and directions given by the Board at the meeting.

As the gatekeeper for the Staff Meeting, the CAO is often required to exercise professional judgment on who is invited to the meeting and whether a particular topic is appropriate for discussion at the meeting. In performing this function the CAO must work closely with County Board members to make sure their concerns and priorities are being addressed.

As the Board's administrator, the CAO is required to research, make recommendations on, and implement projects assigned by the Board. Most of these projects are generated at the Staff Meeting. Some of these projects can be accomplished quickly, while others may require extensive time and research to accomplish. Regardless of the nature of the project, the CAO is responsible for completing the County Board's business professionally and expeditiously.

6. Administrative Services Department Head

The Department of Administrative Services was established by the County Board at the time the Board decided to create the position of Deputy Chief Administrative Officer. The Board wanted to hire this new position in the unclassified service, and the civil service statutes governing Lancaster County do not provide for a deputy administrative officer in the unclassified service. However, the civil service statutes do allow for a department head and a deputy department head in the unclassified service. Pursuant to advice from the County Attorney, the position of Chief Administrator Officer was made the department head of the newly created department of administrative services, and the new Deputy Chief Administrative Officer was hired in the unclassified service as the deputy director for the administrative services department.

As director for the Department of Administrative Services the CAO is responsible for the business operations of the County Board Office. Most of these functions are performed by the position of Administrative Assistant to the County Board, and this position is supervised by the CAO. The only other person directly supervised by the CAO is the County's Records and Information Manager. The CAO does not provide direct supervision of the Deputy Chief Administrative Officer, as this position is hired by the Board, and works at the pleasure of the Board.

7. Legal Opinion Policy

The CAO oversees the County Board's policy for obtaining legal opinions from the County Attorney's Office. The CAO helps identify legal issues faced by the Board, and helps determine when advice should be sought from the County Attorney. Also, the CAO is responsible for drafting legal opinion requests which clearly state the legal questions being asked, thereby assisting the County Attorney in providing the legal answers sought by the Board.

8. Joint Budget Committee

The CAO is a member of the Lincoln-Lancaster County Joint Budget Committee (JBC). Working with United Way and Region V, the JBC plays an important role in evaluating and prioritizing human service needs in Lincoln and Lancaster County. The JBC then makes recommendations to the County Board and City Council on which human service priorities

should be funded. The JBC also provides oversight on the administration of the Keno Human Services Prevention Fund. The CAO assists in drafting guidelines and policies for the JBC.

9. Emergency Management Liaison

The CAO acts as the County Board liaison during activations of the Lancaster County Emergency Operations Center. To serve this function the CAO needs to be familiar with the National Incident Management System and other general principles of emergency management. The CAO also participates in various exercises sponsored by Emergency Management.

10. Administer the County Board's Microcomputer Purchase Policy

The purpose of the County's Microcomputer Purchase Policy is to help guarantee County employees have the technology they need to do their jobs, while and at the same time containing costs and preventing unnecessary purchases. The County Board carefully monitors and controls the purchase of computers and related equipment by County agencies. Computer purchase estimates prepared by Information Services must be included in department budgets, and any purchase over \$500 made by Information Services on behalf of a County agency requires approval by the Board. The CAO works closely with Information Services and the County's Budget and Fiscal Officer to facilitate acquisitions under the Microcomputer Policy. Requests for approval of computer purchases are directed to the CAO by Information Services. If funding for the requests is identified in agency budgets or the Microcomputer Fund, they are immediately approved. If funding is not available in the budget, the requests are referred to the County Board for additional consideration.

11. Lancaster County-City of Lincoln Justice Council

The CAO is responsible for facilitating Justice Council meetings, assisting in the preparation of reports and correspondence, and following up on actions and directions given by the Justice Council.

12. Elected Officials Salary Review Committee

Neb. Rev. Stat. §23-1114 requires the County Board to set salaries for all County elected officials prior to January 15th of a year in which a general election is held. The Elected Officials Salary Committee was established by the County Board to provide recommendations regarding appropriate salaries for County elected officials. The CAO facilitates meetings and prepares the final report from the Committee.

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EMPLOYEE POSITION DESCRIPTION

Kerry Eagan
Chief Administrative Officer, 7191
August, 2015

RESPONSIBILITIES	ACTIONS NECESSARY TO MEET RESPONSIBILITIES	COMMENTS BY COMMISSIONERS/DIRECTOR
ESSENTIAL JOB FUNCTIONS		
Provide excellent Customer Service to constituents, elected officials, department heads, and civic agencies	<ul style="list-style-type: none"> A. Provide courteous, timely, and accurate responses to information requests through meetings, telephone responses, and written communication. B. Identify organizational and customer requirements by anticipating problems/needs and recommending actions. C. Direct and administer the operation of the County Board in a productive and efficient manner in order to provide responsive and accessible service to customers. 	
Assist the County Board of Commissioners in the coordination and management of internal and/or external County Board Functions.	<ul style="list-style-type: none"> A. Research and review, plan and implement special projects as assigned by the County Board; coordinate projects with county departments, civic organizations, and the general public; provide information and make recommendations to the County Board on assigned projects. B. Interpret and communicate County Board policy to County department heads/elected officials, other governmental agencies and the general public; act as liaison between said entities. 	

	<ul style="list-style-type: none"> C. Investigate and recommend new policies and applicable changes; analyze existing policies to the County Board and suggest possible changes; implement policies at the direction of the County Board. D. Provide management and leadership direction to the county by evaluating current operations and developing new plans and programs for the efficient operation of county government. E. Facilitate and coordinate the County Management team; prepare agendas, develop and coordinate County Board staff meetings; attend meetings. F. Represent the County Board on committees as assigned. 	
<p>Serve as key contact between County Legislative Consultant, County Board, Elected Officials, and Department Directors in matters relating to legislative issues.</p>	<ul style="list-style-type: none"> A. Prepare annual legislative objectives report. B. Review and draft legislative bills as needed. C. Prepare written or oral testimony. D. Organize the annual Legislative Retreat. E. Advise on effects of potential legislation; coordinate with NACO and NACo to plan strategies to react to potential legislation. F. Plan and organize annual breakfast or other meetings with County Officials and Legislative representatives in order to create dialogue. 	
<p>Serve as the department head of the County Administrative Services.</p>	<ul style="list-style-type: none"> A. Act as County Board office manager; prepare Administrative Services annual budget, ensure responsive and accessible customer service by staff to all customers. B. Supervise the Administrative Secretary and the Records Information Manager, giving said individuals' performance 	

	<p>reviews to evaluators at the time of annual evaluation.</p> <p>C. Assist County Board members in evaluating department directors by scheduling such evaluation meetings annually, providing the necessary documentation and supporting paperwork; document said meetings by retaining appropriate information.</p>	
<p>Ensure proper expenditure of public funds in coordination with Budget and Financial Officer, County Attorney, and Purchasing Department.</p>	<p>A. Administer the Administrative Services Department budget to ensure proper expenditure of public funds.</p> <p>B. Provide guidance to the County Board in area of cost controls and overhead reduction.</p> <p>C. Review vendor claims to determine compliance with County Purchasing policies and statutes, help resolve conflicts between purchasing agent and purchases, and advise the Board of noncompliant purchases.</p> <p>D. Provide guidance in areas of cost control and overhead reduction.</p>	
<p>Serve as County Board liaison to the Emergency Operation Center.</p>	<p>A. Assist Emergency Services Coordinator as needed during emergencies.</p> <p>B. Coordinate with city officials as needed to facilitate the emergency practices and drills within shared facilities.</p>	
<p>Assist the Board with its responsibilities under the Lancaster County Employees Retirement Plan.</p>	<p>A. Facilitate and coordinate the Pension Review Committee; prepare and present Committee recommendations to the Board.</p> <p>B. Serve as liaison between the Board and the pension provider.</p> <p>C. Assist pension participants with questions or concerns regarding the pension plan; provide access to pension provider by participants.</p>	

<p>Assist the Board and the County General Assistance Officer/Human Services Coordinator with administration of General Assistance program.</p>	<ul style="list-style-type: none">A. Facilitate and coordinate the General Assistance Monitoring Committee.B. Serve as Hearing Officer for general assistance appeals; issue written opinions in accordance with State statute for all persons filing appeals.	
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LANCASTER COUNTY CHIEF ADMINISTRATIVE OFFICER

NATURE OF WORK

This is highly responsible administrative work assisting the County Board of Commissioners in the coordination and management of internal and/or external County Board functions and serving as the department head of County Administrative Services.

Work involves responsibility for exercising professional judgment involving a wide variety of public, intergovernmental and interdepartmental contact. The individual within this classification will have responsibility for researching and reviewing projects assigned by the County Board and coordinating projects with county departments, civic organizations and the general public. Work is performed under general policy direction of the County Board with the employee held accountable for results obtained. Supervision may be exercised over subordinate staff. This is an unclassified position.

EXAMPLES OF WORK PERFORMED

Interpret and communicate County Board policy to county department heads/elected officials, public agencies and the general public; investigate and recommend new policies and changes in existing policies to the County Board; implement policies at the direction of the County Board.

Act as liaison between County Board, governmental agencies and the general public as needed; serve as the County Board's hearing officer for general assistance appeals.

Serves as the key contact between County Legislative Consultants, County Board, Elected Officials and Department Directors; prepares annual legislative objectives, review and draft legislative bills; prepares witten/oral testimony as needed.

Serves as the County Board's representative for the Lancaster County Employees' Retirement Plan; facilitates and coordinates the Lancaster County Pension Review Committee.

Review county vendor claims to determine compliance with county purchasing policies and statutes; resolve purchasing requirements between purchasing agent and purchaser; report noncompliant purchases to County Board.

Facilitate and coordinate the County Management Team; develop and coordinate County Board weekly staff meetings; attend County Board meetings.

Plan and implement specific projects as assigned by the County Board; research and make recommendations on assigned special projects.

Represent the County Board on a variety of committees as assigned; serve as principal liaison to County Board agencies and evaluate agency programs and County Board appointed directors as required. Provides leadership director to the County by evaluating current operations, developing new plans and programs to improve the efficient operation of county government.

Serves as the department head for the Administrative Services Department including all related management functions of assigned subordinates. Prepares annual department budget. Acts as the County Board office manager

Assist in the development and preparation of the County Board budget; review and make recommendations as needed.

~~Supervise and evaluate the Records and Information Manager; provide departmental oversight and direction in support of records storage and maintenance activities.~~

~~Serve as the department head for the County Department of Administrative Services; act as County Board office manager.~~

Act as County Board liaison to the Emergency Operation Center during emergency activations; provide assistance to Emergency Services Coordinator as needed.

DESIRABLE KNOWLEDGE, ABILITIES AND SKILLS

Thorough knowledge of the operations, functions, policies, and procedures in municipal government and their interrelationship with effective county administrative processes and operational structures.

Considerable knowledge of County Board policy.

Knowledge of computer applications as they relate to public budgeting and management activities.

Knowledge of general legal provisions and statutes affecting the operations of county departments.

Ability to analyze and interpret technical and legal information and submit oral and written reports.

Ability to communicate effectively both orally and in writing.

Ability to establish and maintain effective working relationships with governmental officials, representatives from the community, County Board personnel and the general public.

Ability to handle difficult and emotionally charged situations diplomatically.

DESIRABLE TRAINING AND EXPERIENCE

Graduation from an accredited four-year college or university with major coursework in public administration, management, or related field plus considerable experience in governmental administration at the division or department head level.

MINIMUM QUALIFICATIONS

Graduation from an accredited four-year college or university with major coursework in public administration, management or related field plus experience of a responsible nature in governmental administration or a comparable field; or any equivalent combination of training and experience that provides the desirable knowledge, abilities and skills.

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