

## Recommendations to the Executive

- 1) The Team recommends consolidation of the Department of Community Services and the Department of Human Services into one department. It is recommended that the new department be generally organized as described in Appendix ?. The consolidation should remain flexible during the implementation phase, looking for additional opportunities to combine like functions which would result in efficiencies and increased program effectiveness.

The basis for this recommendation is:

- The review of processes, affinity between programs, and identification of customers has indicated enough relationship between divisions to provide improvement opportunities for program effectiveness.
  - A review of the fiscal and administrative processes has identified similarities and potential opportunities for efficiencies.
  - The idea of combined leadership between the departments will also allow a high level process to be used for strategic planning and coordinated planning for a department encompassing all of the divisions.
- 2) The Team recommends that an implementation plan be submitted to the Executive's office prior to the end of the third quarter 2010. The implementation plan will also address the following areas:
    - ❖ Facilities - The Team has strong concerns that existing facilities will limit the consolidation's ability to maximize desired outcomes.
    - ❖ Process Improvement - The Team has discovered numerous processes which, when coordinated or improved, will result in more effective delivery of services. The Team recommends to continue identifying and prioritizing processes for improvement and to use a disciplined process of mapping existing processes and evaluating, testing, and validating process changes.
    - ❖ Workforce – To ensure continued consistency with County human resource goals and values of a highly qualified workforce, the Team recommends that a consolidated department develop strategies to accomplish these goals and maintain these values during the implementation of this consolidation. The Team also recommends that, when organizing a consolidated department, the span of control of supervisors and managers be evaluated to maximize the effectiveness of the organization.
    - ❖ Service Delivery Method - The Team recommends using a disciplined method of evaluating the most effective model of delivering services to the community.