

Breakthrough Change Initiatives: Phase II: Opportunities and Recommendations

Initiative: Organizational Restructuring/Consolidation

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A. High Potential Opportunities	B. Recommendations/Alternatives	Analysis	Short-Term Outcomes	Projected Longer Term Outcomes	
			2005-2006	2007-2008	2009-2010
#1 Consolidation of Similar Functions Using data from other local governments, such as Longbeach, CA, efficiencies and cost savings are likely available from consolidation of functions that have similar customers and provide similar functions; have the same equipment needs; require similar job skills for employees performing the functions; and have similar service location requirements.	Option #1:	Pros:	Cost Savings: GF: Other:	Cost Savings: GF: Other:	Cost Savings: GF: Other:
		Cons:	Non-financial Outcomes:	Non-financial Outcomes:	Non-financial Outcomes:
	Option #2	Pros:	Cost Savings: GF: Other:	Cost Savings: GF: Other:	Cost Savings: GF: Other:
		Cons:	Non-financial Outcomes:	Non-financial Outcomes:	Non-financial Outcomes:
	Option #3	Pros:	Cost Savings: GF: Other:	Cost Savings: GF: Other:	Cost Savings: GF: Other:
		Cons:	Non-financial Outcomes:	Non-financial Outcomes:	Non-financial Outcomes:

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#2 Resourcing Options for Service Delivery Outsourcing, insourcing, staffing models Data obtained indicates that by identifying services that are coming to an end of their mission or are no longer needed; by evaluating frequency of in-house needs; by evaluating variability of work load; and performing cost comparisons, improved decisions can be made regarding whether service delivery should be outsourced or in-sourced or whether staffing levels are appropriate.	Option #1:	Pros:	Cost Savings: GF: Other:	Cost Savings: GF: Other:	Cost Savings: GF: Other:
		Cons:	Non-financial Outcomes:	Non-financial Outcomes:	Non-financial Outcomes:
	Option #2	Pros:	Cost Savings: GF: Other:	Cost Savings: GF: Other:	Cost Savings: GF: Other:
		Cons:	Non-financial Outcomes:	Non-financial Outcomes:	Non-financial Outcomes:
	Option #3	Pros:	Cost Savings: GF: Other:	Cost Savings: GF: Other:	Cost Savings: GF: Other:
		Cons:	Non- financial Outcomes:	Non-financial Outcomes:	Non-financial Outcomes:

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#3 Regionalization of Services Experience by other local governments indicates that cost savings can result from regionalizing services that require specially trained and equipped personnel and that can reasonably be provided by a single entity within the selected service delivery area.	Option #1:	Pros:	Cost Savings: GF: Other:	Cost Savings: GF: Other:	Cost Savings: GF: Other:
		Cons:	Non-financial Outcomes:	Non-financial Outcomes:	Non-financial Outcomes:
	Option #2	Pros:	Cost Savings: GF: Other:	Cost Savings: GF: Other:	Cost Savings: GF: Other:
		Cons:	Non-financial Outcomes:	Non-financial Outcomes:	Non-financial Outcomes:
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#4 Long Term Process to Integrate Service/Organization/Budget Best practices employed by other governmental entities reveal that improved decision making can result when determining what services are to be provided; how they are to be provided; and how the governmental entity should be organized to provide the services in the most cost effective and efficient manner in a single integrated process.	Option #1:	Pros:	Cost Savings: GF: Other:	Cost Savings: GF: Other:	Cost Savings: GF: Other:
		Cons:	Non-financial Outcomes:	Non-financial Outcomes:	Non-financial Outcomes:
	Option #2	Pros:	Cost Savings: GF: Other:	Cost Savings: GF: Other:	Cost Savings: GF: Other:
		Cons:	Non-financial Outcomes:	Non-financial Outcomes:	Non-financial Outcomes:
	Option #3	Pros:	Cost Savings: GF: Other:	Cost Savings: GF: Other:	Cost Savings: GF: Other:
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<p>#5 Appropriate span of control for services provided</p> <p>Opportunities for improved organizational efficiencies and cost savings have been demonstrated in other governmental organizations when appropriate span of control is utilized within the organization based on established benchmarks employed by other governmental entities.</p> <ul style="list-style-type: none"> Management experts recommend spans of control ranging from 10 to 25 staff per supervisor. Preliminary data suggests Tacoma's span of control is in line with other municipalities' spans which range from 4.2 to 6.5. Preliminary data indicates that Tacoma has approximately 19 percent of its employees categorized as management. <p>What improvement to our data collection and reporting systems do you suggest for the future to assure we can monitor progress and track results?</p> <p>Span of control and layers of management analysis and reporting tools.</p>	Option #1:	Pros:	Cost Savings: GF: Other:	Cost Savings: GF: Other:	Cost Savings: GF: Other:
		Cons:	Non-financial Outcomes:	Non-financial Outcomes:	Non-financial Outcomes:
	Option #2	Pros:	Cost Savings: GF: Other:	Cost Savings: GF: Other:	Cost Savings: GF: Other:
		Cons:	Non-financial Outcomes:	Non-financial Outcomes:	Non-financial Outcomes:
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<p>#6 Appropriate number of layers of management for services</p> <p>The city's data on organizational structure has not been kept for consistency or availability, for organization charts or classification. Opportunities for improved organization efficiencies and cost savings have been demonstrated in other governmental organizations when levels of management have been optimized based on benchmarks employed by other governmental entities.</p> <ul style="list-style-type: none"> Tacoma's departments have from 1 to 6 layers of management. <p>What improvement to our data collection and reporting systems do you suggest for the future to assure we can monitor progress and track results?</p> <p>Span of control and layers of management analysis and reporting tools.</p>	Option #1:	Pros:	Cost Savings: GF: Other:	Cost Savings: GF: Other:	Cost Savings: GF: Other:
		Cons:	Non-financial Outcomes:	Non-financial Outcomes:	Non-financial Outcomes:
	Option #2	Pros:	Cost Savings: GF: Other:	Cost Savings: GF: Other:	Cost Savings: GF: Other:
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<p>#7 Appropriate management/supervisor classification for work required</p> <p>Establishing consistent management/supervisor classifications and matching those to the work performed ensures that span of control/levels of management decisions are proper and management/supervisor employees are properly classified within the organization.</p> <ul style="list-style-type: none"> • Most management positions in Tacoma are single, stand-alone classifications • Tacoma has approximately 275 positions classified as management. • Some classification titles are listed in more than one layer of management. <p>What improvement to our data collection and reporting systems do you suggest for the future to assure we can monitor progress and track results?</p> <p>Span of control and layers of management analysis and reporting tools.</p>	Option #1:	Pros:	Cost Savings: GF: Other:	Cost Savings: GF: Other:	Cost Savings: GF: Other:
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		Cons:	Non-financial Outcomes:	Non-financial Outcomes:	Non-financial Outcomes:
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