



TPW & GSD CONSOLIDATION

Director, Johannes J. Hoevertsz

AUGUST 2, 2022

BACKGROUND & OBJECTIVES

January 25, 2022 - the Board Of Supervisors named TPW Director as interim leader of the General Services Department.

Director and staff asked to evaluate:



CONSOLIDATION

Benefits/challenges of merging the two departments; alignment with other county models?



PURCHASING

Evaluate if GSD is the best department into which Purchasing sits; evaluate alternatives



ADMINISTRATION

Study feasibility of consolidating administrative functions of each department into a unified division



ENERGY & SUSTAINABILITY

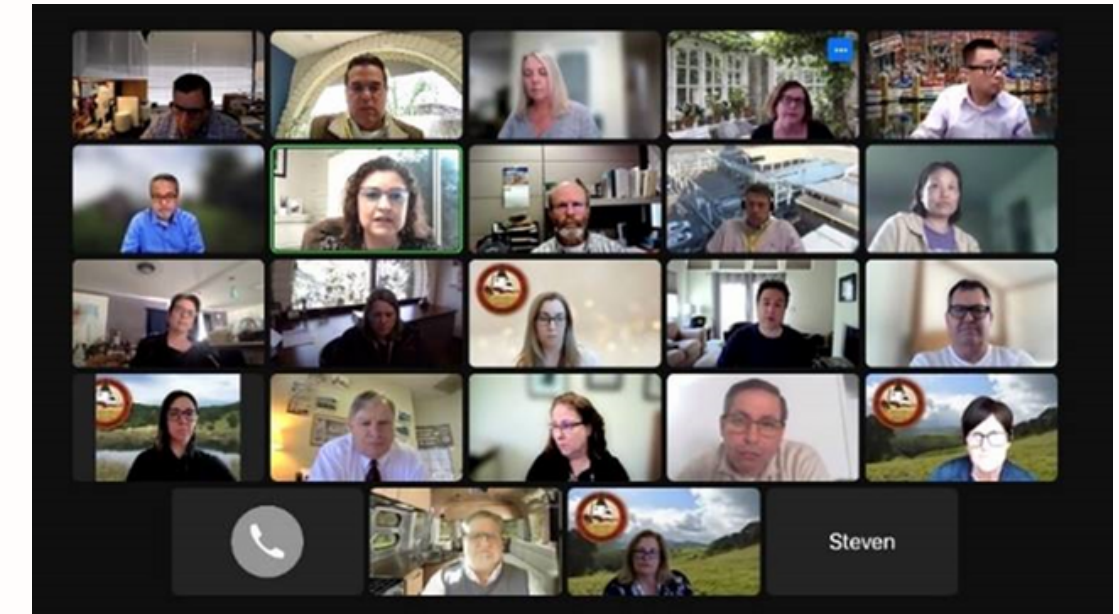
Relocation of Energy and Sustainability Division from GSD to CAO

Independent consultant

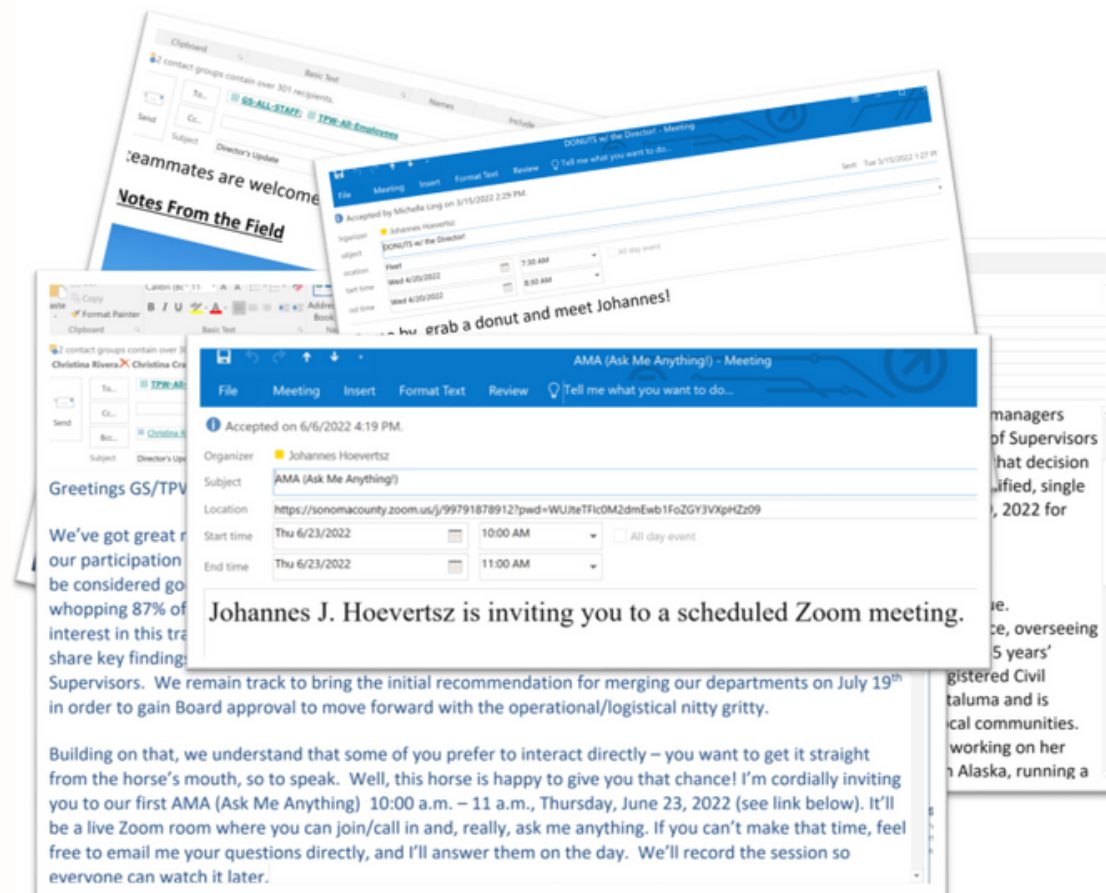


Of 300 employees surveyed across departments, 165 responses received (70% GSD, 45% TPW).

Employee Survey



Comparable County Structures



Regular Director's Updates,
formal and in-formal meet-and-
greet with management,
Director Ask Me Anything

Investigation into other counties with combined same or similar functions, including Contra Costa, Fresno, and San Luis Obispo,



Findings - Opportunities in Consolidation



Economies of Scale

Opportunities for staff to share resources internally, including collaboration on projects, procurements, partnerships with outside agencies, and grant-seeking.

Organizational Efficiency

Overlapping areas can be enhanced through better communication, eliminating duplication of effort, adding resources to areas needing support.

Cost Savings

No areas of cost savings are identified at this time. Over time, as divisions and focus areas are more fully unified, more effective service and greater efficiency are expected.

Due to unique funding sources, separate use of restricted funding will be maintained.



PURCHASING FITS WITH GENERAL SERVICES

- In order to maintain service delivery, purchasing should be in a department that allows for **flexibility** and **nimble** response.
- Existing regular internal and external audits of programs and procedures help to ensure **appropriate, un-biased, transparent** transactions.
- Further enhancement to the program underway via CAO lead Strategic Plan Organizational Excellence pillar to support aligning county policy with strategic priorities and racial equity principles.

OTHER DEPARTMENTS CONSIDERED

- Counsel
- CAO's Office
- Auditor-Controller- Treasurer-Tax Collector
- Human Resources

IMPLEMENTATION

Many administrative and legal actions involving several agencies and departments must take place to complete the process, including:

- Continued assessment of administrative functions and optimal organizational structure
- HR to liaise with labor unions
- Budget and HR process adjustments
- County Code updates
- Classification studies and other research, review



RECOMMENDED ACTIONS:

1. Approve consolidation of the Transportation and Public Works Department and the General Services Department.
2. Approve move of General Services Energy and Sustainability Division to the County Administrator's Office.
3. Direct these Departments and the Human Resources Department, County Administrator's Office, County Counsel's Office, Auditor-Controller-Treasurer-Tax Collector and any other necessary departments to initiate and complete the necessary legal and administrative actions to implement the consolidation with the objective of completing these necessary steps and effectuating the merged departments in early 2023.