

CHC Worst Case Scenario 5: Your CHC appointee count has decreased over the years, as has productivity. How do you decide what work/projects the CHC will reduce in scope or eliminate?

**For our purposes, we're exploring how to downsize programming rather than recruit new appointees.*

Best CHC Outcome Scenario 5: That the CHC stays active with a smaller program of work and appointees can embrace this new workload with confidence.

1. Gather information — *What information do we need before taking action?*

- Who should be involved in discussions that evaluate ongoing CHC work and propose programs or services that should be modified or eliminated?
- Are there any trademark projects for which the CHC is known? Are these helping or hurting the CHC's identity within the community?
- Does the CHC have the appropriate skills and support to ensure a quality outcome for ongoing programs?
- How are projects/services currently provided by the CHC received by the public?
- Identify ongoing CHC projects/services fall outside statutory parameters; this effort will list the obvious projects/services that can be removed from CHC's body of work?
- Has the CHC sought advice from CHC Outreach/THC Staff, and neighboring CHCs?

2. Consider relationships — *What to keep in mind to maintain respectful relationships?*

- Appointees' priority should be sustaining the CHC but they may have a personal attachment to certain programs, making a unbiased evaluation process difficult.
- Downsizing or eliminating projects could create a level of discomfort for some stakeholders—appointees, county officials, partners, the public, etc.
- Include all CHC appointees and county commissioners in discussions to create buy-in when the time comes to implement changes.
- Remember that what one person views as a valuable project/service, another may view as without merit.
- During evaluation with appointees, discuss accomplishments as much as challenges and failures to balance out the emotional impact of considering downsizing CHC workload.
- Celebrate successes and accomplishments throughout this process to help boost morale of CHC.

3. Make a plan — *What actions should be taken to accomplish best case outcome?*

- Evaluate existing projects and services—note the CHC's investment and quality of outcomes.
- Evaluate appointees' skills and abilities to identify what human resources are available/not available.
- Consider how partnerships with organizations and professionals could ease CHC's load—provide skills, labor, etc. required for CHC projects.
- Consider whether or not CHC is better equipped to support others' events rather than manage their own.
- Discuss these matters with appointees in an open roundtable to encourage group participation.
- Develop of short-list of projects and services that are under consideration for reduced scope or to be eliminated altogether. Run these by your county officials to give them a heads up.
- Use short-list to identify the pros and cons related to reducing scope or removing from the CHC's workload.
- Bring final list to CHC meeting for vote, then to commissioners court to secure approval of recommended changes.
- Based on decisions, plan reorganization of CHC programming and workload delegation.