

# **DELIVERING SERVICES**

**with**

## **FEWER RESOURCES**

The following ideas were presented to participants at the Special Districts Association of Oregon (SDAO) workshop on "Delivering Services with Fewer Resources" in Eugene, February 7, 2003. The workshop was facilitated by Paul Koch. These ideas were presented to get session participants to think "outside the box," stimulate new ideas and to encourage the group to think creatively. This listing represents some of what must be done to ensure that quality services are delivered in times of reduced resources.

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### **1. CHANGE**

Change the way you work. How we think affects how we make decisions and our ability to see new and different solutions. Changing how we think is the first step in the process. If the law, policy or plan needs to be changed, then change it. We can choose to deal with reduced resources the same way we have always done, or we can change how we do it and get another result. "If I always do what I have always done, I'll always get what I've always got. And I will always do what I have always done, if I always think like I've always thought." (Larry Wilson)

### **2. PROVIDE LEADERSHIP**

Authentic leadership involves influencing people to follow, enrolling people in the effort and being absolutely tenacious. To marshal people to do what is "right" takes leaders willing to risk and who are absolutely focused on the vision.

Leaders are willing to enroll the entire community and willing to do whatever it takes to accomplish the work that must be done.



### **3. MOVE AWAY FROM TRADITIONAL REACTIONS**

Change the way you and your organization respond to things. If what you have is not what you want, then you need to change how you respond. It is that simple!

### **4. CONSOLIDATE**

Consolidate organizations, jurisdictions and functions. Consolidate the human resource function in one jurisdiction, purchasing in another. Focus on results and direction.

### **5. USE A PROFESSIONAL EMPLOYER ORGANIZATION (PEO)**

Outsource your human resource functions (payroll, record keeping, reports, taxes, health insurance, personnel manuals, employee counseling) to a firm that specializes in HR. Take the savings to keep services in place.

### **6. FIND A NEW HEALTH INSURANCE PROVIDER**

Find a new health insurance provider or way to provide this benefit to your employees.

### **7. ENGAGE THE PUBLIC**



Adopt the frame of mind that says the solution to the problem is in the community. Deliver the issues to the whole community. Invite people, don't place a legal advertisement. Go door to door, use banners, letters, and every other idea that you think will make sure all your citizens know they are invited to help solve the problem. Take no preconceived ideas, documents or pictures to the meeting. Start with a clean slate. Watch for the "magic moment".

### **8. CREATE A BETTER RELATIONSHIP WITH EMPLOYEES**

Your employees are the absolute key to getting things done. Meet with them, include them, and take care of them. Communicating and honoring employees will help you create miracles. Do not let "we-they" happen in your organization.

### **9. THINK WHOLE COMMUNITY**

Focus all your efforts on what is best for the entire community, not just a few. Engage every sector.

### **10. HAVE A WRITTEN VISION AND STRATEGIC PLAN**

Know what you are trying to create and how you will spend "their" money. Put it in writing, share it with everyone and follow it. Live your organizational life by design.

## **11. HAVE CLEAR PRIORITIES**

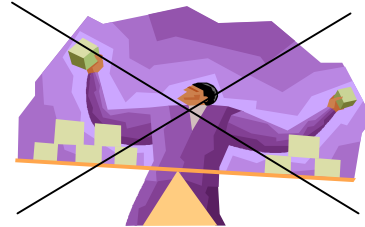
Know what is most important, what your expectations are and how you will measure success.

## **12. OPENLY CONSIDER ALL OPTONS**

Always consider at least three options and openly be willing to discuss disbanding and consolidating.

## **13. DON'T BALANCE THE BUDGET**

Focus on building your community. The budget will take care of itself. Let staff worry about the balanced budget.



## **14. RECOGNIZE YOUR COMMUNITY HAS CHANGED**

Look at your community! Identify the changes in the make up, look and appearance of your community and how it works. It has changed. New people bring new expectations. An aging population brings changes in need and expectation.

## **15. SHARE FACILITIES**

Co-locate in facilities with other jurisdictions. Share shops, refueling stations, vehicle and equipment repair, libraries, and parks. Your citizens will notice.

## **16. COMMUNICATE MORE WITH YOUR COMMUNITY**

You cannot communicate enough with your community.

## **17. FIND OTHER VEHICLES TO DELIVER SERVICES**

Use more volunteers; create a non-profit, contract out for services or invent something new that meets your needs.

## **18. DISCONTINUE THE SERVICE**

Be willing to discontinue the service if need be.

## **19. DON'T BUY NEW, BUY RECONDITIONED**

## **20. AVOID RFP'S**

Don't get caught in the RFP spiral. Create standard plans that all can use. Avoid the extra expense.

## **21. UTILIZE GRADUATE STUDENTS**

## **22. REDUCE THE EMPLOYEE EVALUATION PROCESS**

Only 10 percent of employees are problems at evaluation time. Save time by dealing with only those employees. Use memorandum of evaluation with all the others. Saves time.

## **23. REQUIRE MORE OF DEVELOPERS**

Use higher SDC's, package sewer plants. If it doesn't exist, invent it!

## **24. MANAGE YOUR TIME**

Spend all your time on the priorities-vision, strategic initiatives, and desired results.



## **25. DO JOINT PURCHASING**

Purchase large equipment in partnership with others. Share!

## **26. REDUCE THE NUMBER OF BOARD MEETINGS**

Give clearer direction, better policy and clear expectations. Focus on results and let staff work. Manage the board's time and energy.

## **27. HOLD STAFF ACCOUNTABLE FOR RESULTS**

Your Staff represents the best resource your community has.

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The logo consists of the letters 'PK' in a bold, yellow, serif font, set against a dark purple square background.

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**Practical - Effective - Affordable**

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