



Memorandum

TO: City Council

FROM: Mayor Ron Gonzales

SUBJECT: Alternative Service Delivery
Materials for the Budget Study Session

DATE: March 14, 2006

A handwritten signature in cursive script, appearing to read "Ron Gonzales".

Approved

Date

During Thursday's study session on the Mayor's March Budget Message, the Council will have another opportunity to discuss alternative service delivery models. In response to Councilmember Reed's comments about the need for bold service delivery ideas during the Council's initial discussion of the Message, my office asked the City Manager and City Auditor to bring forward their "Top Five" ideas that have the greatest potential for long-term impact.

Attachment A is the Idea List with these proposals as well as the City Manager's original "Top Ten" proposals. Any items with proposed changes are noted with a 'b' after the item number.

During Thursday's session, I urge the Council to review this list and ask any questions of the Manager, Auditor or my office. Then, Council will have the opportunity to add new ideas or proposals from those put forward during the Service Delivery Models Study Session in January (Attachment B).

After the Council has agreed on additions to the Idea List, each Councilmembers will select his or own individual top ten ideas from the list. The Council's participation will assist me greatly in evaluating what proposals should be included in the final Mayor's March Budget Message.

Alternative Service Delivery Models Idea List

Manager’s Top Ten

- 1b. Replace turf in non-active areas of parks with mulched beds or alternative plant material such as native plants
- 2. Clean and Green Downtown
- 3. Workforce Planning and Diversity
- 4. Improve Employee Recognition
- 5. Increase Student Interns from San José State University and Other Nearby Colleges and Universities
- 6b. Increase Employee Feedback on Service Delivery Methods
- 7. Use Technology to Increase Accessibility of City Information and Services
- 8. Increase Technology in City Hall Conference and Meeting Rooms, e.g., printable white boards, screens, projectors, etc
- 9. Establish Citywide Electronic Document Management Program
- 10b. Actively Search for New Contracting Out and Out-Sourcing Opportunities

Longer Term Proposals:

- 1. Healthy Neighborhood Venture Fund Shift
- 2. Modifications to City’s Retirement Plans

Auditor’s Top Five (Number corresponds to listing on the Brainstorming Session Comments)

- 5. Use of alternative vehicles in the Fire Department
- 38. Create a process to evaluate how effective we are versus the organizations we provide grants to
- 17/27/29. Look at performance measurements and evaluate if they actually do measure service we are trying to deliver. Performance measures should measure outcomes (outputs). Measure inputs, outputs and customer satisfaction
- 22. Reevaluate our service delivery for recreational programs
- 10. Consolidate cashiering functions

Manager’s Top Five (Number corresponds to listing on the Brainstorming Session Comments)

- 2. Expand use of volunteers
- 21. Look at city’s retirement program to look for options for change
- 22b. Reevaluate our service delivery for recreational and parks maintenance programs
- 30b. Set realistic expectations and refine a priority setting process to more effectively manage workload
- 38b. Improve grants management and community-based organization oversight

Additional Items Added by Council

**Service Delivery Models Study Session
January 12, 2006
Brainstorming Session Comments**

Proposals:

1. Improve internet and intranet, searchable capabilities, use frameless webpages
2. Expand use of volunteers
3. Address need for skilled employees due to retirements
4. Streetlight crews to work at night
5. Use of alternative vehicles in the Fire Department
6. Look at span of control in Police and Fire Department
7. Create a system for customer feedback both employee suggestions and resident/business customers
8. Clean Downtown program
9. Replace nonactive manicured lawn with native plants
10. Consolidate cashiering functions
11. Document management program
12. Increase internship opportunities with SJSU and other colleges in the area
13. Debit cards for city services
14. Increase employee feedback on service delivery methods related to goals set by the City Council
15. Explore expanding call center services to increase customer service
16. Look at new realities task force recommendations
17. Look at performance measurements and evaluate if they actually do measure service we are trying to deliver
18. Look at how we implement the budget process to allow us to keep ahead
19. Improve the way we transfer knowledge/experience to new employees
20. Transition new employees before retiring employees leave
21. Look at city's retirement program to look for options for change
22. Reevaluate our service delivery for recreational programs
23. Implement an employee recognition program and involve employees in the creation of a program
24. Evaluate or create a threshold for customer complaints to warrant ending the program
25. Reduce library staffing during specific hours
26. Post FMS reports on the intranet and stop printing hard copies to save paper and cost
27. Performance measures should measure outcomes (outputs)
28. Link Service Delivery Model session to the budget process
29. Measure inputs, outputs and customer satisfaction
30. Set realistic expectations and develop a priority setting process
31. Increase clarity around planning and development process
32. Increase education around City Council role in management of the City.
33. Review potential Charter amendments if necessary

34. Improve policy clarity to facilitate implementation
35. Create an environment for the City to receive feedback
36. Employee suggestions implemented create team based compensation
37. Evaluate a process for demand management
38. Create a process to evaluate how effective we are versus the organizations we provide grants to
39. Create a citywide electronic document management program