



January 9, 2014

Things CFR can do to help make San Jose a fiscally sustainable city

This is a summary of the feedback we received from meetings with city council, city staff, and members of the San Jose business community (8/16 through 12/19/13):

1. **Core Services:** We found a high level of support for the idea of publicly defining a set of core (essential) services then improving them by refocusing available resources to put more boots on the ground.
2. **Expand opportunities for Public-Private and Public-Public Partnerships:** We were asked to propose revisions to Council Policies 0-29 & 0-41 that will facilitate increased opportunities for more cost-effective delivery of city services through public-public and public-private managed competition.
3. **Employee Suggestion Program:** We found a high level of support for an employee suggestion program that offers meaningful rewards for efficiencies and cost savings that do not reduce satisfactory service levels. This approach leverages employee know-how and holds promise of improving morale.
4. **Review SJFD savings opportunities:** We were asked to review and make recommendations on the IBM study and others that identified at least \$50-million in savings opportunities without decreasing satisfactory service levels at SJFD.
5. **Department Priorities:** We were advised to begin our search for savings in departments other than the Library and similar programs that enjoy popular support.
6. **Downsize or consolidate:** We were advised to give preference to savings gained by downsizing or consolidating departments rather than eliminating them (they all have constituencies).
7. **Eliminate Duplicative Services and Management Inefficiencies:** We found public- and private-sector support for eliminating duplicative services and improving management efficiency and effectiveness; i.e. flattening the city's management curve.
8. **Offer a Significant Hiring Bonus for Experienced SJPD Candidates:** We were asked to review and make recommendations on a bonus program that attracts new officers but costs less than to train new recruits. A hiring bonus could rapidly replenish the police force with seasoned officers.
9. **Educate the public:** We were asked to help counter misinformation from whatever sources by disseminating documented facts that will help to enlighten the public.
10. **Educate the Council:** We were asked to provide data-driven input and recommendations necessary to craft sound public policy and counterbalance group-think.
11. **Hold Council and Staff Accountable:** If a policy or practice is supposed to produce a specific benefit, help council and staff document the results and understand the consequences.
12. **Provide Advocacy:** Provide advocacy and help to broaden a constituency for sensible reforms.
13. **Be Clear And Concise:** Make it easy for council and city staff to understand concerns and issues.
14. **Provide Research:** Aid council and Staff by contributing research and best practices.
15. **Encourage More Volunteerism:** We were asked to encourage more San Jose residents to get involved in the affairs of city government.
16. **Reduce time and cost of permitting and plan review:** The San Jose business community would welcome any changes that will reduce the time and cost involved in permitting and plan review.
17. **More Opportunities for Managed Competition:** The San Jose business community is in support of more opportunities for managed competition.
18. **Make Our City More Attractive:** The San Jose business community urges an emphasis on improved public safety and quality of life (significantly lowering crime, graffiti, litter, homelessness, drug dealing, etc.) in order to make our city more attractive for existing residents as well as for new businesses.
19. **Assess City Employee Attitudes:** Support efforts to more accurately understand city employee attitudes by conducting exit interviews and job satisfaction surveys in order to take appropriate actions that will retain staff and improve overall morale.

[End]