



Cut-Back Management: Techniques for a Down Economy

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October 15, 2009

CUT-BACK MANAGEMENT: TECHNIQUES FOR A DOWN ECONOMY

- ▶ Defining Core Services
 - Why are we here?
- ▶ Wichita State University – Hugo Wall School of Urban and Public Affairs
- ▶ WSU met with City Council, Department Directors and focus groups



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Basic Questions?

- ▶ Why do we do what we do?
 - Mandated
 - Public Responsibility
 - Policy directive
- ▶ How else could the service be provided?
 - Contracting
 - Outsourcing
- ▶ Where do we overlap with other departments?
 - How many times do different departments inspect the same sight?
 - Cross-training?



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Basic Questions (continued)

- ▶ What policy implications are involved?
 - Maintenance – repair or build new?
 - Centralize/decentralize/neighborhood services



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Definitions?

- ▶ **Core Service**
 - A basic, fundamental role of the City for the benefit of its citizens
- ▶ **Essential Service**
 - An important role that the City can fulfill to benefit its citizens
- ▶ **Support Service**
 - An ancillary role of the City for the benefit of core and essential services.



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Core Principles

- ▶ Protect life
- ▶ Protect Property
- ▶ Protect infrastructure investment
- ▶ Promote a sustainable, growing community



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- ▶ Core principles allows the City to focus on outcomes.
- ▶ WSU provided a list of 40 items – prioritized by department directors.
 - Outsourcing of turf maintenance
 - Outsourcing of printing and mailing
 - Changing hours of janitorial services at City Hall
 - Combining of inspection services
 - Increasing street maintenance vs. new construction

