

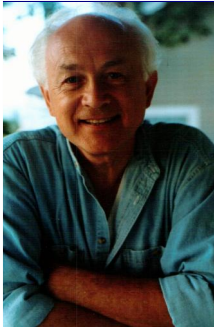
# The Whole Enchilada

Sharing Hot Ideas & Sizzling Topics with Organizational Leaders

*The Whole Enchilada* is a complimentary newsletter written and published by Paul Koch Consulting, 314 Ninth Street, Lake Oswego, Oregon, 97034.  
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*My hope is that you will find this information helpful and pass it on. Please send me your ideas, solutions and techniques so that we can share them with others. Sharing helps everyone do a better job.*

*– Paul Koch*



**Paul Koch** has over 35 years of experience in local and state government and has spent the last ten years focusing his efforts on assisting local government, organizations and business be successful. Paul has served as a City Manager, Assistant City Manager, Interim City Manager and has held major department head positions in local government. In his early career he worked for Governor Tom McCall, traveling the state assisting local communities solve problems.

In addition, Paul spent four years as an association president. Recent efforts have included such diverse activities as strategic planning, council and board training, community facilitation, visioning, action planning, team building, coaching top executive and assisting organizations through the change process. He has helped communities recruit and hire city managers, develop effective partnerships and work together to enhance community.

## Ideas that Work

Improve your working relationship with your City Council:

- Have Lunch – Weekly/Monthly
- Ask your City Council how you are doing, where you could improve and what they can do to help
- Ask your Council how you can improve staff reports

### *Concerned About Water System Security?*

Contact the Water Security Summit at:  
[www.watersecurity.org/links.asp](http://www.watersecurity.org/links.asp)

**For information on any of the ideas in “The Whole Enchilada,” call Paul**

*Local governments’ chances for success are greater if the leaders are committed to building a vision of success which is shared by the leaders, staff, boards/commissions and community. -PK*

## The 10 Most Common Errors Found in Emergency Response Plans

1. No upper management support
2. Lack of employee buy-in
3. Poor or no planning
4. Lack of training and practice
5. No designated leader
6. No method of communicating with employees
7. Failure to keep plan up-to-date
8. OSHA regulations not a part of plan
9. No procedures for shutting down critical equipment
10. Employees are not told what actions to take in an emergency

**How does your plan rate?**

Source: *The National Safety Council On Tap* magazine

## THE SEWER PLANT ALTERNATIVE:

With growth and development issues facing many communities, the provision of sewer services becomes a big problem. Many communities are faced with big price tags for sewer plant expansions, new plants and increased monthly fees for local citizens.

One option that is available and often overlooked is the package sewer plant. If your community is facing failing septic systems or large expenditures to expand the existing system, you should fully explore the package plant option.

To find out more about package plants, access the following web page:

## AN INNOVATIVE COUNTY PARK ALTERNATIVE:

Columbia County Oregon, through its County Parks and Recreation Advisory Commission, is developing a new approach to county parks that you might want to review.

The County is experiencing severe budget constraints and is seeking a solution.

Some ideas being considered by the county:

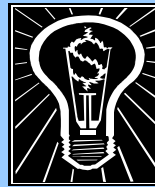
1. Transferring all County Park properties within a city's UGB to that city.
2. Facilitating the creation of a larger Park and Recreation District to take some of the burden.
3. Partnering county parks with the County Fair Grounds.
4. Seeking the resources of Portland State University and U of O to help develop park master plans through the use of student interns.
5. Seeking a new enhanced partnership with special interests to help lower the cost to the County while keeping park areas open and available to the general public.
6. Creating County park SDCs.

For additional information contact Dave Hill at:  
[colroad@columbia-center.org](mailto:colroad@columbia-center.org).

***LOOKING FOR A SPEAKER FOR YOUR NEXT MEETING?*** Paul Koch offers talks that will help inspire your community or organization to success.

## COST CUTTING IDEAS THAT WORK:

*The private sector techniques for reducing costs do not always work in the framework of local government or non-profit organizations. Here are a few ideas that can work within the local government/non profit arena.*



**The Human Resource Function:** For between two and five percent of a clients gross payroll, a PEO can handle all of your human resource issues, including hiring, payroll, tax filing, compliance, safety manuals, unemployment, hearings, benefits, workers compensation, health insurance and personnel law. In most cases, the contract fee is less than maintaining and operating a full HR department. Worth a look! For more information, visit [www.thebestpeo.com](http://www.thebestpeo.com).

**Reverse Auction:** Here is a new wrinkle to bidding and RFP's that is taking hold in the private sector. In Reverse Auction, suppliers respond to RFP's or bid calls. Then the proposals are openly available on the internet for all to see, and there is competition to see how the cost can be lowered. Each bidder has access to and sees what the competition is doing. The initial experience of companies and government agencies has been very positive with much lower costs and more responsive bidders. Contact [datumpointllc@aol.com](mailto:datumpointllc@aol.com).

## THE SCAPPOOSE PLAN:

City Manager, Jerry Gillham, and his City Council are developing a comprehensive and practical training program to bring Council, staff and all Boards and Commissions into alignment.

Jerry, working with consultants and one member of his Council has developed a 4-6 hour training program for every member of the City's Boards and Commissions. The training will focus on such basics as how to conduct a meeting, listening skills, agenda setting, how to work with staff, making decisions, dealing with difficult people, solving problems, setting priorities and how to be accountable.

Receive information on this effort by contacting Jerry Gillham at his Scappoose office at 503-543-7146.

## Enhance Your City Council's Ability to Make Great Decisions

1. Have City Council create a declared future or vision.
  2. Help the City Council set clearly written goals, priorities and success measures.
  3. Standardize all decision-making reports to City Council. Keep the document to no more than two pages.
  4. Keep City Council focused on decision making, policy and direction.
  5. Have a staff report "presenters" rehearsal. Improving staff's ability to give effective reports significantly enhances City Council's ability to make great decisions.
  6. Have issues requiring decisions go to and through a City Council work session before landing on the City Council agenda.
  7. Have City Council establish a policy to funnel low level decisions to a consent agenda. Help City Council focus on the "big issues."
  8. Remind City Council that their role is policy and direction.
- "To the extent that a board (Council) wishes to provide strategic leadership, it must clarify policies and expect organizational activities to give them life" –John Carver, Boards That Make a Difference*

### City & School Joint Libraries



*An idea to help you develop community energy and pride while serving all ages, and enhancing the image of local government.*

There isn't a magic-bullet to reduce the expense of government services, but maybe a lot of little actions, common sense projects at the local level that will show cooperation, and a focus on the needs of the community that will lead to a new appreciation of government services.

Libraries are one of those services that offer communities the opportunity to partner with others to create innovative services to meet the needs of all ages.

In every state of the union there are examples where the local city and school district worked together to provide a joint City-School library. Pooling resources, focusing community energy and avoiding duplication has created a number of good examples for others to model.

Most of the library models seem to be focused in small communities and contain the elements of community excitement, private service club initiation, and community use of shared facilities. Nebraska has some very effective examples that have been responsible in part for rebuilding a positive image of local government.

The St. Paul, Nebraska Library Foundation offers a complete description of their process, a floor plan and other materials to help duplicate the process. Other resources are the State Library Department in each state. Other communities with successful joint use libraries are Faith, SD; Sturgis, SD; Olney, Tex.; Cigna Park, IL. Fort Lupton, Co., and Chula Vista, Ca. Each of these communities has a web page and can be contacted for additional information.

So, the answer is yes, it can be done and there are communities who have done it! And they are all willing to share their success with others. To learn about their success, contact the St. Paul Library Foundation through Lowen Clausen at [lowen@lowenclausen.com](mailto:lowen@lowenclausen.com)

**Critical Budget Decisions?** Every local government entity is facing critical budget decisions. If you always use your old methods to deal with this issue, "you'll always get what you've always got!"

**Check with Paul Koch about helping you and your Council or Board deal with budget issues in a way that **EMPOWERS AND BUILDS** your community!**

## *More Ideas that Work & Build Community*

- **Community visioning process:** Dundee and Corvallis, Oregon used their community visioning process to establish population targets for their communities. Both vision documents have a population target and are used by the cities to help make strategic decisions about growth and development. And, they have high levels of community support and understanding.
- **White Salmon, Washington:** For years the citizens of White Salmon had to boil their water. The new City Council, with expert guidance from staff, decided to end that practice, raised the water rate, got a state grant and bonded for a new well. That provided an opportunity for some in the community to initiate a great deal of negative feelings about the city. The city conducted a facilitated community meeting, attended by over 300 people who had all their questions answered. At the end of the meeting a young mother stood up and said to the Council, “you can raise my water rates anytime”. The city now has greater support from the community as a result of being very open and responsive.
- **Sherwood, Oregon** now enjoys a new community center operated by the YMCA. Originally the idea of the former Mayor, he took the concept to the community, hired facilitators to help his community decide if they even wanted it and how it would look. Four weeks later, over 100 citizens attended the Council meeting and requested that an \$8 million bond issue be placed on the ballot. The community ran the campaign, the issue passed and they all enjoy the facility today. Over 3,000 participated in creating the concept in four weeks.

### **Paul Koch Offers Assistance with the Following Services:**

*Action Oriented Facilitation  
Visioning, Action Planning  
& Implementation  
Team Building  
Council and Board Training &  
Orientation  
Strategic Planning, Implementation &  
Success Measures  
Community and Organization  
Assessment & Analysis  
General Problem Solving & Conflict  
Resolution  
Interim & Project Assignments  
Community Relations & Involvement  
Growth Management Issues*

*Developing Effective Partnerships  
Skill Building & Competency  
Training  
City Manager/Executive Work  
Plans & Evaluation Systems  
City Manager & Executive Coaching  
Program & Service Level Budgeting  
Job Descriptions & Work Planning  
Council & Board Communication &  
Reporting Systems  
Mitigating the Impact of Fee and Rate  
Increases  
Change Management  
Customer Service  
Emergency Preparedness Planning*