



**“Doing more with less.....?
A Challenge and an
Opportunity”**

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These are challenging times, but not unprecedented.....

- This '**Great Recession**' is the most significant economic downturn of my lifetime
- **Lessons** have been **learned** from numerous cyclical recessions of less severity or duration
- History of resource reductions as a result of **political mandates**
- Some examples of economies and reductions associated with adoption of efficient, effective **best practices**
- My personal experience with California's **Proposition 13**

More with Less, a misnomer?

- Generally, with fewer resources we do '**something different**', sometimes less and rarely more
- Maximize **efficiencies** of existing resources
- Search for cost and **expenditure reductions**
- Seek out **new** and **sustainable revenue** sources
- Reduce or eliminate **non-essential** or **non-mandated** services
- Take advantage of **economies of scale**
- Be honest and **transparent** with yourself and all stakeholders

Maximize existing resources

- Confirm your **actual** expenditures and costs
- **Dispose** of under utilized vehicles, equipment and space
- Review **mandates** and **priorities**
- Validate facility **inventory** and **workloads**
- **Consolidate** activities for efficiencies
- Reorganize for **economies of scale**
- Minimize **non-productive** staff **time**
- Utilize **automation** and **technology**

Seek out new and sustainable resources/revenues

- **Fees** for service – recovery of **full** program cost by collecting fees from regulated community
- **Contracts** – receiving compensation for performing services **on behalf of another** agency or organization
- **Grants** – financial award from another party, frequently with specific **conditions** and **restrictions**
- **Fines/penalties** – imposing additional costs related to **non-compliance**

Reduce or eliminate non-mandated and low priority activities

- Confirm **actual mandates**, with **citations**
- Reconcile available resources with established **authorities** and priorities
- Consult with and poll **all stakeholders**, especially **decision making** governing body

Guiding principles:

- Do not be **defensive** about inadequate resources
- Emphasize what you **can** do, not what you can't
- **Industry** can be your **ally**
- Be prepared for the unexpected, especially **windows of opportunity**
- Embrace **technology** and **change** with an open mind
- Participate in **professional associations** and other peer networks in order to be both a 'donor' and 'recipient' of 'Best Practice' **exchanges**

“Continue to do more with less until you can do everything with nothing”

- No **silver bullet**; one size does **not** fit all
- ‘Doing more with less’ may seem unlikely, but you can use specific **strategies** to decrease costs, better utilize **resources**, augment **revenues** and work **smarter** in order to maximize your available budget and resources
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