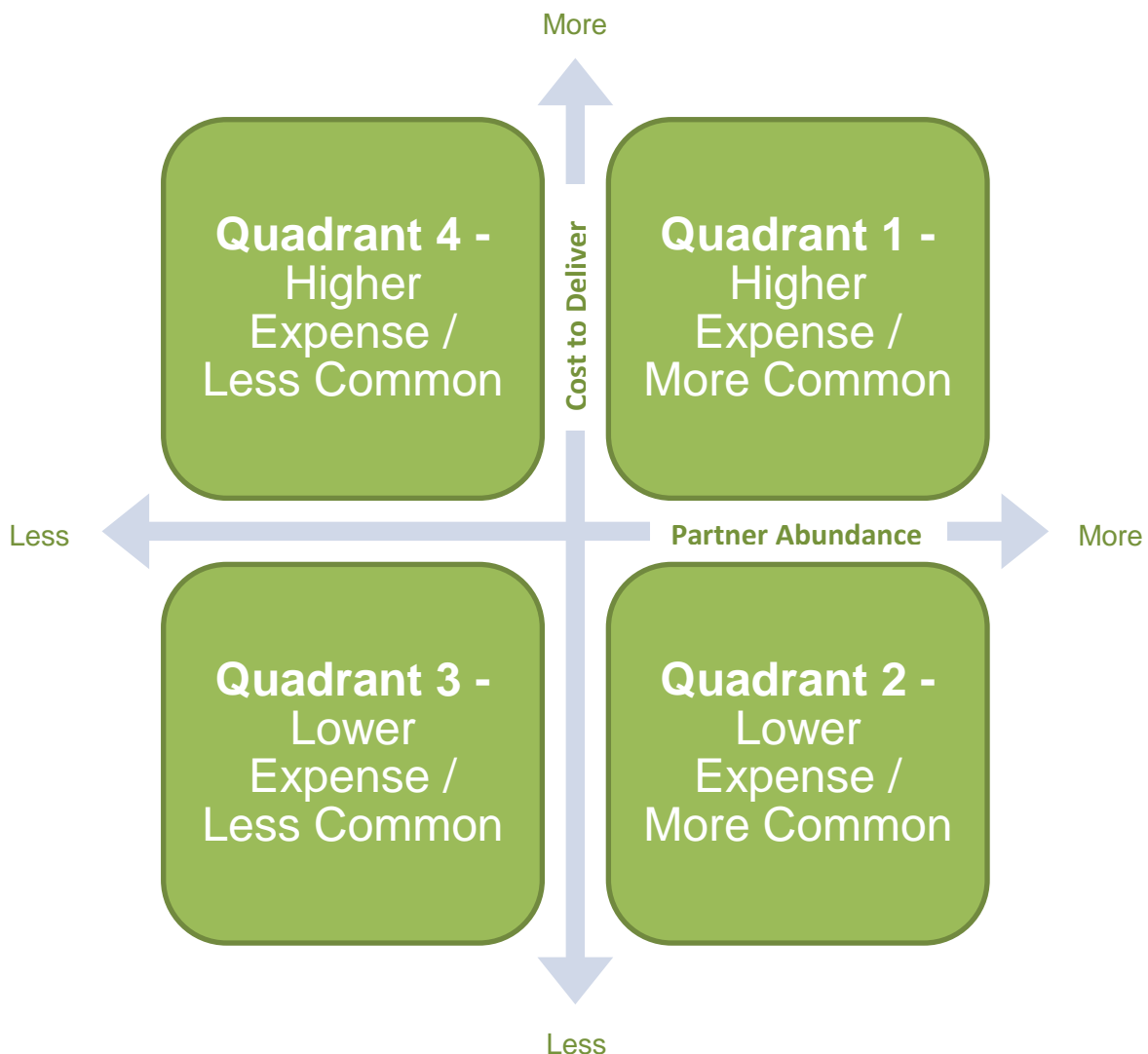


Alternative Service Delivery | Quick Start Guide for Service Ranking

One of the first steps in evaluating Alternative Service Delivery (ASD) is to determine which services are your best candidates for this approach. There are many factors to consider when evaluating which services are most appropriate for ASD options for your community including:

1. Does the workload vary for this service?
2. Does our in-house staff have "best in class" abilities, an aptitude for continuous improvement, or acceptance of best practices?
3. Are our customers happy with the services provided?

All of these questions are important, but they require due diligence and objectivity. An efficient way to start your analysis is to divide your services into the four quadrants listed below. Generally, the best candidates are in QUADRANT ONE which delineates the services that have the greatest number of partners available and are the most costly to provide. Both QUADRANTS TWO AND FOUR may also hold promise, but AVOID QUADRANT THREE because this quadrant won't yield much savings and may prove very difficult to implement.

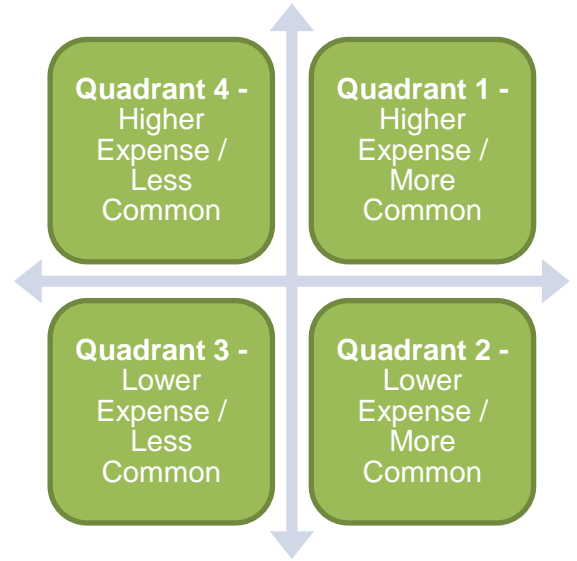


Alternative Service Delivery | Quick Start Guide for Service Ranking

Dividing the services using two criteria (partner abundance and cost to deliver service), you can make a quick determination on which services may be your best candidates for ASD. Don't spend a lot of time quantifying or worrying about the "how", use your best estimate and then validate later. This should be a quick exercise. Feel free to skip a service if you don't have any idea.

Partner Abundance - This refers to the availability of partners in your area that are qualified to provide the service. A partner may be an adjacent city or county, but it could also be a private sector company or non-profit entity. As guidance, use three potential partners as you dividing point between the More/Less consideration.

Cost to Provide Service - Some local government entities may have the costs already quantified, but some may not. A way to categorize the service's cost is by looking at the amount of labor, equipment, materials or specialty expertise (licenses, training, certifications needed) to deliver the service.



Services	Quadrant
Administration, Legal and Finance	
Accounting Services	
Accounts Payable	
Accounts Receivable	
Billing	
Payroll processing	
Clerical	
Records scanning, filing and retention	
Facilities	
Cleaning	
maintenance (Lighting, HVAC, Building Envelope)	
Parking Lot Snow Removal	
Exterior Lighting	
Legal Services	
IT Services	
HR/Personnel	
Community Development	
Plan Review (Building, Site, etc.)	
Building Inspections	
Code Enforcement	
Planning Services	
Fleet Maintenance (Public Works, Police, Fire)	
Parks and Recreation	
Mowing	
Landscaping and Tree maintenance	
Snow Removal	
Other	

Services	Quadrant
Public Safety	
Ambulance Service	
Public Works	
Engineering Services	
Architectural Services	
Roadway Maintenance and Operations	
Pavement Repair and Patching	
Striping	
Crack Sealing	
Resurfacing	
Sidewalk replacement	
Street lights	
Traffic Signals	
Traffic Signs	
Street Sweeping	
Snow Removal	
Landscape and tree maintenance	
Water/Wastewater System Maintenance and Operations	
Plant Operations	
Water Main Repair	
Sanitary Sewer Repair and Cleaning	
Pump Station and Booster Station Maintenance	
Solid Waste	
Collection	
Recycling	
Yard Waste Collection	
Other	