



# MEMORANDUM

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**DATE:** April 30, 2009

**TO:** Executive Leadership Team

**FROM:** Mike Letcher  
City Manager

**SUBJECT:** Problem Solving

As leaders and managers we are faced with solving problems everyday. Most problems you resolve Richard Miranda, Assistant City Manager and are not required to act on.. Thank you for helping us and the City in this regard. Some problems have to come to our office. I want to give you my thoughts on what I expect from you when you bring a problem to our office.

**What is the Problem?**

We know what we have to fix.

**How do we fix it?**

Please do not come to Richard Miranda, Assistant City Manager or me unless you have thought about how to fix the problem.

**How do we make sure it does not happen again?**

Please do your homework on making any and all departmental corrections so this does not Happen again, or is less likely to happen again. This may involve working with other department heads that are part of the process that need to be changed.

**How will this be consistent with Mayor and Council priorities?**

Make sure the solution is consistent with Mayor and Council priorities.

**How will this improve services to citizens, save cost, reduce errors, improve internal process etc.?**

Determine what you expect as the outcome (benefit) of the solution.

**Is it working?**

Review solution after ninety (90) days and one-hundred and eighty (180) days to make sure it is working.

As leaders you know that a problem without a solution is not an option. Not only do we need to think about the solution, but also how to realign our systems, processes, structure etc., so that it (the problem) is not likely to occur again. Most of you already know this, but let's start practicing it as an organization. I really appreciate your help. I look forward to your thoughts on this approach and any modifications we need to make at our next Executive Leadership Team Meeting.

Hopefully the diagram attached will help you.

cc: The Honorable Mayor and Council Members

