

“Stretching Community Dollars: Cities, Counties and School Districts Building for the Future”

Brought to you by the
Cities, Counties and Schools Partnership



A joint effort of the League of California Cities, California State Association of Counties
and California School Boards Association

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Stretching Community Dollars:

Cities, Counties, and School Districts

Building for the Future

Workbook— Case Studies and Model Cooperative Process

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This workbook has been developed for the CCS Partnership, a nonprofit organization formed by the League of California Cities (League), California State Association of Counties (CSAC) and California School Boards Association (CSBA). The mission of the CCS Partnership is "to develop and sustain an organization to foster local and state collaborative efforts that strengthen communities and improve the lives of children and families."

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CHAPTER 1
INTRODUCTION

Chapter 1 Introduction

Benefits of Cooperation

"Whenever schools and local government or community groups can join forces to consolidate a service, provide a better program for less money, or cost-share in some resource, whether facilities or programs, it makes a great opportunity to demonstrate cost-efficiency to private business and taxpayers."
(Kathy Millison, Clovis City Manager)

Local governments around California are making impressive strides to cooperate with each other to increase the effectiveness and efficiency of delivering government services. While each governmental entity in the state provides unique services to its constituents, the long range and daily operations of governments with similar geographic boundaries intersect in many ways, including:

- The **facilities** that are used;
- The **programs** that are delivered;
- The **land use plans** they make;
- The **administrative** procedures that they use.

Local governments throughout the State of California are proving to themselves and their communities the benefits of cooperation.

- Paramount Unified School District and the City of Paramount built Progress Park School for \$8 million, saving \$12 million because the site was developed as a joint-use facility.
- The City of Sonora redeveloped a vacated utility center for use as a City public works yard, high school parking lot and community college high-tech educational facility.
- Fresno and Clovis Unified School Districts renovated an industrial factory to create the Center for Advanced Research and Technology using Qualified Zone Academy Bonds. The Districts will save \$11 million over the next 12 years in interest payments by using the bonds.
- The City of Tracy, San Joaquin County and the Tracy School District are working together to develop a 170-acre educational facility that will include K-12, community college and a four-year university, and a 50-acre business park on a former prison site.
- The City of Oceanside, along with the Oceanside Unified School District, sponsor the SHINE (Students Honoring Interaction in a Non-Violent Environment) program, an after school program for middle school age youth. Benefits have been a reduction in juvenile crime, improvements in academic grades and increase in school attendance.

Workbook Purpose

- Livermore, Livermore Valley Unified School District and the Livermore Area Recreation and Park District have issued a joint bond to construct a new City library, renovate an existing library, construct a Community Center and repair and maintain existing school facilities. The bond replaces an existing school district and will, because of new growth in the area, have the effect of reducing the tax rate.
- The City of Claremont and the Claremont Unified School District, along with multiple other partners have implemented numerous youth-oriented programs which have resulted in an increase in after school activity participation, decrease in teenage drinking, decrease in truancy, and decrease in youth related crimes

Sometimes the driving motive is a funding shortage, sometimes it is a compelling community problem, other times it is just public servants who are accustomed to cooperative endeavors because that is the culture of their entire organization. The beneficiaries are the citizens. The quality of services is rising, the cost of services is declining, and citizen trust in and support for their governments is solidified.

The purpose of this workbook is to help local governments throughout California identify and realize the full range of benefits from cooperation. It sounds so simple, and in some ways it is. The main lesson from this entire book can be captured in one idea:

good relationships between key policy makers and staff of the intersecting local governments are the key to successful partnerships.

But mining the full potential of cooperative initiatives is a challenge. Within the context of everyone's busy worlds, a large number of people, all doing their best to fulfill the unique mission of their organization, must: get to know each other; find their common interests; identify opportunities; conduct technical analysis to figure out what will work and what won't; work with attorneys on local and state legal issues; and involve citizens throughout the process to make sure the community understands and supports whatever tangible result all this cooperation will ultimately create.

Workbook Purpose, cont.

This workbook is intended to help provide:

- **Inspiration** – through documenting the benefits of cooperative activities;
- **Hope** – through examples of those who have tried and succeeded;
- **Knowledge** – through lessons learned by practitioners about what methods work well and not so well; and
- **Resources** to help you start and stay the course – through methods, exercises, materials and people who can help you succeed.

Workbook Content

✓ Chapter II – Case Studies

We feature four teams of local government partners who have distinguished themselves by the comprehensive and innovative nature of their cooperative activities. In each case they have achieved numerous successes and cooperation has become integral to their organizational ways of life. For each case study you will learn:

- **what** they did,
- **how** they did it,
- **key** lessons learned along the way, and
- **who** to contact for more information.

✓ Chapter III – Model Cooperative Process

We have listened to those who are succeeding in California, reviewed the literature in this field, and developed a simple four step process to help you identify and execute cooperative projects. Each of the steps includes:

- a **rationale**,
- **specific tasks**,
- **tips** for success,
- **examples** from California local governments, and
- **work sheets**.

Workbook Content, cont.

The process is structured to be used by those who want to:

- pursue a **specific** cooperative activity;
- **comprehensively** explore opportunities for cooperation and systematically prioritize cooperative opportunities; and
- **review** their current cooperative activities and identify ways to refine and enhance them.

✓ Chapter IV – Resources

We have provided an example of a master joint agreement and extra exercise forms for duplication.