

California State Association of Counties

Intergovernmental Collaboration

Fostering Effective Relationships Across Boundaries

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Management
Partners



Part I – What and Why?

- Definitions
- Why Bother – What are the benefits?
- We Already Do It!
- When Is Service Integration Not Useful?
- Two Tests
- The Potential

Working Together

- Many terms, same idea:
 - Collaboration
 - Mutual Aid
 - Service Sharing
 - Service Integration
 - Consolidation

 - Service Swapping

Management Partners' Experience

- 8 States
 - California, Nevada, Arizona, Ohio, Kentucky, Indiana, Florida, North Carolina, Virginia
- 90 local governments
- In 8 California Counties
 - Los Angeles, San Mateo, Sacramento, Yolo, Orange, Fresno, Ventura, San Diego, Santa Clara, Napa, Alameda

Why Bother?

- Opportunity to improve service quality
- Enable purchase/use of specialized equipment or technology
- Reduce “peak loads” and redundancy
- Opportunity to learn from each other
 - How to work more effectively
 - Best Practices
- Reduce government cost for service

“We Already Do It”

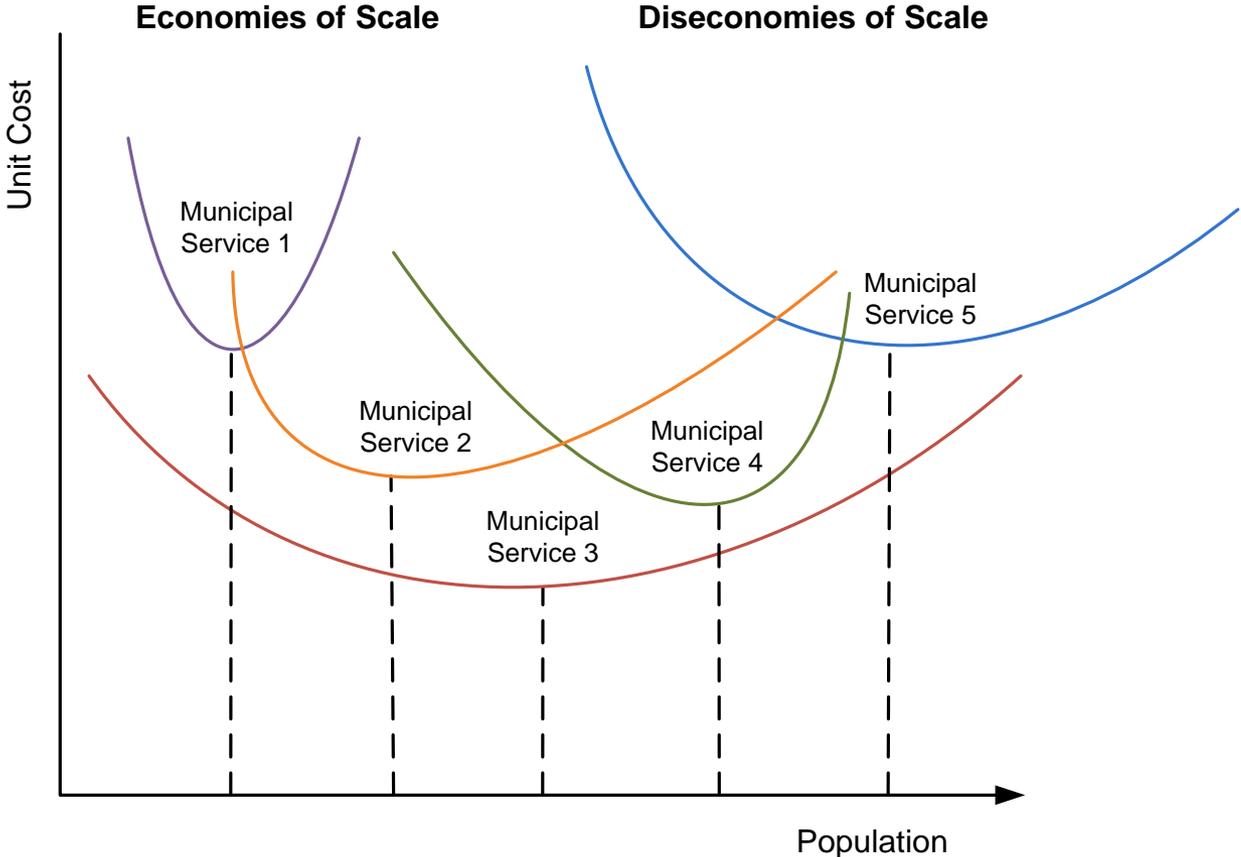
- Purchasing – common bid lists
- Fire mutual aid / Automatic aid
- Emergency communications/Dispatch
- Library / Animal Control JPAs
- Investment / Risk Pools
- Shared facilities
- CalPERS – Pensions

When Is Integration Not Useful?

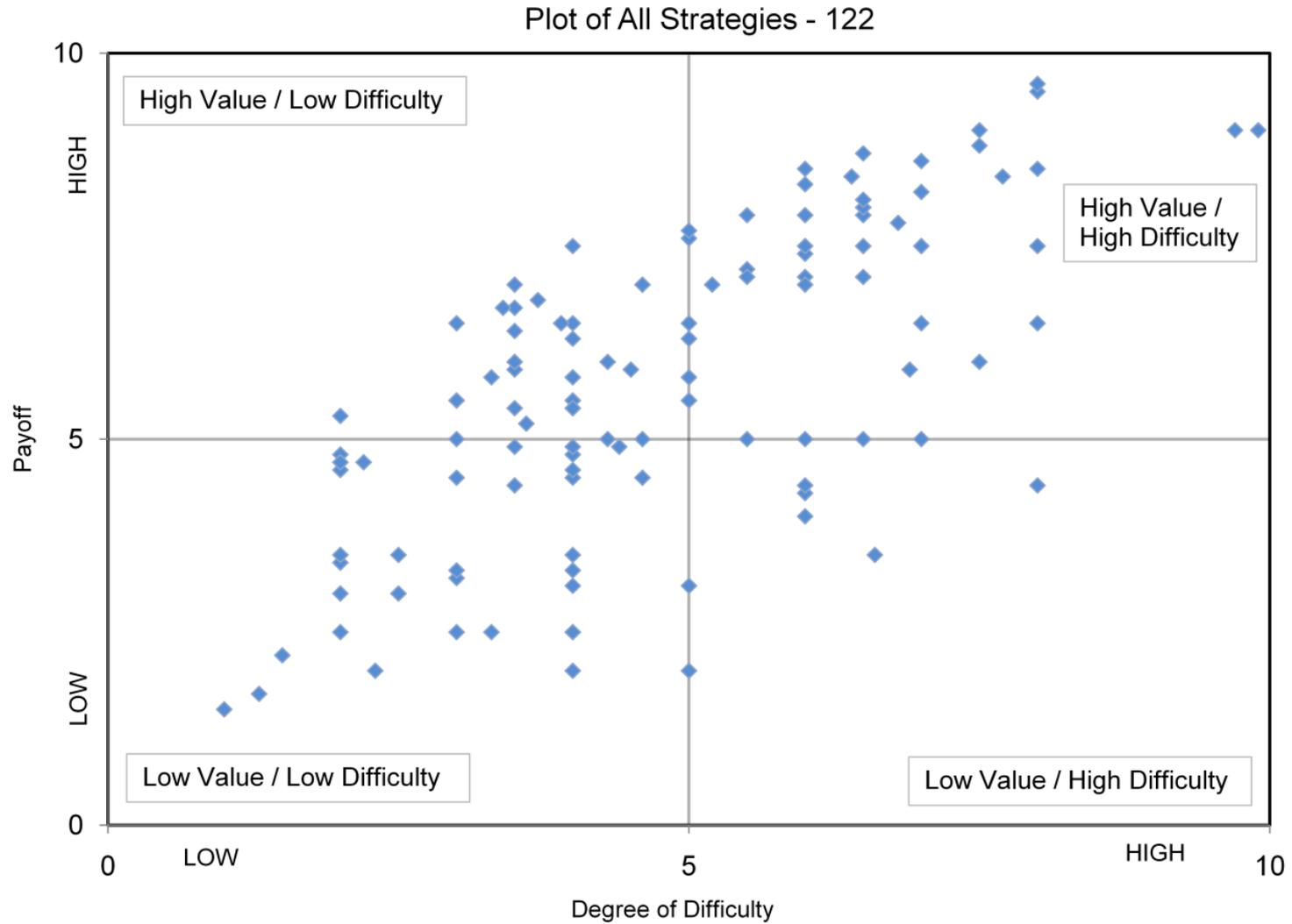
- When scale is not a factor in service delivery economics or all returns to scale are exhausted
- When sharing conflicts with other goals
- Where geography or travel time issues negate other gains

Each Municipal Service Is Unique: Sharing Is a Tool to Obtain Minimum Efficient Scale

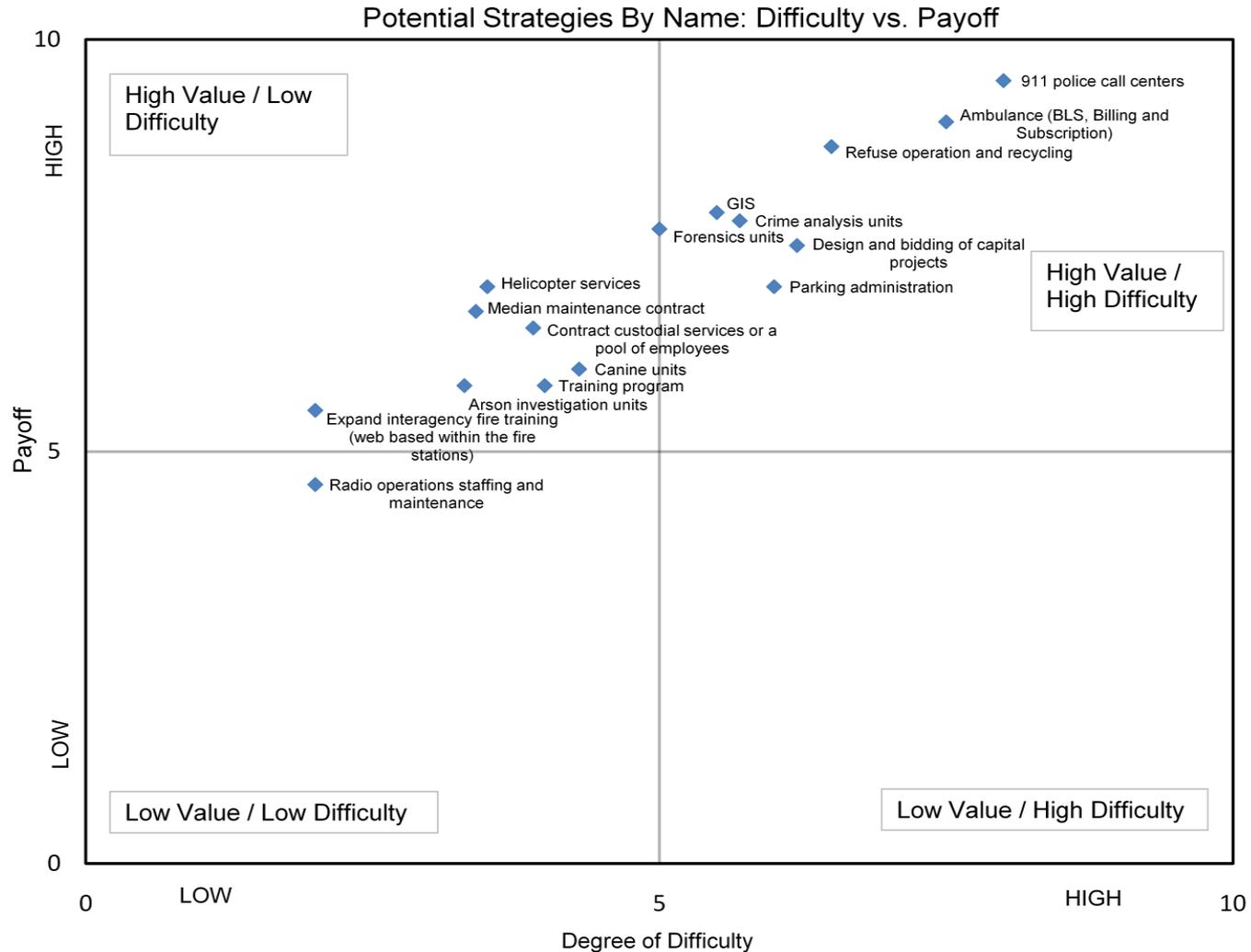
Figure 1: Economies of Scale Illustration



Scatter Plot of Ideas Difficulty vs. Payoff



A Prioritized List of Strategies for Follow-up



Part II – Lessons Learned

- Keys to Success
 - Don't take a normal approach – nothing will happen!
- Leadership is essential
- A Project Plan is a must
- Can improve service and save money!
- Two surprises

The Normal Approach

- Leader starts with a sharing idea, or
- Several Leaders agree to work together
 - Have a series of meetings
 - Assign staff to put something together
- Solve all the potential problems of change
- Put the new approach in the budget
- Hope something happens

Lessons Learned

- Partner jurisdictions need not be similar, but the less similar the more specific issues
 - Small communities afraid of the big kahuna
 - Central city-County tension
 - Socio-economic differences, real or imagined
- If goal is real change in service delivery:
 - Identify the service
 - Select the alternative that would produce defensible results
 - Anticipate objections
 - Adopt an implementation plan that you can monitor – with a timeline
- Service integration initiatives must be driven by Leaders
 - Department heads will talk the talk, but often resist change and focus on impediments
 - County and City Managers have other things to do

... and they really aren't eager to mess with this new idea!

More Lessons Learned

- Engage multiple leaders
 - Elected, Appointed, Business, Community
- Top Leaders stay engaged with the Initiative – “Delegate at your own risk”
- Prepare to make change decisions with imperfect information
- Plan to complete decision-making by time certain
- Watch out for normal government decision-making culture: everyone gets a veto
 - Avoid Analysis Paralysis

Conclusion

- Significant savings come from reviewing all services, not just selected targets
 - The potential is substantial
- Won't solve your bigger budget problem
 - But *can* readily realize ROI of ten times, with some implementation <1 year
- Two fun surprises
 - Delayed Implementation
 - Individual Learning

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