

# Shared Services

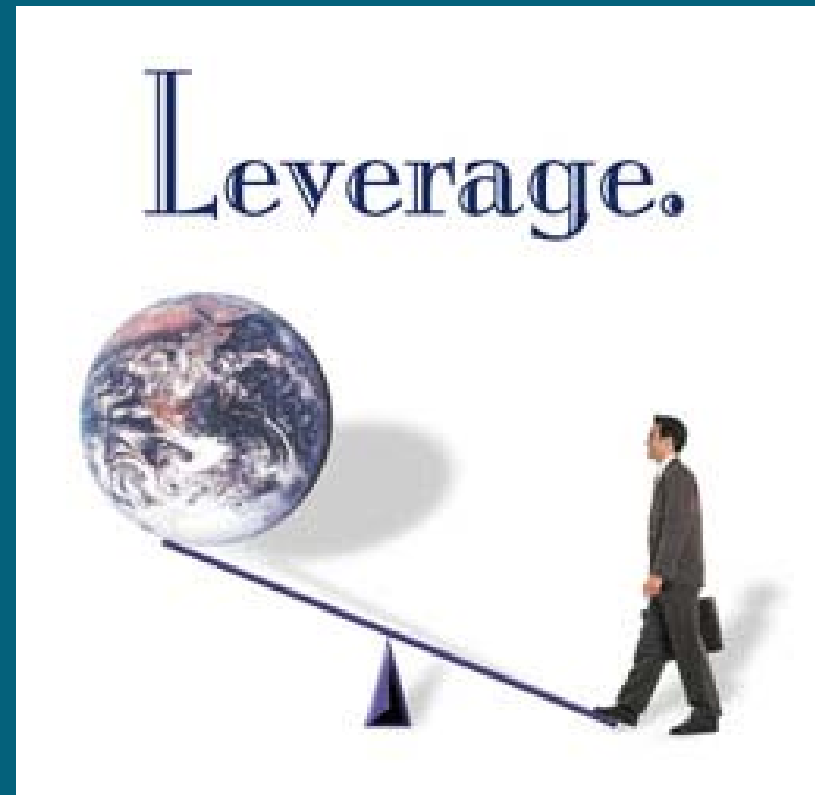
SONOMA COUNTY



General Service Academy –  
October 13, 2011

# Service Sharing

- Working together to achieve economies of scale; building on strengths
- Enable new capabilities
- Maximizing the efficient use of public funds
- leveraging assets



# Service Sharing

- Takes different forms. Contracts, Joint Powers Agreements, memorandum of understanding, partnerships, greater coordination, possible hand shake?
- Government to government relationships



# Potential areas of sharing

- **Accounting/Payroll**
- Animal Control
- **Architecture**
- Building Maintenance
- Building Inspection/Permitting/Plan Check
- Clerk services
- **Courier/Mail Handling**
- Economic Development
- **Energy**
- **Facilities**
- Financial Analysis
- Fire Services
- Fleet
- Green programs
- Grounds
- Housing and Community Development
- Human Resources/Risk Management
- **Information technology**
- Law enforcement
- Library Services
- **Parks, Recreation, Public Property**
- Public Information
- Public Health
- Public Safety/Dispatch
- **Purchasing**
- **Real Estate**
- **Records**
- Redevelopment
- Roads
- Safety Programs
- Sewer Collection and treatment
- Storm water compliance
- Training and illness/injury prevention
- Transportation, Transit, Taxis
- Water and Wastewater

**General Services providing many services and positioned to handle more**

# Why Now or if not now, when?

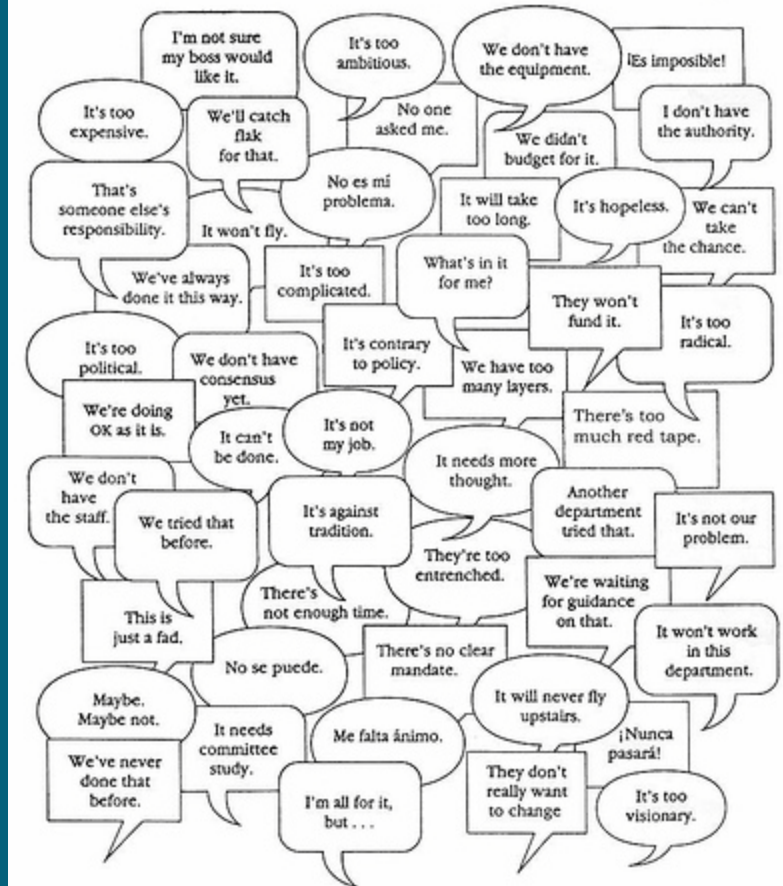
- Fiscal Crisis
  - Eliminate duplication
  - Reduce growing costs
  - Capture new opportunities
  - Build on specialization



# Why not?

- Resistance to change
- Employee impacts
- Conflicts – organizationally & personally

## 50 Reasons Not To Change



# Why not?

- Prior allegiances

- Risk



- Lack of commitment

## We began...

- Leadership expressed desire to discuss shared services
- Agreed to start a process; structured and had some groundrules.
- Inventoried our current situation
- Met/Held facilitated retreats to focus and initiate communication
- Assessed lessons learned from our own experiences and other counties



# Begin by...

- By setting expectations

Choose success

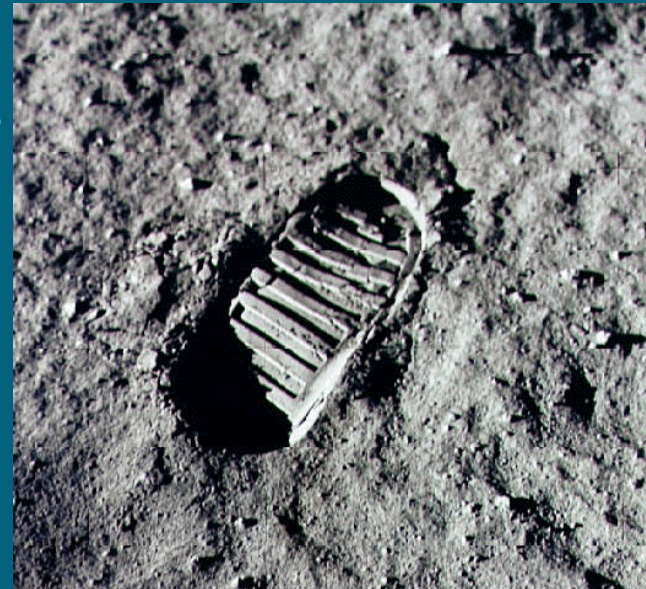
Know thyself

know who you are and what you do

Finding early successes so that you  
can build momentum

Setting priorities and focus areas

Recognizing limitations



# Known Challenges in this Process

- How to deliver the service seamlessly / transition to new model and not “lose”
- Handling of labor issues – although unions more motivated in current economy
- Local control – What services and how they are delivered are core to community identity
- The balance of shared governance
- Overcome competitive or lone ranger mindsets

# What to tackle first

- Start slowly
- Start with the easy programs/lower visibility
- Find champions/interested parties
- Recognize that each deal is different – Case by case assessment:
  - Threshold of savings
  - Local control issues
  - Geographic issues
  - Grouping like services
  - Sense of urgency
  - Culture of each agency/community

# Existing Assets in this Process (cont.)

- High trust and openness among Managers in Sonoma County, willingness to work together
- Specialized staff
- Infrastructure and technology investments
- Strong relationships
- Compelling need is commonly understood
- Common financial challenges

# What we all know...

- Shared services/regionalization is new future of government, not a trend
- Wave of the future.
- Managers committed to continue exploring and implementing new partnerships

# What we all know...

- Increasingly, local issues are regional in nature and require broad strategies – climate, transportation, environment, homelessness
- Look for all kinds of partners – special districts, schools, State, non-profits
  - As demographics change – you need to flexible
- The shared values of economy, efficiency, best use of public resources, respect for individual agency needs, and added value by working together can drive future decisions and lead to great success!

Every journey starts with  
single step



Thank you