



Yolo County Housing

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BOARD OF COMMISSIONERS

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DATE: December 9, 2010
TO: YCH Board of Commissioners
FROM: Lisa A. Baker, Executive Director
SUBJECT: **REVIEW, APPROVE AND ADOPT SHARED SERVICES RESOLUTION**

RECOMMENDED ACTION:

That the Board of Commissioners:

1. Review the draft Yolo Shared Services Program; and
2. Review, approve and adopt the Shared Services Resolution; and
3. Authorize the Executive Director to move forward with discussions and implementation, consistent with the YCH business model, the Shared Services program where mutually beneficial.

BACKGROUND/DISCUSSION:

On February 12 and 13, 2010, the Board of Supervisors conducted a two day workshop to examine short and long term strategies for strengthening the fiscal health of the County. As part of that session, the Board of Supervisors identified shared service opportunities between the cities and the county and possibly additional local agencies as a way to provide mutually beneficial gains and continued good customer care. Since that time, there have been additional meetings to examine shared service concepts and proposals. YCH has participated in two (2) of these meetings.

Shared services, as defined within the County Board of Supervisors discussion on September 28, 2010, may be "generally defined as a program where two or more agencies have a need to provide a common service and choose to do so jointly through some form of partnership". In Yolo County, there are currently a number of such partnerships, including the Yolo Emergency Communications Agency (YECA), road striping, light maintenance, child care services and fire services. For YCH, shared services include the contract Agency Clerk and Board Chambers facility use, contracted legal services and contracted fleet services with the County; contract sewer services with the City of Winters and the City of Woodland's contracted labor compliance services with YCH. In addition, YCH set aside in its approved 2010-2011 budget funding for participation in shared services with OES – partnership which has yet to be developed, but is an example of future opportunities for service collaboration.

Shared services can have benefits ranging from reduced costs, enhanced levels of service and reduced duplication of services across agencies and jurisdictional boundaries. It can include purchasing, training and human resource opportunities as well. However, in order to make it work and to address potential impacts (such as governance and accountability), the

concept should be addressed in a systematic approach that will allow all participants to identify shared interests, as well as to evaluate their effectiveness over time.

FISCAL IMPACT:

None at this time. There may be future cost savings as service initiatives are implemented.

CONCLUSION

The County of Yolo and the cities of Davis, West Sacramento, Winters and Woodland have been working on this concept. Yolo County Housing has participated in initial and most recent discussions. Staff believes that expanding this concept and building on relationships it currently has will be mutually beneficial for all jurisdictions. Staff recommends the adoption of the resolution.

Attachments: Resolution
Shared Service Program

**Yolo County Housing
Resolution No. 10- _____**

**(A Resolution of Yolo County Housing Affirming Support for the Vision Statement,
Values and Ground Rules as Guiding Documents for the Exploration of Shared
Service Opportunities between Local/Public Entities in Yolo County)**

WHEREAS, all local governmental and public school entities in Yolo County have been impacted by unprecedented reductions in revenues; and

WHEREAS, these reductions in revenues have made it increasingly difficult to maintain basic levels of services; and

WHEREAS, maximizing public resources by sharing between entities where appropriate and feasible is a logical and necessary step if services are to be retained at reasonable levels; and

WHEREAS, Yolo County Housing is committed to providing the best possible services to our residents and participants in the most efficient manner feasible; and

WHEREAS, there are already many examples at YCH, Yolo County and the state where shared services are successfully provided while respecting local needs and identity; and

WHEREAS, the cities of Davis, Woodland, West Sacramento and Winters and the County of Yolo have developed a vision statement, a set of values and ground rules for shared services that is compatible with the YCH business model and Agency values.

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of the County of Yolo hereby adopts the attached Vision, Values and Ground Rules to Explore Implementation of Shared Services (Exhibit A).

PASSED AND ADOPTED by the Board of Commissioners of the Housing Authority of the County of Yolo this 9th day of December, 2010 by the following vote:

AYES:
NOES:
ABSENT:
ABSENTION:

Matt Rexroad, Chairman
Board of Commissioners of the Housing
Authority of the County of Yolo

Attest:
Julie Dachtler, Agency Clerk
Board of Commissioners

Approved as to Form:

By _____
Clerk (Seal)

Sonia Cortés, Agency Counsel

Yolo Shared Services Program

INTRODUCTION

Shared Services can take different forms. Common examples include:

- Consolidation of existing services;
- Sharing responsibility for delivering services;
- Coming together to contract with a third party to perform services;
- Reallocation of responsibilities for delivering services;
- Forming a new entity to perform common services; and
- Sharing equipment and facilities.

OBJECTIVES OF SHARED SERVICES

The reasons for implementing shared services are numerous and varied. They may include the intent to:

- Create benefits of scale by combining activities;
- Avoid redundancy in staffing and operations;
- Improve the quality or economy of service delivery;
- Encourage specialization in service areas;
- Move common repeatable activities to a specialized entity or entities;
- Promote cooperation and interdependence between jurisdictions; and/or
- Meet expectations of elected officials and the general public for efficient use of taxes and inter-governmental cooperation.

ADOPTING SHARED SERVICES

Adopting shared services can be challenging. In most organizations it involves a change in the culture. Successful adoption and implementation depends on a number of factors, such as:

- A common, clear mandate or compelling vision;
- Strong commitment of leadership to the concept of shared services;
- Appropriately organized governance;
- Choosing the right delivery team composed of people who will collaborate;
- Flexibility from all parties and a willingness to cede authority;
- Processes that assure efficient decision making and easy administration;
- Focused attention on outcomes;
- A culture of responsibility and accountability;
- Monitoring performance and making adjustments;
- Selecting the appropriate scale, scope and solution; and
- Choosing the right location for the services.

GROUND RULES

The Yolo Shared Services Leadership Group (the Cities of Davis, West Sacramento, Winters, and Woodland and the County of Yolo) should consider adopting some basic ground rules that would guide our participation. Possible examples include:

- Members will demonstrate strong support for the concept of shared services and communicate that support throughout their organizations.
- Members will develop a project model to serve as a template for shared services to promote mutual understanding and project continuity.
- Priority will be given to shared service projects that provide mutual benefit to participating members.
- Projects with asymmetrical benefits may be grouped to facilitate the necessary mutual benefit for participating members.
- Participants should rigorously demand that shared services deliver benefits not readily available from separate services.
- When a shared service project is selected for implementation it will be formally endorsed by all direct participants.
- Every shared service project will have at least a statement of intent, scope, plan for governance and list of objectives prior to commencing implementation.
- Participants will be fully accountable for the timely performance of their responsibilities.
- When issues arise they will be communicated directly to affected participants.
- Programs will be monitored and evaluated to assure that they meet the established objectives.
- Decisions, partnerships and agreements will be documented to serve as benchmarks for program administration and evaluation.
- Participants should seek to structure programs to deliver equitable distributions of services and proportional allocations of costs.

VISION

Our vision for shared services is to utilize the combined resources of Yolo city and county governments for the effective and efficient delivery of local government services within the communities of Yolo County. We will achieve this by:

- Reviewing all opportunities for shared services based primarily on “results-based” outcomes and measurable objectives that will complete the work with diminished resources;
- Implementing shared services with streamlined governance;
- Collaborating with elected officials, constituents and employees in the consideration, implementation and evaluation of shared services;

- Focusing on outcomes that exceed constituent/customer expectations;
- Using data driven performance measures as the primary tool for evaluating success;
- Leveraging the fiscal, human and equipment resources among the agencies in order to achieve the desired outcomes;
- Eliminating, if at all possible, the duplication of processes; and
- Building on the positive business and personal relationships that have been established among each agency's elected officials, appointed managers and line staff.

VALUES

The values that will guide implementation of shared services include:

- TRUST AND INTEGRITY which the agencies will demonstrate by following through on their commitments, duties and responsibilities;
- COURTESY AND RESPECT for everyone that each agency's representatives come into contact with, including customers and fellow employees;
- TEAMWORK as the most efficient and effective means to conduct the public's business;
- QUALITY CUSTOMER SERVICE that is both respectful and responsive to external and internal requests;
- OPEN, HONEST AND CLEAR COMMUNICATION between agencies, within each community and within each organization;
- FISCAL ACCOUNTABILITY as demonstrated by implementation of prudent financial practices and evaluation of performance;
- VOLUNTEERISM AND CIVIC INVOLVEMENT as demonstrated through the commitment to work with community organizations, neighborhood groups and individuals dedicated to public service from each community; and
- COMMUNITY IDENTITY that recognizes the distinctive character and culture of each city and the rural areas of the county.

FRAMING QUESTIONS

As we implement shared service projects we should attempt to answer the following questions:

- To what extent will the proposed shared service successfully deliver policy priorities and achieve desired outcomes in the local area?
- To what extent will the shared service benefit local citizens, including less tangible values such as improved community cohesion and empowerment?

- Have engagement activities in developing the proposed shared service resulted in the needs of citizens being known more fully and properly acted on?
- Where will the proposed shared service have the greatest positive impact and where does it need to focus effort in the future?
- How will we know what is working well and what is not? How will the performance of the proposed shared service be measured and are the performance data robust?
- Will information on performance of the proposed shared service be easily accessible by the partnership and citizens?
- Are the vision and priorities for the local areas translated into operational plans in the proposed shared services delivery system?

PROCESS

