

To: Olin Woods, Chair, and Members of the
Yolo County Local Agency Formation Commission

From: Christine Crawford, Executive Officer

Date: December 12, 2011

Subject: Authorize Staff to Continue with Developing a Shared Services Program for
Agencies within Yolo County

Recommended Action

Authorize staff to continue with developing a shared services program for agencies within Yolo County.

Reason for Recommended Action

LAFCO staff has been asked to take the lead in developing a shared services program for the County. This information is provided to facilitate a discussion about this opportunity and determine if there is Commission support for LAFCO to lead this effort before staff dedicates additional time and resources to it.

Background

The conversation among agencies within Yolo County is already underway regarding the need for shared services and the opportunities for financial savings in these challenging economic times. A policy paper was prepared last year providing a shared vision and basic ground rules for moving forward, which staff understands was adopted by the cities and Yolo County last summer (see Attachment A).

On November 18, 2011, staff attended a Yolo County Shared Services meeting that was attended by the following representatives:

COMMISSIONERS

*★ Public Member Olin Woods, Chair ★
★ County Member Matt Rexroad, Vice Chair ★
★ City Members Stephen Souza, Skip Davies ★ County Member Don Saylor ★*

ALTERNATE COMMISSIONERS

★ Public Member Robert Ramming ★ City Member Bill Kristoff ★ County Member Jim Provenza ★

STAFF

*★ Executive Officer Christine M. Crawford, AICP ★ Assistant Executive Officer Elisa Carvalho ★
★ Commission Clerk Terri Tuck ★ Commission Counsel Robyn Truitt Drivon ★*

John Maltbie	California Forward
Steve Pinkerton	Davis
Christine Crawford	LAFCO
Kirk Trost	SACOG
Mike McKeever	SACOG
Toby Ross	West Sacramento
John Donlevy, Jr.	Winters
Kevin O'Rourke	Woodland
Cindy Tuttle	Yolo County
Dirk Brazil	Yolo County
Patrick Blacklock	Yolo County
Lisa Baker	Yolo County Housing Authority

The meeting was facilitated by John Maltbie from California Forward. Discussion included progress regarding some targeted efforts and obstacles/opportunities regarding negotiating shared services. The consensus of the meeting was that the effort lacked a "champion" to move things forward. It was suggested that LAFCO could take the lead on this effort and would be uniquely well-positioned to do so because of its independent status and relationship with the agencies. There was some discussion that the City of West Sacramento may be able to provide a project manager to dedicate half time to the effort (under LAFCO's direction) with the cities and county sharing that cost, but obviously no decisions were made. West Sacramento is currently drafting a proposal for said services for consideration.

This is an evolving issue and it is too early to know what the program would look like, specific tasks involved, let alone time and budget estimates. As the vision begins to take shape, staff would be considering the work effort involved to determine if and how much additional staff resources may be necessary. Staff plans to attend the next City Manager's/CAO Meeting on December 16th to provide an update to the leadership group and staff will keep the Commission informed as well.

This could be an exciting opportunity for LAFCO to increase our role and value with the four cities, the County and potentially the special district's as well.

Attachment:

Yolo Shared Services Program



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?

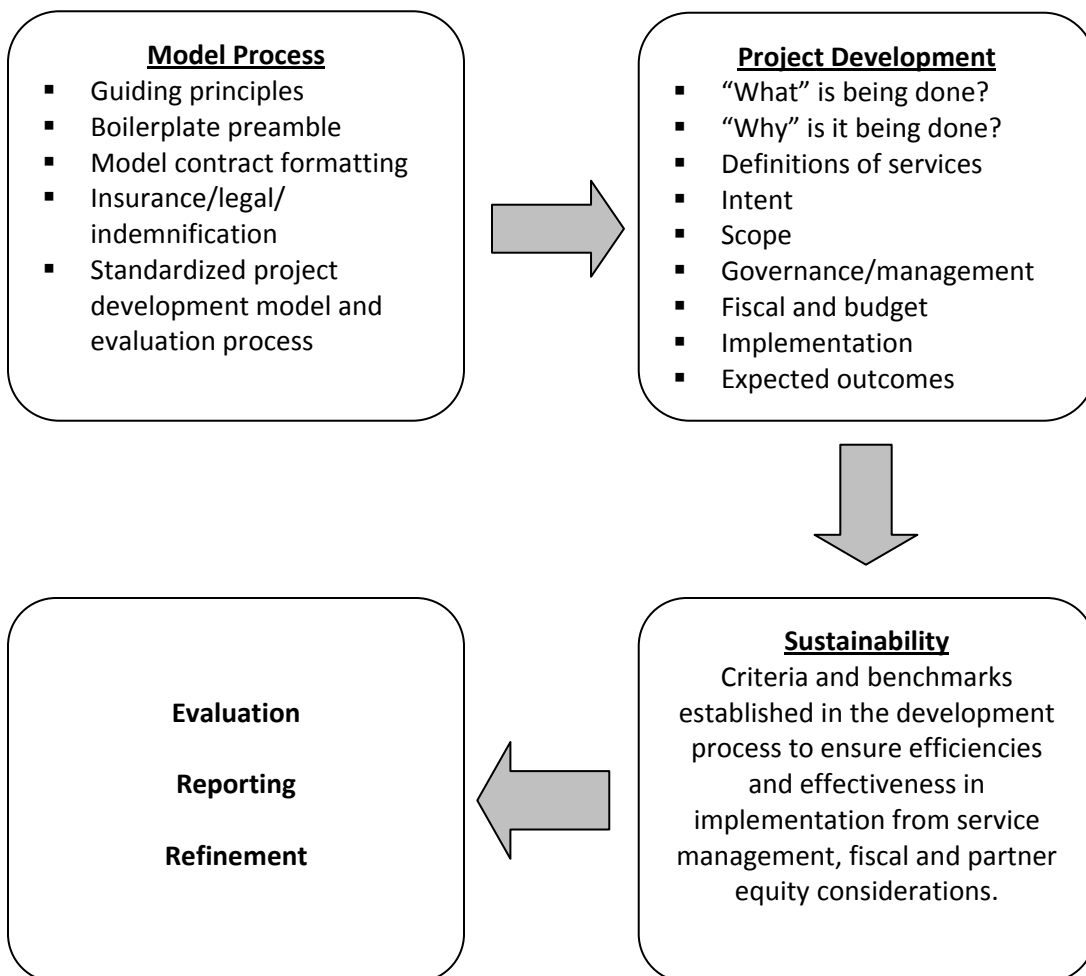
Where will the proposed shared service have the greatest positive impact and where does it need to focus effort in the future?

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



Shared Services Opportunities 6-28-10

Service	Agencies	Status	Lead
Airport	County, UC Davis		
Animal Control	Cities, County	City Managers/CAO discussing options	
Building Maintenance	Woodland, County	Subcommittee formed – next meeting 7/28	
CDBG	All cities, County		
Dispatch	Cities, County, Tribe Fire Districts, UC Davis	Fire options may support additional shared dispatch service	
Economic Development	County, cities, UC Davis	Cities and county have discussed the concept of a regional strategic plan for economic development.	
Fire	Cities, UC Davis, Fire Districts, Tribe	Davis, Woodland, UC Davis considering options	
Fleet	Woodland, County	Subcommittee formed – next meeting 7/28. An additional all agency concept is an intra-agency program for sharing specialized equipment	
Housing	County/Cities	Yolo County Housing exploring increased city collaboration. County and YCH exploring collaboration options.	
HR/Training/Staff Development	County, Cities	Possibilities include a training consortium, health insurance pooled plan.	
Land Use/Permitting	Woodland, County	Subcommittee formed – next meeting 7/28	
Landfill	County, UC Davis		
Law Enforcement			
OES	Cities, Tribe County, UC Davis	OES to lead inter-agency discussions	
Park Maintenance	Cities, County		
Program Research	County, UC Davis	County met w/ Dr. London on 6/25. Dr. London will be invited to a county department head meeting in Sept/Oct.	
Public Health Labs	County, UC Davis		

Purchasing	Woodland, County, Davis	Subcommittee formed – next meeting 7/28	
Road Maintenance	Cities, County, UC Davis	Possible master contract, shared specialized vehicles, recognize existing collaborations	
YCPARMIA			