

Rockefeller
Institute of Government

Effective Shared Services

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Overview **Rockefeller**
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Why Shared Services?

- Key Lessons
 - A Review of Shared Service Case Studies - with Gerald Benjamin
- Citizens
 - Working with and Interpreting Citizens Values, Priorities and Concerns
- Approach and Capacity for Follow Through
- Alternatives for Change

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Why Shared Services ? **Rockefeller**
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- Local Government Efficiency Concerns:
 - high taxes-affordability,
 - Something needs to change,
 - economic development
- Broad based legal authority (Article 5-G of GML)
- Follow the \$\$, It's where the bulk of the savings are
- More practical examples to build on
- Change you can recover from (or undo more easily)

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Lessons 1 Rockefeller
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- **Create a Venue for Working Together**
 - Leadership
 - Large Partners and Control
 - Encourage Citizen Engagement
- **Constituencies for Change**

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Lessons 2 Rockefeller
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Barriers and Overcoming Them

- Those Potentially Disadvantaged will Resist
 - Anticipate and plan for it
- Local History and Experience Counts
- Respect Community and the Idea of Community
- State Requirements

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Lessons 3: Opportunities Rockefeller
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Some are easier than others

- **Direct Service** — with high personal contact citizen opinion is more critical and will be a factor
- **Administrative Support and Infrastructure**
 - When government is the customer
- **Groupings of Governments**
 - More is more difficult
 - Avoid veto situations

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Lessons 4: Cost Rockefeller
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- Low Hanging Fruit vs. Higher Cost, Higher Risk Opportunities
- Assessing the Cost of Alternatives
- Consider Transition Costs
 - How do they compare with estimated savings and any changes in services provided?

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Measuring Citizen Support Rockefeller
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- Two sides of communication coin
 - Understanding citizen preferences and priorities
 - Communicating policy options and their consequences to citizens
- Meetings vs. Citizen Surveys


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Citizen Values and Concerns Rockefeller
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3 criteria that are important - don't "smush" them together:

- **Cost** - changes in tax rate, service cost (home owner total cost)
- **Service** - changes services provided, quantity and quality issues.
- **Governance Control** –changes in the ability to select municipal leaders & influence future choices


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Follow Through 

■ **Capacity for Follow through after the consultant is done**

- Does your approach include the resources to process, evaluate, choose, modify and implement ?
- Plan upfront for "follow through" capacity in assessing consultant resources and the need for additional work

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Alternatives for Change 

■ **Carrot and Stick: incentives and sanctions**

- Improve documentation & access of what works, when, under what conditions.

■ **Increase Central Management Capacity**

- Research on Innovation and Management Capacity

■ **Sustainable Lean – Denver’s Peak Academy**

- Could a regional approach be developed for non-metropolitan governments ?

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