

Deleting the Silos : Maximizing Collaboration through Shared Services



www.njpaco.org

NJPA
National Joint Powers Alliance®

Agenda for the Session

What does government look like? What will it look like?

Why collaborate with other entities?

Examples of Current Shared Services (at NJPA and Nationally)

Models of Success

Questions and Comments

Government Today

Using the Alliance for Innovation's National "Next Big Thing" Study

- Good government operates nearly invisibly to citizens, tackling the work that citizens can't do for themselves.
- When residents enjoy their parks, turn on their taps, drive over paved roads, and set out their garbage or recycling, they're benefiting from local government that works.

Government In the Future

Using the Alliance for Innovation's National "Next Big Thing" Study

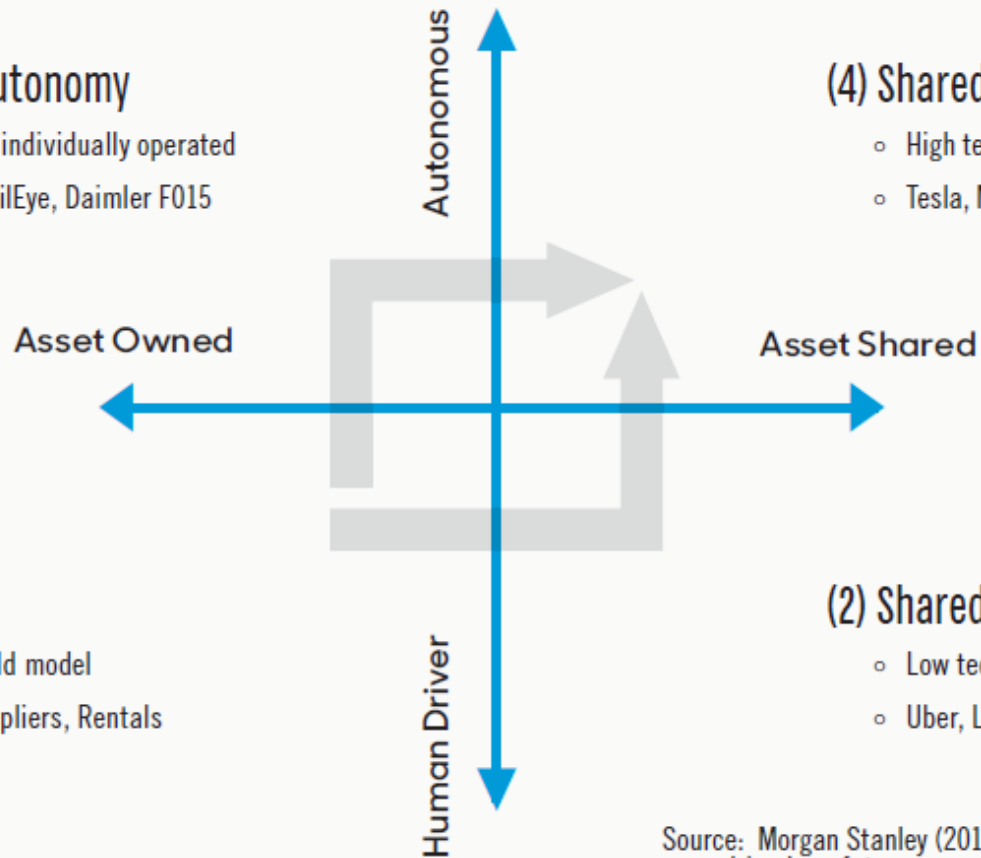
- Good government will continue to operate nearly invisibly to citizens, tackling the work that citizens can't do for themselves, **but with less money**
- Federal and State budgets will continue to be cut. This means that services that were once provided elsewhere will fall to local governments to sort out. City managers and elected officials will need to deliberate: What is important for our community? What should local government do? Who must we partner with? How do we pay for the services provided?
- **Government will have to collaborate and innovate to be successful**

(3) Owned Autonomy

- High tech, individually operated
- Tesla, MobilEye, Daimler F015

(4) Shared Autonomy

- High tech, individually operated
- Tesla, MobilEye, Daimler F015



(1) Today

- 100 year old model
- OEMs, Suppliers, Rentals

(2) Shared Economy

- Low tech shared asset
- Uber, Lyft, Car2Go etc

Source: Morgan Stanley (2015) with minor modifications
www.driverless-future.com

Minnesota Specifics

	1	2	3	4	5	6
City Population	<=650	<=2500	<=8000	<=20,000	<=31,500	> 31,500
# of Cities	390	95	97	49	24	25
County Population	<=10,815	<=21,700	<=44,000	<=95,300	<=189,000	>189,000
# of Counties	22	22	21	11	5	6
Township Population	<=285	<=615	<=1075	<=1800	<=5000	>5000
# of Townships	911	455	227	114	83	29

- If more focus and responsibility will be on local governments, 50% of MN local governments are in category 1 (smaller units of government), they will need to collaborate and be innovative to be successful

Four Main Driving Forces

Using the Alliance for Innovation's National "Next Big Thing" Study

- **Resource Trends** – climate change, food insecurity, water shortage and access, energy, mining.
- **Technology Trends** – digital citizens, shared economies, education reform, infrastructure, carless communities, off-gridding, tech health care.
- **Demographic Trends** – elder expenses, middle class reform, urbanization, rural vs. urban, nomadic workforce, localization.
- **Governance Trends** – declining Federal government reliance, trust in government, city-to-city collaboration, citizen engagement, fiscal uncertainty.

Why Collaborate?

- **Cost Savings** – savings from consolidated efforts, affordability
- **Innovation** – idea sharing and generation amongst many instead of a few, promotes innovation and efficiencies
- **Vulnerability** – reduces vulnerability due to any risks being spread amongst many instead of one, more sustainable
- **Resources** – pools more resources together, so one entity has access to more instead of being limited to only immediate resources
- **Workforce Development** – ability to recruit talent and workforce due to full time work and a competitive salary, recruit expertise
- **Networks** – strengthens community networks and communication

Examples

- **NJPA Planning & Zoning Specialists**

- 2 Zoning Administrators, 1 Planner for Region Five Planning and Zoning
- Contracted with 15+ Communities
- Provide expert P & Z Services at contracted hourly rate, helped them recruit the talent that they could not find because they only had seasonal PT work
- Pooled communities resources together to fund the positions, hosted by NJPA
- Created innovation efficiencies, such as videos for comprehensive planning or housing inventories for communities

- **NJPA Regional Contract Management**

- 1 Regional Contract Management Specialist to serve Region Five Social Service Provider Contracts
- Manages over 130 Social Service Contracts, 242 GRH Contracts, 15 AMHI Contracts for the Region
- Provides efficiencies for the Counties having one person do the contract work, as well as providers dealing with only one person
- Modeled off of other successful shared county contract management in MN

Examples

- **NJPA Information Technology (IT) Specialists**
 - 3 IT Specialists who perform routine IT services in Region Five Cities, Counties, and Schools
 - Provide desktop support, maintenance, website assistance, training, backup recovery, server support, networking, etc.
 - Provide expertise in these areas for entities that otherwise struggled to recruit the talent for PT positions that they could not competitively pay for
- **NJPA Education Solutions Consultants**
 - Multiple Education Consultants contracted out to Region Five schools for a variety of specific subject matter areas of expertise
 - Provide the expertise that schools need at a more affordable rate due to pooling together resources
- **Region Five Collaboration Networks**
 - Developed out of Resilient Region Plan in Region Five
 - Networks developed to meet monthly to spark collaboration
 - Joint Powers Agreement in Morrison County to promote equipment sharing and staff sharing amongst cities
- **NJPA Innovation Funding**

Nationwide Examples

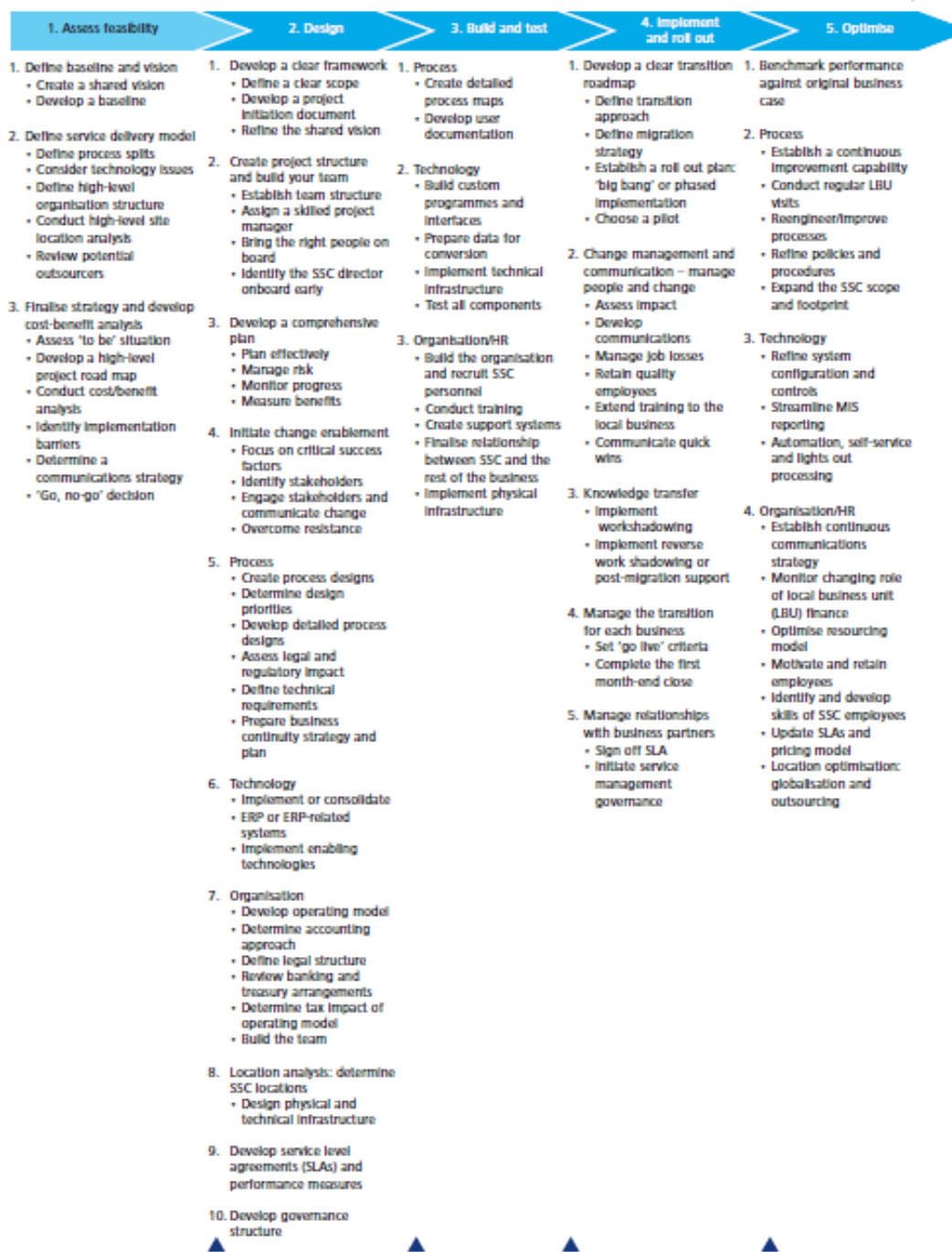
- Fire and Rescue Services
- Joint Powers Agreements
- Consolidated School Districts and/or Athletics
- Sheriff's Office Law Enforcement Coverage for Cities
- Sewer and Water Districts
- Economic Development Agencies
- Housing Redevelopment Authorities
- Employee Benefits
- Purchasing Power/Cooperative Purchasing

Shared Services Concept is not NEW, we've been doing it for a long time.....

- [MN LMC Collaboration Tool Lookup](#)
- [Alliance for Innovation](#)

Models of Success

- Alliance for Innovation Collaborative Service Delivery Matrix Model to Determine Ways to Collaborate and Potential Shared Services:
 - Step 1: Determine who will participate
 - Step 2: Brainstorm Collaborative/Shared Services Concept using Decisions Worksheet
 - Step 3: Interpret Scores from Decision Worksheets
 - Step 4: Select Shared Service, begin development
- Key Characteristics to Consider:
 - Geographic Proximity
 - History of Relationships, Politics, Networks, Collaboration
 - Mutual Trust, Openness, Equality
 - Financial Capabilities of all Parties
 - Unanimous (or close to) support from Elected Officials
- Feasibility Analysis is assessed, now what?
 - Step 1: Design Shared Service
 - Step 2: Build and Test Model
 - Step 3: Implement and Roll Out
 - Step 4: Optimize!



Source:
Deloitte Handbook for Shared Services,
<https://www2.deloitte.com/content/dam/Deloitte/dk/Documents/finance/SSC-Hit-the-Road.pdf>

Model of Success in Practice

- **NJPA Planning & Zoning Specialist's Position:**
 - **Step 1: Cities brainstormed independently and brought forth their concept to NJPA**
 - **Step 2: NJPA assessed feasibility of the concept given the vision**
 - Cost Benefit Analysis
 - Service Delivery Model
 - **Step 3: We worked with the Region Five Cities to design the position**
 - Framework
 - Structure
 - Plan
 - Process
 - Organization
 - Logistics
 - Develop Agreements
 - Elected Official Approvals
 - **Step 4: Build and Test**
 - Position Description
 - Hired Person
 - Tested Position for Success
 - **Step 5: Implement and Roll Out**
 - Training Program for new employee and concept
 - Clear Transition Roadmap
 - Management and Communication
 - Knowledge Transfer from Cities to Employee
 - Manage the transition from Cities to NJPA
 - Manage transition with Providers
 - **Step 6: Optimize!**
 - Benchmark performances each year
 - Make Adjustments in Plan

www.njpacoop.org



Questions & Comments

www.njpacoop.org





Thank You

Paul Drange

Director of Regional Programs

phone 218-895-4134

mobile 218-371-5113

email paul.drange@njpacoop.org

Justin Burslie

Planning & Zoning Specialist

Office 218-895-4151

email justin.burslie@njpacoop.org

www.njpacoop.org

