

## SHARED SERVICES EXPLORATION

At your table, brainstorm 3-5 potential shared services you could implement that meet the key characteristics.

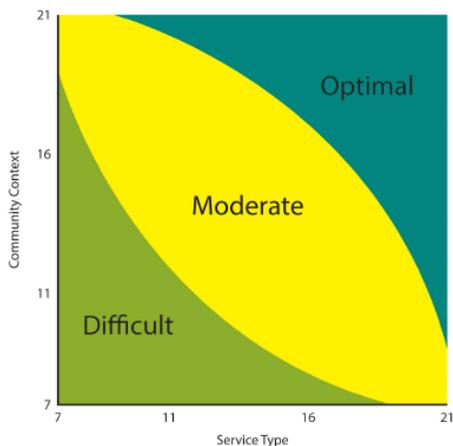
- Geographic Proximity
- Relationships, Politics, Networks
- Mutual Trust, Openness, Equality
- Financial Capabilities
- Elected Official Support

### Alliance for Innovation

#### The Collaborative Service Delivery Matrix: A Decision Tool to Assist Local Governments

Given those shared services, score each service category accordingly:	Score
<b>Asset Specificity</b> — This represents the degree to which the service requires investment in special infrastructure (e.g., water pipes, treatment plants, ditch diggers) or technical expertise (e.g., legal, environmental), which may the level of the community’s internal expertise or technical capacity. High asset specificity means that the investments cannot be easily adapted to produce another service. (High=1, Medium=2, Low=3)	
<b>Contract Specification and Monitoring</b> — Services that are relatively harder to specify in a contract or that are harder to monitor, or that require a higher level of performance management expertise on the part of government. (Hard=1, Medium=2, Easy=3)	
<b>Labor Intensity</b> — Some services are more labor intensive than others. Labor intensive services may also be capital intensive (see below). (Low=1, Medium=2, High=3)	
<b>Capital Intensity</b> — Some services are more capital intensive than others. Capital intensive services may also be labor intensive (see previous). How diffused the benefits are from the capital investment determines the effect on the likelihood of successful collaborations. Generally, services that are more capital intensive with diffuse benefits are more amenable to collaborative approaches to their delivery. (Low=1, Medium=2, High with focused benefits=2, High with diffuse benefits=3)	
<b>Costs</b> — Overall project costs influence the likelihood of successful collaboration in terms of both driving the need for collaboration as well as limiting the pool of potential partner organizations that might be able to participate in the delivery of more expensive services. (High=1, Medium=2, Low =3)	
<b>Management Competencies</b> — Communities must be sensitive to the expertise they have available on staff for managing the various stages of a collaborative arrangement from planning, structuring and executing a competitive bidding process, to negotiating and bargaining with vendors and employees, to measuring vendor performance or partner evaluation. The greater the managerial expertise on staff related to a service, the more likely a collaborative arrangement can achieve success. (Low=1, Medium=2, High=3)	
<b>Stability in Administrative Team</b> — Communities should be aware of the degree of turnover in the administration and the likelihood of additional turnover in the short- and long-term future, as best as possible. Communities facing turnover in the higher-level positions will have more difficulty establishing and maintaining the institutional knowledge and oversight necessary for successful collaborations. (High turnover=1, Medium=2, Low=3)	
<b>Total Type of Service Score (sum of seven service scores)</b>	

Given those shared services, score each community context category accordingly:	Score
<b>Possible Public Partners</b> — Communities may have other public jurisdictions with whom they can work in terms of nearby municipalities, townships, special districts, or county government. (Few=1, Some=2, Several=3)	
<b>Possible Private Partners</b> — The opportunity for partnering for delivery with private sector firms is limited to the extent that the community or region is home to enough such competent firms to support a competitive marketplace. (Few=1, Some=2, Several=3)	
<b>Possible Nonprofit Partners</b> — As with private partners, the size of the local supply of nonprofits will also be driven by the type of service under consideration as well as the competence of such organizations to serve as potential collaborators in service delivery. (Few=1, Some=2, Several=3).	
<b>Council Orientation/Political Environment</b> — Different kinds of services may meet different levels of support among local politicians which can raise the costs of pursuing and/or executing a collaborative arrangement. (Highly sensitive=1, Moderately sensitive=2, Non-sensitive=3)	
<b>Fiscal/Economic Health</b> — The community’s fiscal condition may be a motivating factor in wanting to pursue alternative service delivery arrangements as a means to curbing costs. Those in better health are more likely to be successful in collaborative arrangements. But those that are in a weak fiscal position may find it more difficult to locate partners with whom to collaborate. (Poor=1, Moderate=2, Good=3)	
<b>Unions</b> — In many communities, there may be resistance to any collaborative alternatives that could affect public sector employment levels. (Strong=1, Moderate=2, Weak=3)	
<b>Public Interest</b> — Some services are more likely to attract the attention of citizens than others. Changes to those services that receive closer scrutiny by citizens are more likely to meet resistance to changes in how the community delivers the services. (High visibility=1, Moderate=2, Low=3)	
<b>Total Community Context Score</b> (sum of seven scores)	




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*Using both scores, determine if the shared service is achievable (moderate or optimal) or unachievable (difficult).*

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