

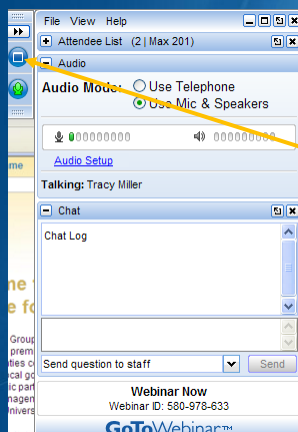
# Ambassador Webinar



To Combine Services or to Share?  
That's the Question



## GoTo Webinar Toolbox



Clicking the Double  
Arrows on your Go  
To Webinar Toolbox  
opens and closes  
your viewer.



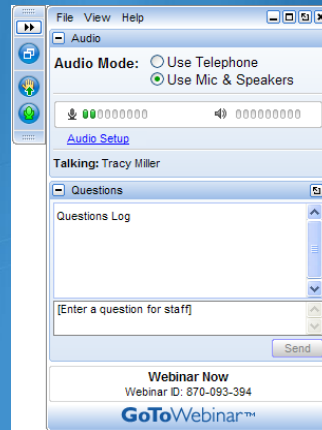
Clicking the Rectangle will Place  
You in Full Screen Mode

File View Help



# Webinar Questions

Please ask your questions using your Go To Webinar Toolbox



# Purpose of Ambassador Program



1. To increase organization wide participation
2. To increase the Alliance Knowledge Base
3. To increase membership retention rate
4. To increase Ambassador's innovation skills



# Qualities Linked to Innovation Series



## Today's Presenter

**Jim Nantell**  
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**Burlingame, CA**  
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- ❖ 40 Year Public Sector Professional
- ❖ City of 30,000 Located in San Mateo County
- ❖ Chair of County Shared Services Initiative



# San Mateo County



- ❖ San Francisco Peninsula
- ❖ County of 700,000 Comprising 20 Cities
- ❖ Average Population is Under 25,000
- ❖ 20 City Managers and 175 to 200 Department Heads
- ❖ 37 School Districts
- ❖ 30 Special Districts



## Financial Pressures

- ❖ Declining Revenues
- ❖ Growing Employee Cost
- Medical
- Retirement



# Reduce Cost and Protect Services

Overhead Cost Becomes a Focus

Management Staff



Support staff



## Shared Services Initiative



# Definition of Shared Services

Used to encompass all of the ways that cities can work together to jointly operate more efficiently to provide our public services.

For many years the civic leadership has been creatively coming together to jointly operate services.



## Executive Leadership Savings



|                               | North Bay Division | Peninsula Division |
|-------------------------------|--------------------|--------------------|
| Number of cities              | 30                 | 37                 |
| City Manager                  | \$9M               | \$11M              |
| Department Heads              | \$60M              | \$74M              |
| Total                         | \$69M              | \$85M              |
| Savings of 4 city partnership | \$50M              | \$60M              |



## Merging Departments

- ❖ Saves Money at the Top
- ❖ Possible Efficiencies from Support Staff



## Challenges of Combining

- ❖ Assume Oversight Responsibilities for an Additional Area
- ❖ Lack of Experience in New Area(s)



## Challenges of Combining

- ❖ Lack of Credibility with Employees
- ❖ Concern about Being a Step Child Service Area
- ❖ Department Head Resistance/Fears



## Alternative



Consider Sharing Department Head

Avoids the Lack of Expertise and Credibility with Existing Staff.



## Burlingame Experience



- ❖ Sharing Fire Chief Through Merger
- ❖ Shared P&R Director with Two Cities
- ❖ Shared HR Director



## Two Sides of a Coin



### Combine Departments Internally (P&R and Library)

| Pros                                                                                                 | Cons                                                                                                      |
|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| Department Head has only one budget, HR and Financial system to work with.                           | Department Head has two new areas (P&R) to oversee. Both of which they have no previous experience in.    |
| Department Head has only one set of Department Head, City Council and Commission meetings to attend. | P&R employees have to “train up” the department head in their respective professional areas of expertise. |
| One community to understand                                                                          | Requires Department Head to spread their time managing diverse operation.                                 |
|                                                                                                      | Deal with the “step children” syndrome.                                                                   |



## Two Sides of a Coin



### Share a P&R Director Between Two Cities

| Pros                                                                                                                         | Cons                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Department Head with previous experience and expertise in managing P&R                                                       | Department Head has two different budget, HR and Financial system to work with.                                    |
| Employees have the benefit of a Department Head that understands and values their work.                                      | Department Head has duplicative sets of staff, Department Head and City Council and Commission meetings to attend. |
| Avoids asking another internal Department Head to take on another department and spreading their time over bigger operation. | Support staff has to “train up” new Director in internal operations.                                               |
| Synergy and cross fertilization of two separate cities’ collaborating in the same professional discipline.                   | You have a partner (city/CM) that needs to be consulted relative to the shared department head.                    |



## Fast Forward Two Years



Following Observation:

Doubling the Time a Department Head Spends in:

- ❖ regular scheduled meetings
- ❖ administering under two different internal systems
- ❖ the need to work with two sets of employees and community members

Significantly Reduces the Directors Availability to All



# Should Sharing be Avoided?

.....dealing with the cons

## Cons

- Department Head has two new areas (P&R) to oversee. Both of which they have no previous experience in.
- P&R employees have to “train up” the department head in their respective professional areas of expertise.
- Requires Department Head to spread their time managing diverse operation.
- Deal with the “step children” syndrome.



# Sharing is Viable Option

- ❖ Revisit our minds sets about the need to maintain separate operations, one for each city.
- ❖ Much duplication can be avoided by combining the P&R operation into one
- ❖ Allows for one staff and one internal system used for operating the department.
- ❖ Particularly if combining internal department is problematic.





# Questions



## Ambassador Resources

**Alliance for Innovation Ambassadors**

Overview | Members | Questions | Files | Calendar | Wiki | Job Requests

The Alliance for Innovation Ambassador Program was established to increase overall awareness and engagement of member communities in Alliance activities, help to embed the Alliance as a way of doing business in local government at all levels, and enhance the Alliance's knowledge base and resources through increased participation. The Alliance Ambassador Program also helps facilitate a prosumer type model in our member communities.

Over the next twelve months Ambassadors will dive into Six Qualities Linked to Innovation, based on research by Dr. James Suva, Director Center for Urban Innovation at Arizona State University and Karen Thoreson, President of the Alliance for Innovation. This study looked at qualities and skills of innovative organizations, specifically looking at award winning localities across the globe. The six qualities displayed in these innovative organizations include: Leadership, Creativity, Internal Collaboration, External Partnerships, Community...

**Six Qualities Linked to Innovation**

On this page: Welcome to the Six Qualities Link to Innovation Wiki

**Six Qualities Linked to Innovation**

A Twelve Month Alliance Ambassador Series

Welcome to the Six Qualities Link to Innovation Wiki

This wiki has been designed for specifically for Alliance for Innovation Ambassadors to explore the qualities of innovative organizations as defined in the Alliance research. This is a twelve month series beginning in July 2011 beginning with the topic of Leadership. To view the full off website click here. Link below to view additional resources on the qualities.

**RELATED GROUPS**

- Alliance for Innovation Ambassadors
- The Alliance for Innovation
- Member group represents all members on...
- Alliance for Innovation Ambassadors
- The Alliance for Innovation Ambassador Program was established to increase...



## Upcoming Webinars

- 3/20 Your Leadership Playbook – **Free**
- 3/21 Alliance Resources & KN Training - **Free**
- 3/22 Strategic Vision Alignment: Redefining Priorities
- 3/28 Building Leaders: Internal Training Programs

Visit The online Calendar for a  
for Complete List of events, workshops,  
conferences and webinars  
[www.transformgov.org](http://www.transformgov.org)

## Transforming Local Government Conference - TLG



**Still Time To Register**  
**Visit [www.tlgconference.org](http://www.tlgconference.org) for more information!**

# Alliance on Demand

The screenshot shows the Alliance on Demand website. At the top, the logo for 'alliance for innovation' is displayed with the tagline 'Transforming Local Government'. To the right, it says 'Alliance OnDemand' and 'Learn. Innovate. Lead.'. Below the header is a navigation bar with links: Home, About, Learning, Research, Knowledge Network, Job Board, Members Only, Calendar, and OnDemand. The main content area is divided into several sections:

- Home / OnDemand**: A breadcrumb trail.
- Strategy and Implementation of Social Media**: A featured article with a thumbnail image and a 'MORE INFO' link.
- DIGITAL RESOURCE PRODUCTS**: A list of products including 'White Papers and Reports (2)', 'e-Books (1)', and 'Digital Docs (7)'.
- BUY CREDITS FOR ON DEMAND PRODUCTS**: A section explaining how to purchase credits for digital products.
- SELECT A WEBINAR CATEGORY**: A list of categories with counts: Collaboration and Teamwork (23), FREE to Members (19), Leadership and Governance (20), Learning and Innovation (25), Results and Outcomes (9), Service (16), and Sustainability (4).
- ALLIANCE WEBINARS ON DEMAND**: A table listing webinars with their prices and 'MORE INFO' links.
 

| ALLIANCE WEBINARS ON DEMAND                               |         |                           |
|-----------------------------------------------------------|---------|---------------------------|
| A Regional Approach to Service Delivery                   | \$75.00 | <a href="#">MORE INFO</a> |
| Alliance Resources Webinar and Knowledge Network Training | Free    | <a href="#">MORE INFO</a> |
| Ambassador Webinar - 10 Faces of Innovation Book Review   | Free    | <a href="#">MORE INFO</a> |
| Ambassador Webinar - DRIVE Book Review                    | Free    | <a href="#">MORE INFO</a> |
| Ambassador Webinar - DRIVE Book Review - Part II          | Free    | <a href="#">MORE INFO</a> |
- OnDemand**: A sidebar menu with links: OnDemand Webinars, Learning Bank, FAQs, Help, My Profile, My Programs, View Basket, Logout, Search On Demand.

## Thank You!

Contact the  
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