



Hampton Roads Partnership *Shared Services Project*

Management
Partners



Project Steering Committee
November 30, 2011

Meeting Agenda

- Introductions
- Project Overview
- Discussion
- Work to Date
- Next Steps

Introductions

- Steering Committee Members
 - Hampton Roads Partnership
 - City of Chesapeake
 - City of Norfolk
 - City of Virginia Beach

- Management Partners

Project Overview

- Project Goals
 - Reduce the cost of service by sharing delivery
 - Identify and foster opportunities for improving services
 - Establish basis for future sharing, well after project is over
- Key Success Factors
 - Balance sharing potential with individual city needs
 - Identify specific services where cost of delivery can be reduced
 - Create an implementation plan for selected services
 - Include quality control planning in implementation

About Management Partners

- Established 17 years ago
- Mission is to help local government leaders improve the way their government works
- Proven methods for applying private sector business techniques to local government operations
- Fifty professional staff associates expert in local government

About Management Partners

- Service sharing projects include
 - Las Vegas and North Las Vegas, NV
 - City and County of Napa, CA
 - City of Cincinnati and Hamilton County, OH
 - City of Reno and Washoe County, NV
 - Pinellas County, FL
 - Dakota County, MN
 - Pasadena-Glendale-Burbank, CA

Cooperating Cities

*This is a substantial project.
Cities are large scale, complex entities.*

City	Population	General Fund Budget	Full-time Equivalent Employees
Chesapeake	222,209	\$ 465,130,200*	3,449
Norfolk	242,803	\$ 497,063,261*	4,691**
Virginia Beach	438,000	\$ 956,646,997*	6,831

* Does not include schools or special or restricted funds.

** Number of positions, not FTEs.

Project Approach and Work Plan

- Scan all city services for sharing opportunities
- Conduct preliminary screening of services
- Engage those responsible for service delivery
- Analyze selected services
 - Identify shared service approach
 - Estimate costs and benefits
 - Assess implementation feasibility
- Prepare implementation plans for selected services

Project Approach and Work Plan

- **Role of the Steering Committee**
 - Oversee and guide project
 - Provide advice and guidance on significant issues
 - Select services for detailed analysis
 - Select services for recommended service sharing
 - Provide leadership in implementation decisions
- **Role of the Cities**
 - Participate in interviews and data collection about services
 - Participate in rating service inventories
 - Participate in data collection for detailed service studies
 - Review, and provide feedback on, project deliverables

Project Approach and Work Plan

- Management Partners' Role
 - Support the Steering Committee and manage the project
 - Engage city administrations and department managers
 - Conduct interviews and collect data about services
 - Analyze service sharing potential of identified services
 - Develop implementation plans for selected services

Project Schedule

Service Sharing Project Hampton Roads Partnership

Start	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
10/17	10/24	10/31	11/7	11/14	11/21	11/28	12/5	12/12	12/19	12/26	1/2	1/9	1/16	1/23	1/30	2/6	2/13	2/20

Activity 1: Start Project

1.1	Conduct Initial Meetings with Project Management and Steering Committee																		
1.2	Obtain background information																		
1.3	Finalize Plan of Work and Project Schedule																		

Activity 2: Survey Opportunities for Sharing

	10/17	10/24	10/31	11/7	11/14	11/21	11/28	12/5	12/12	12/19	12/26	1/2	1/9	1/16	1/23	1/30	2/6	2/13	2/20
2.1	Conduct Corporate Staff Interviews																		
2.2	Develop Inventory of Ideas																		
2.3	Conduct Department Interviews																		
2.4	Obtain supplementary background information																		
2.5	Analyze and summarize results																		

Activity 3: Conduct Preliminary Evaluation of Services

	10/17	10/24	10/31	11/7	11/14	11/21	11/28	12/5	12/12	12/19	12/26	1/2	1/9	1/16	1/23	1/30	2/6	2/13	2/20
3.1	Develop evaluative criteria																		
3.2	Obtain supplementary background information																		
3.3	Evaluate ideas against evaluative criteria																		
3.4	Develop difficulty / payoff analysis																		
3.5	Review analysis with each City																		
3.6	Analyze and summarize results																		

Activity 4: Analyze Selected Services

	10/17	10/24	10/31	11/7	11/14	11/21	11/28	12/5	12/12	12/19	12/26	1/2	1/9	1/16	1/23	1/30	2/6	2/13	2/20
4.1	Develop analysis plan for each selected service																		
4.2	Conduct field work																		
4.3	Identify costs and benefits, implementation issues																		
4.4	Review analysis with each City																		
4.5	Summarize results																		

Activity 5: Report Results

	10/17	10/24	10/31	11/7	11/14	11/21	11/28	12/5	12/12	12/19	12/26	1/2	1/9	1/16	1/23	1/30	2/6	2/13	2/20
5.1	Prepare Draft Implementation Action Plan																		
5.2	Review draft with each City and adjust																		
5.3	Prepare Powerpoint Project Report																		
5.4	Present Results to Steering Committee																		

Current Project Status

- Project Activity to Date
 - Completed entry interviews with each city, including budget staffs
 - Compiled preliminary list of services with sharing potential: Shared Services Inventory
 - Interviewed department directors and/or staff in all three cities
 - Interviews covered
 - Ideas for service sharing
 - Current service sharing initiatives or discussions relating to potential initiatives
 - Prior initiatives
 - Circulating integrated list among city staff members

Current Project Status

- Shared Services Inventory Assessment Criteria
 - Cost Savings
 - Potential short and long term cost savings or future cost avoidance
 - Potential return on investment
 - Potential implementation costs
 - Potential economies of scale
 - Potential for improved customer service
 - Difficulty
 - Perceived political feasibility
 - Potential for improved customer service
 - City branding or identification issues
 - Potential impact on employees
 - Awareness of existing models of service sharing

Next Steps

- Assess Shared Services Inventory
 - After receiving city input, Management Partners will score items on the service inventory and review with the cities.
 - Analytical table: Rank-order of ratio of cost savings relative to difficulty
 - Scatter diagram based on cost savings relative to difficulty and review
 - Review integrated list with cities
 - Present the results and analysis to the Steering Committee for discussion

Next Steps

- Complete service inventory assessment
 - Cities are still submitting materials
 - Will compile results from the participating cities
 - Will review results with the cities prior to finalization
- Next Steering Committee Meeting
 - Review shared services inventory
 - Preliminary discussion of services for sharing