



LEVERAGE ALL OF YOUR COMMUNITY'S RESOURCES

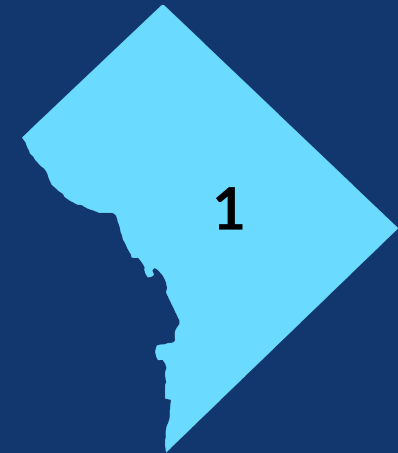
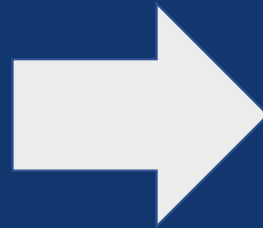
THE POWER OF SHARED PURPOSE

ICMA

resourceX
reprogram your organization
www.resourceX.net

PARTICIPANT GUIDE

When you see this icon,
go to that page in your
Participant Guide.



01

21st CENTURY
BUDGETING



02

COMMUNICATE



03

OPTIMIZE
RESOURCES



04

ACHIEVE
RESULTS



05

COLLABORATE



06

INCORPORATE
PBB



LEARNING JOURNEY

01 Networked Enterprises

02 Reliance

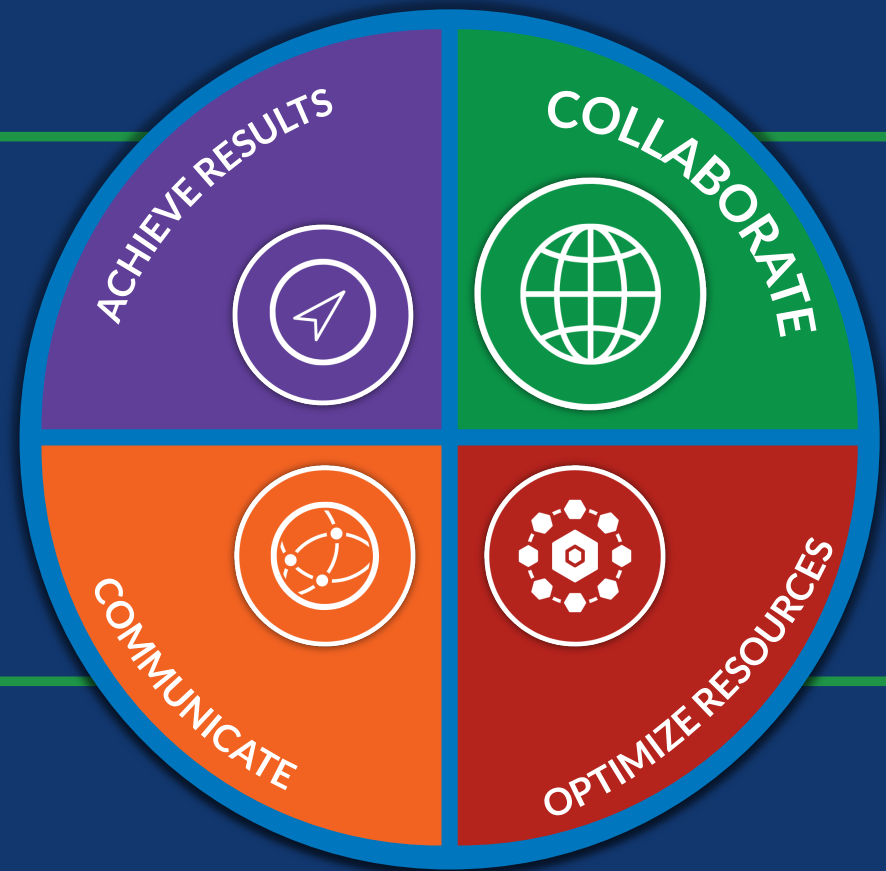
03 Program Mapping

04 Proficiency and Mastery



COLLABORATE

**LEVERAGE ALL OF YOUR
COMMUNITY'S RESOURCES**
THE POWER OF SHARED PURPOSE





ACTIVITY



COULDA' SHOULDA' WOULD A'

WHO COULD
PROVIDE THIS
PROGRAM

WHO SHOULD
PROVIDE THIS
PROGRAM

WHO WOULD
PROVIDE THIS
PROGRAM

Professional
Development

Fleet
Maintenance

Trash Collection

School Crossing
Guard



NETWORKED ENTERPRISES



Government as a Platform

A Next-Generation Take on Coordination and Cooperation

BY SHAYNE C. KAVANAGH AND CHRIS FABIAN

Local governments are commonly fragmented, broken into many, often overlapping jurisdictions. Because local governments spend a great deal of money in aggregate, it is reasonable to ask if the public interest might be better served by enhanced coordination of government at the local level.

In this article, we examine this idea through an approach born of the information age era: government as a platform. It's an approach that can advance innovation while offering financial and operational advantages for the typical, day-to-day services that local governments operate.

NETWORKED ENTERPRISES: AN INFORMATION AGE SOLUTION TO ENDURING PROBLEMS?

A networked enterprise connects separate actors in the pursuit of a shared vision and objectives and multiplies their collective power to achieve that objective by tying them together in a system of mutual accountability.

NETWORK ENTERPRISES- AN INFORMATION AGE SOLUTION TO ENDURING PROBLEMS?

• PART 2 in a Four-Part Series About Improving
Local Government Coordination and Reducing
Waste from Local Government Fragmentation

BY SHAYNE C. KAVANAGH



NETWORK ENTERPRISES: AN INFORMATION AGE SOLUTION TO ENDURING PROBLEMS?

NETWORKED ENTERPRISES



There are substantial gains available from wide-scale cooperation, and coordination is needed for the best use of shared resources.



Challenges faced by communities often cannot be addressed by a single government.



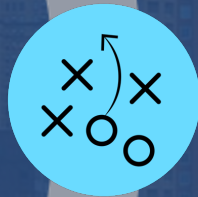
There are financial limits to what they can do within their own authority and resources; individual communities are better off when the whole region prospers.

NETWORKED ENTERPRISE SAN BERNADINO COUNTY



GOAL

- To engage participants from all sectors in its challenges



PATH TO ACTION

- Include representation from public, private, and nonprofit sectors to represent all element groups
- Developed regional entities to define specific challenges



SKILLS AND CAPACITY

- Allow views and shared interests from all sectors to achieve the vision
- Create a leadership team that ties county government to each element group to provide clarification

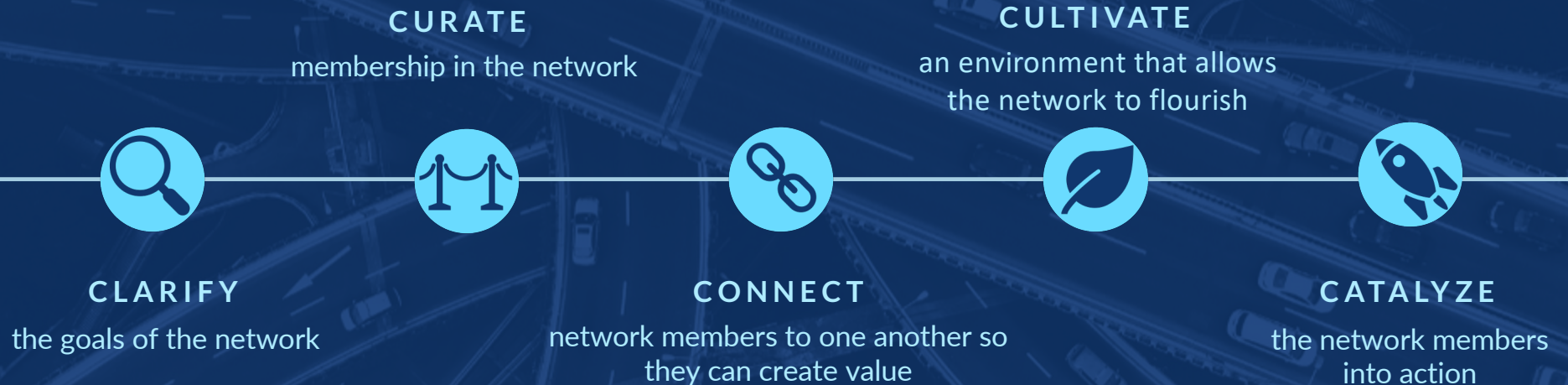
NETWORKED ENTERPRISE SAN BERNARDINO COUNTY

EXHIBIT 1 | ELEMENT GROUPS

ELEMENT	PRIVATE	NONPROFIT	PUBLIC
Education	Kelly Space & Technology, Inc. <i>(aerospace and defense technology company with advanced environmental testing services)</i>	Inland Empire Economic Partnership <i>(private and public sector organizations that support job creation, leadership, and regional advocacy for the area)</i>	First 5 San Bernardino <i>(Agency that supports early development of children in the first five years of life)</i>
Environment	Mitsubishi Cement <i>(manufacturer with a major plant in the region)</i>	Endangered Habitats League <i>(dedicated to the protection of ecosystems of Southern California and sensitive and sustainable land use)</i>	U.S. Fish and Wildlife Service <i>(San Bernardino County has a high portion of land owned by the federal government)</i>
Wellness	Hospital Association of Southern California <i>(represents the interests of hospitals in San Bernardino and nearby counties)</i>	Faith Advisory Council for Community Transformation <i>(faith and community leaders committed to promoting healthy, revitalized, and sustainable community transformation)</i>	San Bernardino County Sheriff's Department

San Bernardino needed to engage participants from all sectors, not just government, to solve its challenges. All element groups included representation from the nonprofit and private sectors. Most were chaired by someone from one of these sectors. Participation from all sectors showed everyone's shared interest in achieving the vision. Exhibit 1 shows three groups and gives examples of organizations that participated.

HOW CAN LOCAL GOVERNMENTS PURSUE NETWORKED ENTERPRISES?



RELIANCE



Total Opportunity Offered by Public or Private

\$9.2 Billion,
Other Public Sector

37%

Of your budget, on average



\$7.4 Billion,
Other Private Sector

23%

Of your budget, on average



Over 125,000+ programs analyzed from 200+ organizations



ACTIVITY

What if you had this data for every program you offered?



16

Do those you serve rely solely on this program you provide?

4

City is sole provider and could not be contracted with another entity.

2

Program or service could be contracted with another entity.

0

Program or service is or could be contracted.



BREAKOUT ROOMS

4

City is sole provider and could not be contracted with another entity.



Parking Meter Enforcement



Utility Patching

17

2

Program or service could be contracted with another entity.



Election Management



Court Security

18

0

Program or service is or could be contracted.



Records Management



Code Enforcement

19



Payroll Processing



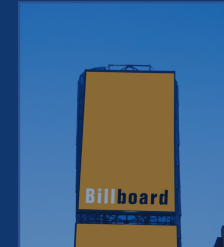
Fleet Maintenance



Fire Suppression



Traffic Sign Management & Maintenance



Business Attraction



Water Sampling & Testing



PROGRAM MAPPING

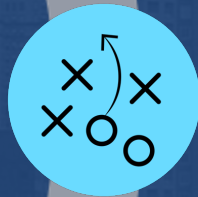
REGIONAL SERVICES

ENGLEWOOD, CO



GOAL

- To provide exemplary fleet services in all communities



PATH TO ACTION

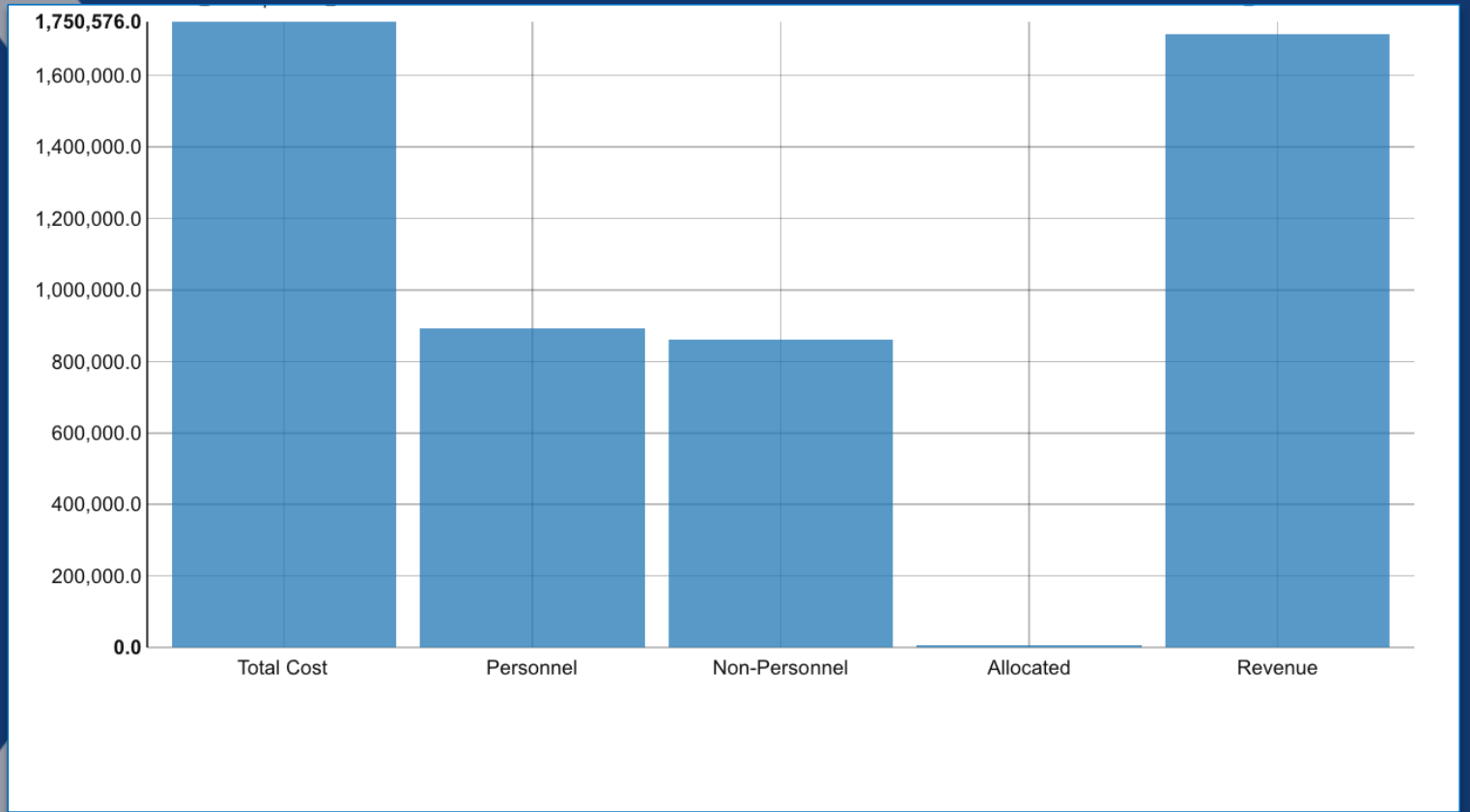
- Identify communities in need of external support and communities with the capacity to support them



SKILLS AND CAPACITY

- A shared “program map” to identify entrepreneurial opportunities to in-source programs and opportunistic areas to out-source programs to free up resources

REGIONAL SERVICES ENGLEWOOD, CO



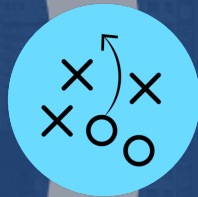
COUNTIES WITHOUT BORDERS

WASHINGTON COUNTY, WI



GOAL

- To create financially sustainable solutions to services



PATH TO ACTION

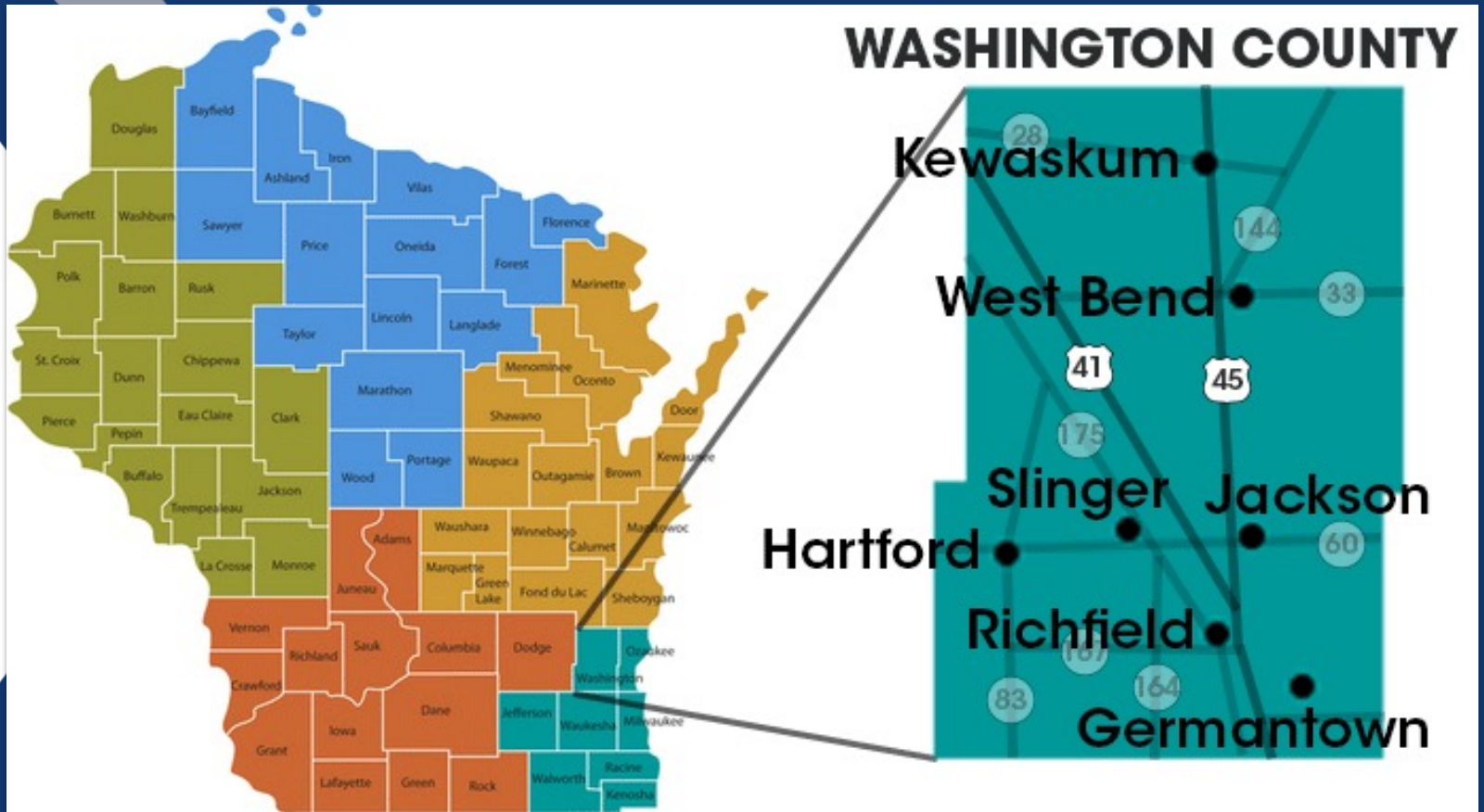
- Create open discussion around everything from sharing services, consolidating departments, and even redrawing maps to unite and find solutions



SKILLS AND CAPACITY

- Identify programs and priorities
- Rank programs against those priorities to identify those which can be done differently, reduced, or partnered on to save funds

**COUNTIES WITHOUT
BORDERS**
WASHINGTON COUNTY, WI



A photograph of a horse in a field, overlaid with a dark blue gradient. The horse is in the center-left, facing right. The background is a soft-focus landscape with a blue sky and green grass.

LEVERAGING PARTNERS

MOFFAT COUNTY, COLORADO

BEFORE

How can we discover and partner with other organizations in our own community who are pursuing the same societal objectives we are?


~ Commissioner Ray Beck

AFTER

Reviewing program offerings among Moffat County, Moffat County School District, City of Craig (County Seat), and Memorial Regional Hospital, the opportunity for partnership equaled 59% of Moffat County's PBB Budget.

THE TOP PERFORMERS

MOFFAT COUNTY, MOFFAT COUNTY SCHOOL DISTRICT,
CITY OF CRAIG, MEMORIAL REGIONAL HOSPITAL

	Moffat County	Moffat County & Moffat County School District	Moffat County & City of Craig	Moffat County & Memorial Hospital
Moffat County	766 programs \$30,846,582			
Moffat County School District	122 programs \$3,200,427			
City of Craig	510 programs \$13,210,997	97 programs \$2,482,014		
Memorial Regional Hospital	134 programs \$6,440,138	53 programs \$1,049,749	105 programs \$2,081,193	

Program Name	# of FTE	Program Cost
Employee Health and Wellness Clinic	0.00	\$ 244,150
Gravel Pits Maintenance	1.83	\$ 194,712
Crack Sealing	0.26	\$ 54,455
Laundry Facilities	0.25	\$ 45,144
Risk Management Policy Maintenance	0.03	\$ 38,271
Preventative Building Maintenance	0.22	\$ 34,135
Pest Control	0.07	\$ 21,493
Fleet Management	0.18	\$ 17,950
Intergovernmental and Interagency Relations	0.17	\$ 17,254
Pest Control	0.23	\$ 15,547

\$45,144 to Moffat County

6-figures (\$100k's) to
Memorial Hospital

Ships to Grand Junction:

- 150 miles away
- 2.5 hours each way



**LAUNDRY
SERVICES**



INCORPORATE PBB

BUDGETING AT THE PROGRAM LEVEL

UP NEXT

ICMA

resourceX
reprogram your organization
www.resourceX.net