

Some Things Never Change. Or Will They?

What can we do differently on Monday?






Local Public Economies Are Not Static

Maintenance of an efficient local public economy over time depends upon:

- Structural flexibility
- Availability of alternative arrangements
- Continued institutional adaptation



Interagency Collaboration: When Jurisdictional Boundaries Should be Ignored

"Collaboration is a way of thinking and relating, a philosophy, a paradigm shift, an attitude change. It requires a set of behaviors, beliefs, attitudes, and values. The result is a sense of shared ownership, shared responsibility, shared success."



When is Interagency Collaboration A Good Idea?

- Is the result I want to achieve beyond my organization's ability, acting singly, to achieve?
- Are there other organizations and agencies that desire similar results with whom my organization can coordinate to better achieve the results I want?



When is Interagency Collaboration A Good Idea?

- Will this collaboration also help other organizations achieve the results they want?
- Can I afford to spend the time required to develop a collaborative relationship with those organizations?
- Is my organization, from top to bottom, ready to make the needed changes in our operations in order to collaborate with others?



These Questions Underscore:

- Need to identify **common interests** among the organizations that will be expected to collaborate.
- Need to assure that **each organization has something to gain** from the process.
- Fact that collaborative planning **takes resources and time** as the potential collaborating organizations have to learn about and establish trust with one another.
- Recognition that interagency collaboration is a **means to an end** and not an end in itself.



Interagency Collaboration: *Lessons Learned*

When following these guidelines for interagency collaboration you will be ensuring a successful, efficient, and cost effective project that will make the City Manager and City Council happy.

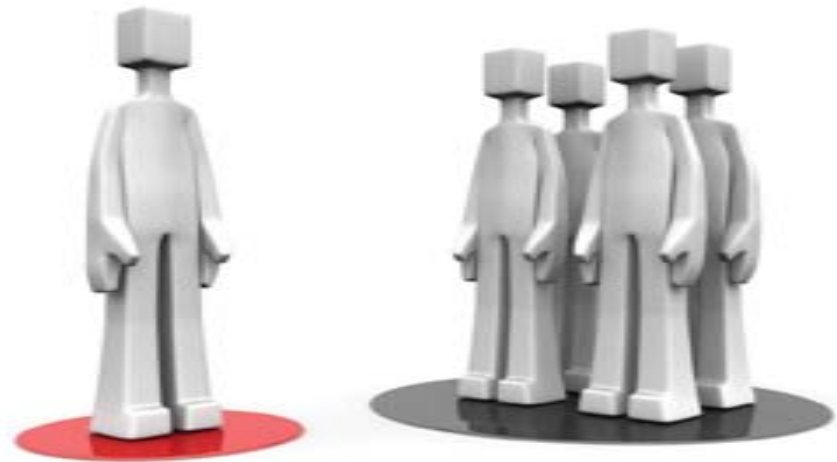
Lesson No. 1

*Form a coalition and use
the influence of others*



Form a Coalition and Use the Influence of Others

- Being part of a team provides for multiple creative trade-offs and options
- Sheer “strength in numbers” makes a team feel secure and sends a clear message to others that you are serious



Form a Coalition and Use the Influence of Others

- Valuable when the issue is complex, requiring a diverse set of knowledge, abilities, or expertise
- The issue to be addressed has great potential for creative, integrative solutions



Cerritos Responds to the Western US Energy Crisis of 2000-2001

- “Find me a power plant!”
- Southern California Public Power Authority
 - 12 public power agency members (11 cities and 1 irrigation district)
 - Finances the construction or acquisition of power plants and transmission lines (issues tax-exempt revenue bonds)
 - Financed 4 generation projects, 3 transmission projects, 3 natural gas projects, and 4 renewable energy projects

Cerritos Responds to the Electricity Crisis

- Using Public Power as an Economic Development Tool
- Magnolia Power Plant Project
 - Six city partnership
 - SCPPA became Cerritos' advocate
 - What Cerritos brought to the table
 - Money
 - Influence

Lesson No. 2

Give participants a stake in the outcome by making sure they participate in the process



Give Participants a Stake in the Outcome

- If they are not involved in the process, then they are hardly likely to support the project
- Even if the terms of an agreement are favorable, the other side may reject them simply out of suspicion born of their exclusion in the drafting process

Give Participants a Stake in the Outcome

- Get them involved early
- Ask their advice
- Give credit generously so they have a personal stake in defending the ideas



OCTA Renewed Measure M

- Supported by the OC Cities
- Included something for the cities
- Environmental Clean Up Program
- Committee of stakeholders formed to write funding guidelines
 - City Managers
 - Environmental groups
 - Regional agencies
 - OCTA staff

What Can Go Wrong

- Los Angeles County Public Works Department
 - Water Quality Funding Initiative
 - Formed a Working Group
 - County Counsel
 - LACPWD Staff
 - Consultants
 - Stakeholders not invited to the table went “political” and stalled the entire effort

Lesson No. 3

Don't worry about making decisions that all team members agree with...make decisions that they can live with



Make Decisions That Everyone Can Live With

- Avoid “Groupthink”
 - Team members feel pressured to conform to an existing group mindset
- Avoid requiring unanimity in which everyone must agree on a given issue
 - Creates delay, dilutes effectiveness



Make Decisions That Everyone Can Live With

- Avoid using “majority rule” where the minority must comply with the decision
 - Results in adversarial relationships within the team
- Be prepared to compromise
- Pick your team wisely!



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Make Decisions That Everyone Can Live With

- OCTA Environmental Clean Up Allocation Committee
- Proposed Solution for LA County Water Quality Funding Initiative





A Few More Tips

- ***Keep your eyes on the prize***
- ***Institutionalize change***
- ***Publicize your success***
- ***Don't expect miracles***



About Willdan Financial Consulting

- Government Efficiency and Shared Services Analyses
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Opportunity and Results: *The right way to live on less*

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