

SHARED SERVICES: Growing Trends in Collaborative Service Delivery

2014 CALAFCO Annual Conference

Cecilia Aguiar-Curry, Commissioner, Yolo LAFCo / Mayor, City of Winters
(Moderator)

Paul Cook, General Manager, Irvine Ranch Water District

Andy Belknap, Regional Vice President, Management Partners

Trends in Collaborative Service Delivery

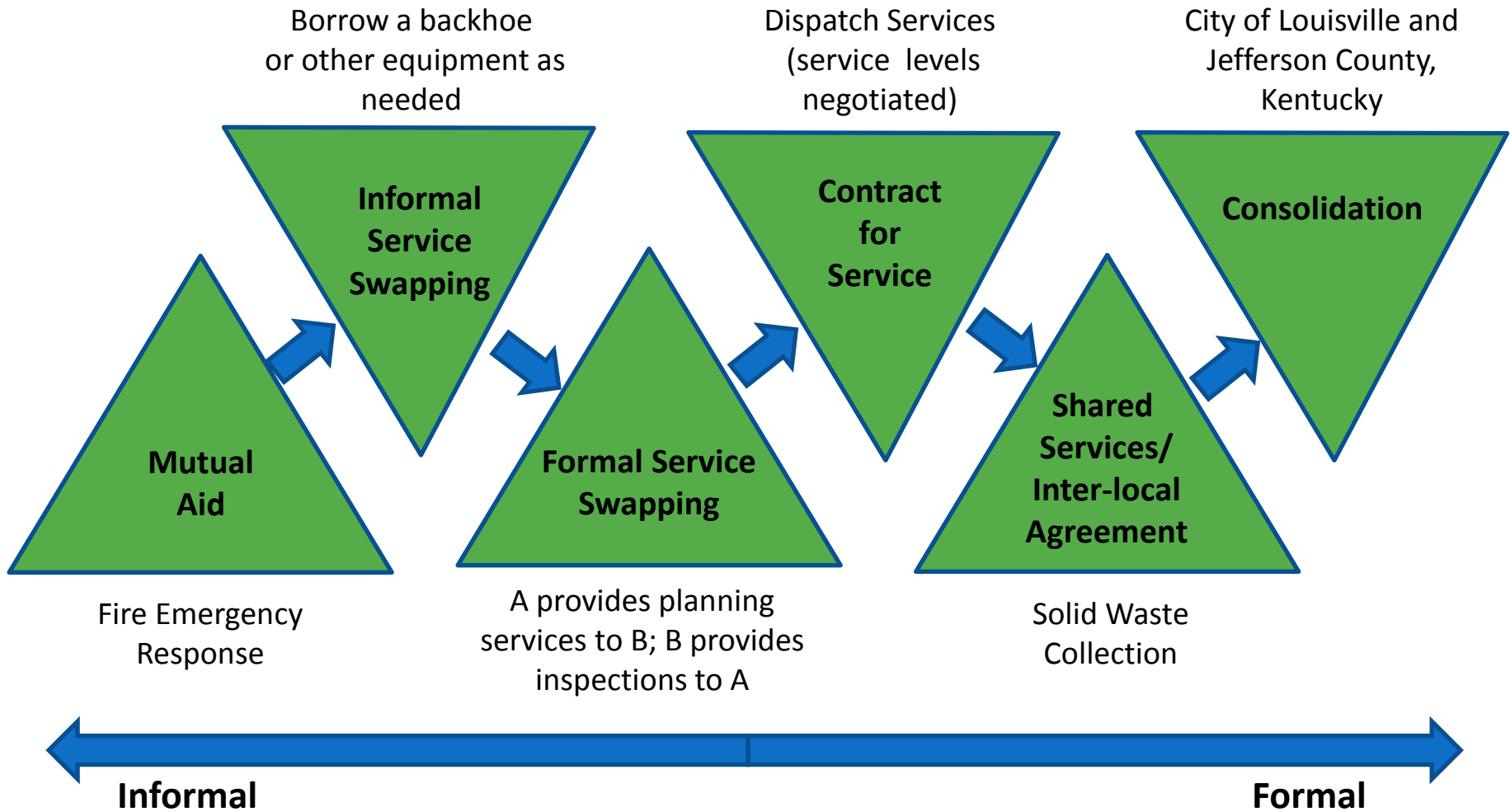
2014 CALAFCO ANNUAL CONFERENCE

Andrew Belknap
October 16, 2014

Management
Partners



Service Sharing Continuum



Management Partners' Experience

- Las Vegas-North Las Vegas, NV
- Pinellas County, FL
- Burbank-Glendale-Pasadena, CA
- Newport Beach-Huntington Beach-Costa Mesa, CA
- Fresno, CA
- San Mateo County, CA
- Virginia Beach / Norfolk, VA
- Cincinnati-Hamilton County
- Louisville-Jefferson County, KY
- Kenton County-Covington, KY
- Charlotte-Mecklenburg County, NC
- Lake County, IN
- Fort Wayne-Allen County, IN
- Reading-Berks County, PA
- Sedgwick County, KS

Lessons Learned

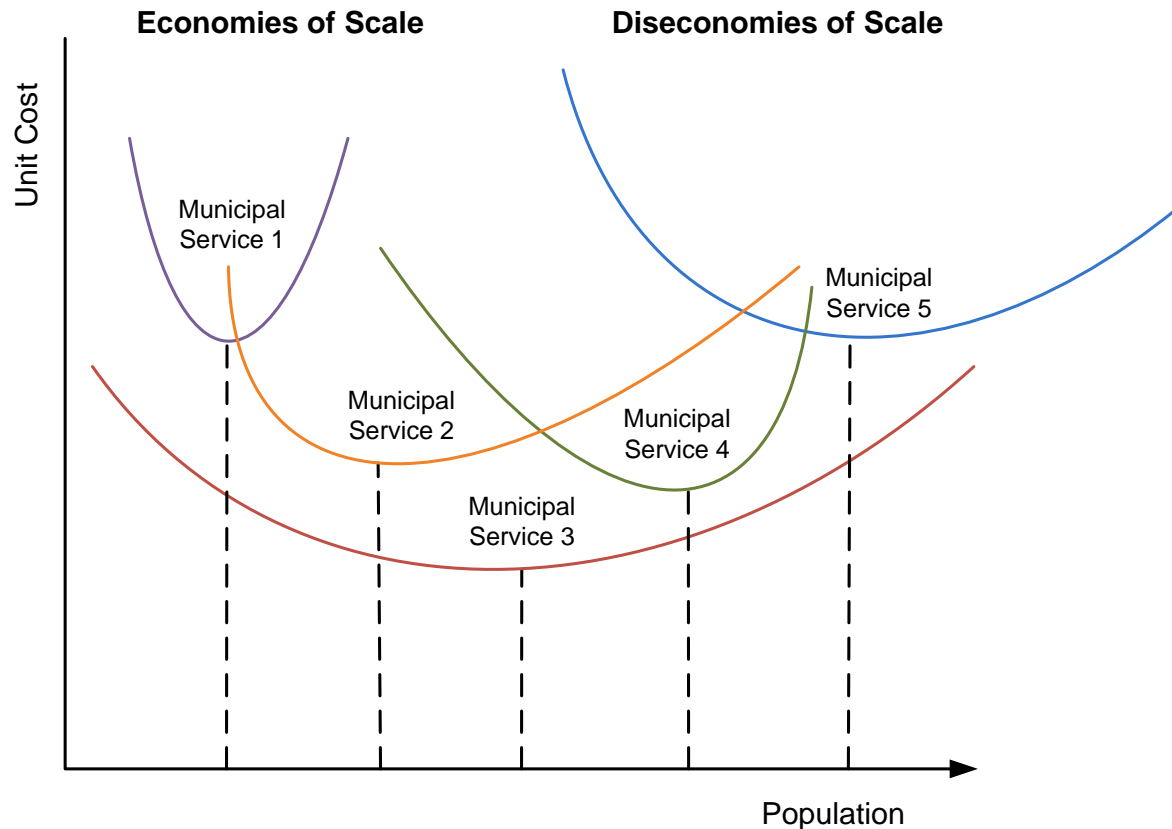
- NOT EASY - Service integration initiatives must be driven by leaders
- Analysis is critical to make the business case for recommended changes *But*
- Avoid analysis paralysis; decisions will need to be made with imperfect information
- Expect balanced implementation between quick hits and long-term major hits
- Involvement and support from elected leaders is especially important for implementation

Sample Results

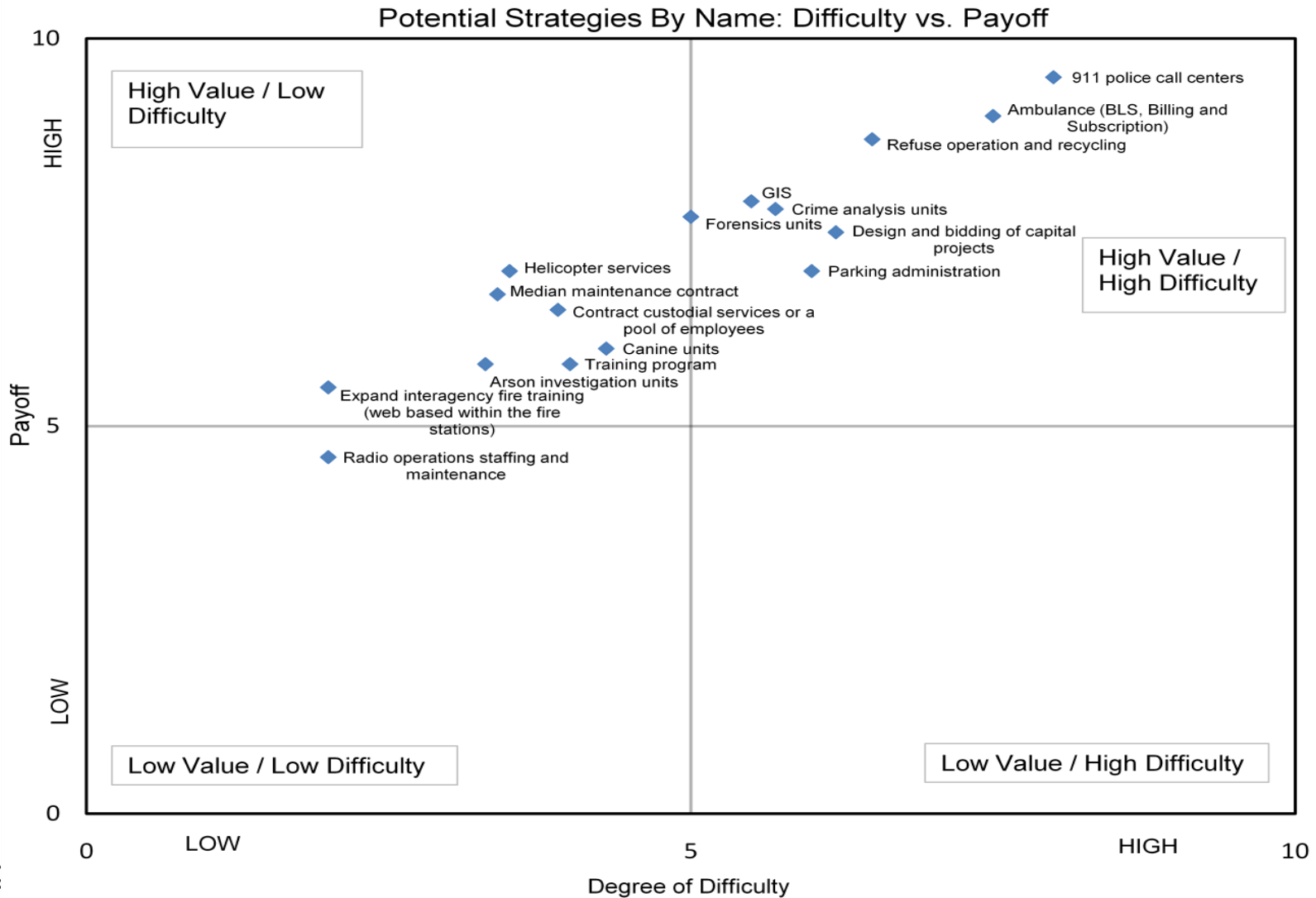
- Consolidate specialized units (e.g. Helicopter, SWAT, HazMat, VactorJet)
- Combine jail detention support contract costs...or jails
- Combine management of afterschool recreation programs
- Joint lease of specialized equipment
- Police and fire dispatch
- Training
- Purchasing
- Heavy equipment sharing
- Integrated fleet maintenance
- Share library back office administration
- Workers compensation management

Each Municipal Service Is Unique: Sharing Is a Tool to Obtain Minimum Efficient Scale

Figure 1: Economies of Scale Illustration



Every Jurisdiction is Different - Literally Hundreds of Ideas Have to be Analyzed



Irvine Ranch Water District

Shared Services Discussion

CALAFCO
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IRWD Service Area



6 Cities

Irvine
Lake Forest
Tustin
Newport Beach
Orange
Costa Mesa
Unincorporated Orange County

20% of Orange County

Percent of the county covered
by IRWD

181 square miles

Size of District

IRWD Services



Drinking Water

4 Water Treatment Plants, 27 wells,
36 reservoirs, 1,500 miles of water
pipeline

Sewage Collection

1,000 miles of collection pipeline

Recycled Water

2 recycled water plants
500 miles of recycled water pipeline

Urban Runoff Treatment

San Joaquin Marsh &
31 planned wetland
treatment sites

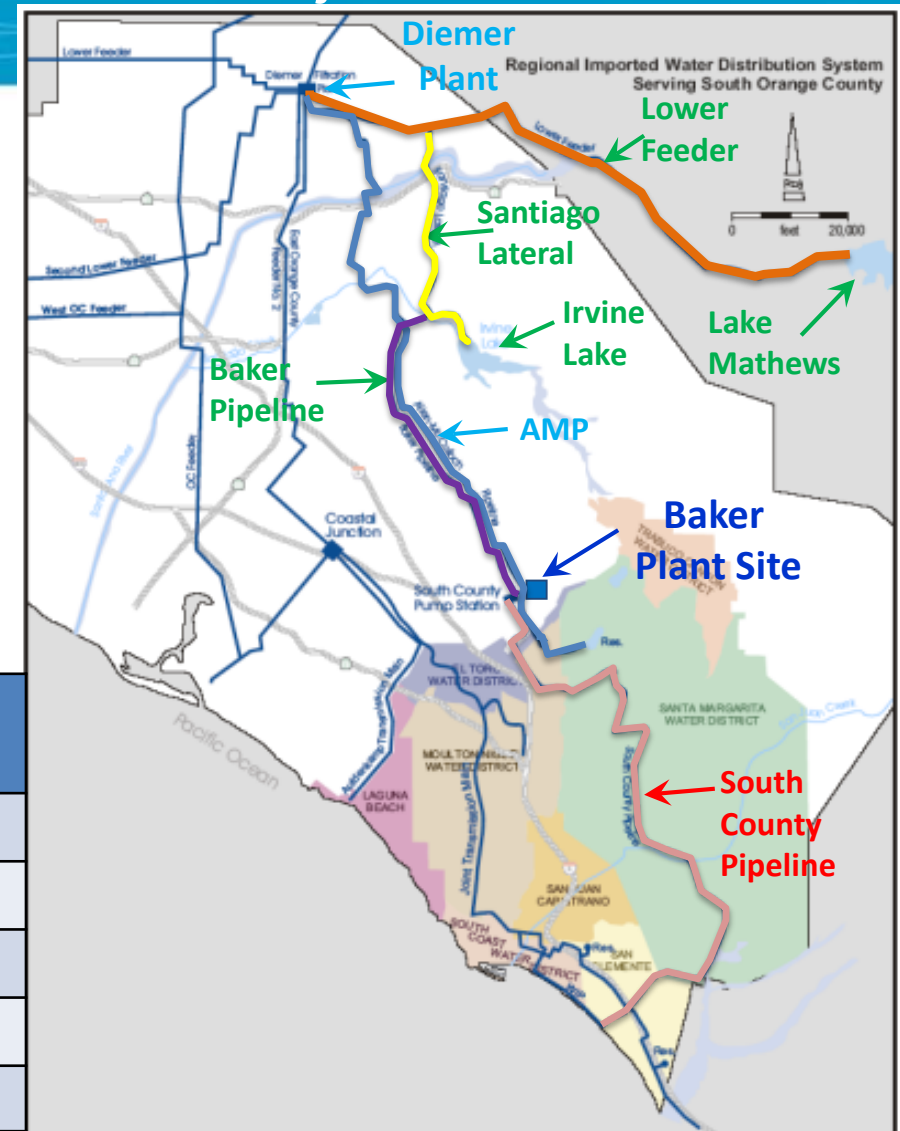
Baker Water Treatment Plant

Shared services for a regional solution.



Baker Water Treatment Plant Project

- South Orange County regional water treatment facility.
- Water Sources:
 - Colorado River,
 - State Water Project, and
 - Irvine Lake Water (independently or blended)

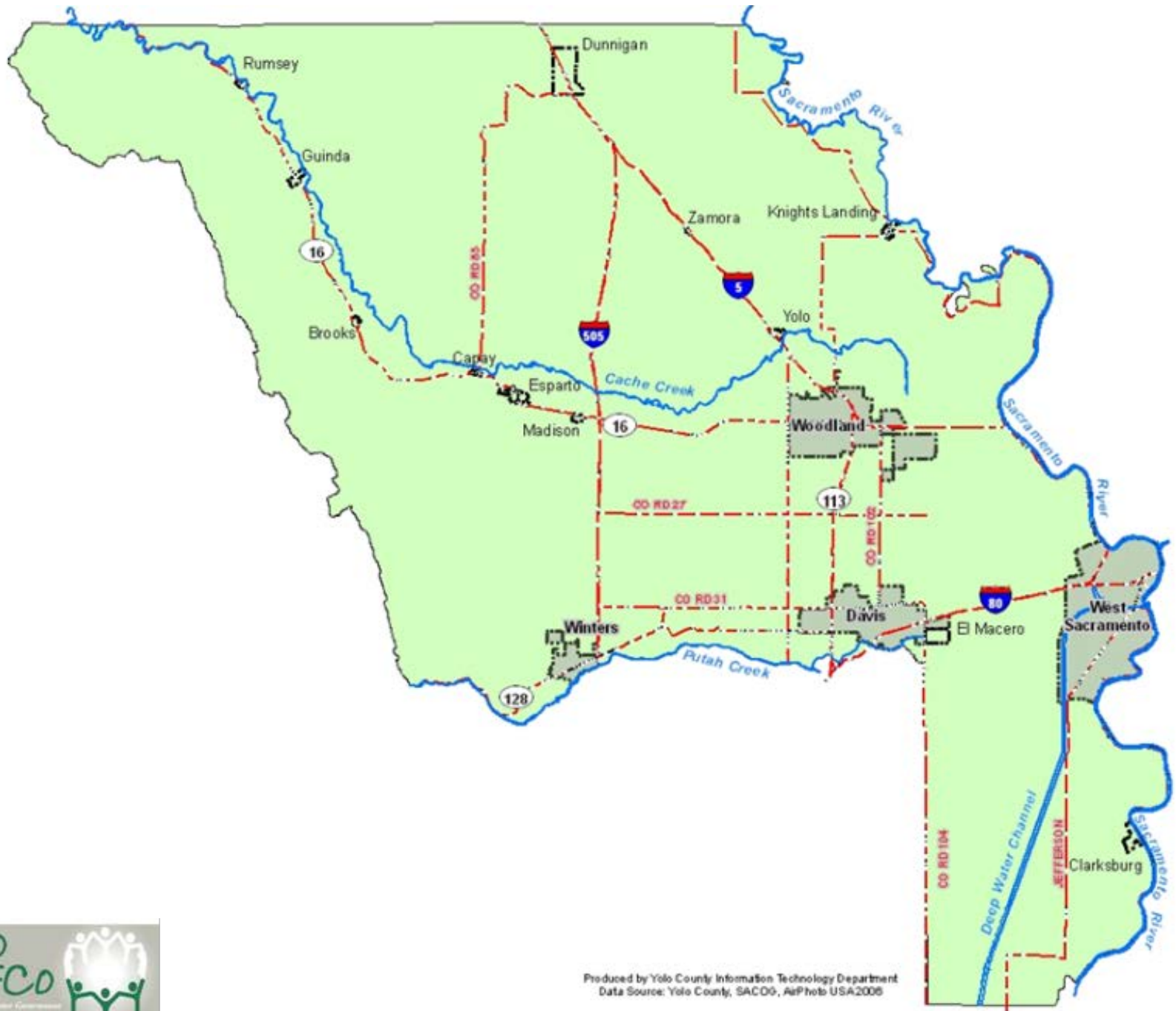


South OC Regional Imported Water Distribution System

Agency	Capacity, cfs (MGD)	Capacity Percentage*
ETWD	5.0 (3.2)	11.5%
IRWD	10.5 (6.8)	24.1%
MNWD	13.0 (8.4)	29.9%
SMWD	13.0 (8.4)	29.9%
TCWD	2.0 (1.3)	4.6%
TOTAL	43.5 (28.1)	100.0%

Baker Water Treatment Plant Project





Produced by Yolo County Information Technology Department
 Data Source: Yolo County, SACOG, AirPhoto USA2006

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