

Shared Services for Technology: Opportunities and Challenges to Maximizing Taxpayer Value

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Research



Interviews



**“Shared Services and
Municipal
Consolidation: A Critical
Analysis” By Marc
Holzer and John Fry**



My Experiences

Why Shared Services?

- Require Resources/Specialty
- Revenues are Decreasing
- Service Expectations are Increasing
- Organizations Looking for Value
- Loosing/Lost Confidence in Existing Staff

Shared Services Models

- Small IGA/Consortium (1 to 5 organizations)
- Large Public – Private Partnership Consortium
- Shared Services as a Service (SSaaS)

Small IGA/Consortium



Control

- Usually neighboring communities
- Similar culture/politics
- Ability to crawl before walking
- Business Activities Easier



Economies of Scale

- May not have enough to leverage better pricing
- Efficiencies and Value may not be great



Drawback

- May not have enough for specialization

Large Public – Private Consortium



Economies of Scale

Specialization is affordable
Greater spectrum of services



Control

Define who handles business activities
Little flexibility with available services



Culture

Good fit?
Standardization is difficult
Accountability

Shared Service as a Service (SSaaS)



Running a Business

Vendor/Customer Model

Competitive pricing and revenue

REVENUE (Its not a bad word)



Commitment and Resources

Service Catalog Outlined

Managing capacity

Billing and operations

Sales (so to speak)



Scalability

Resources tied to services

Partner with Private Companies

Add resources

Stories

PROCUREMENT SHARED BETWEEN CITIES

INFORMATION TECHNOLOGY SHARED WITH LIBRARY

ORGANIZATIONS SHARE PRIVATE COMPANY IT

UNIVERSITY SHARES BROADBAND AND SERVICES

Steps to Take

- Clarity in Motivations and Drivers
- Determine Shared Service Model
- Set Rules and **Stick to Them**
- Fit is Important
- Be Willing to Sacrifice
- Nothing is Forever
- Sustainability
- Think Like a Business

What Have We Learned?

- Why Shared Services are Options
- Many Creative Options to Share
- Benefits and Challenges to Models
- Steps to Consider
- Let's Achieve Excellence Working Together!

Thank You

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