

Bibliographic Resources on Collaborative Service Delivery Arrangements

*A Product of the Enhanced Partnership of the ICMA,
the Alliance for Innovation, and the Center for Urban
Innovation at Arizona State University*



Overview

While collaborative approaches to the delivery of urban services has a history pre-dating the founding of the United States, only in recent decades have scholars and practitioners begun to recognize more fully the nature and scope of such activities. The tool developed by the Enhanced Partnership of the ICMA, Alliance for Innovation, and Arizona State University's Center for Urban Innovation is designed to assist local leaders and their staff determine whether the conditions for expanding collaborative service delivery efforts may lead to improving the organization's goals.

The tool pulls together lessons from many case studies and other examples of collaborations, some of which worked and some that did not. In addition, the tool represents the synthesis of an extensive and growing literature on collaborative arrangements.

This document highlights many of the recent studies of these alternative service delivery arrangements. Each element in the decision tool is grounded on empirical case studies and the work cited in the following pages.

Most citations include an abstract of the piece as well as a link to the piece online. However, some of these links are to web pages behind pay walls, as is common among academic studies. Organizations may have subscriptions to these publishers or the clearinghouses to which we have linked these articles. If your organization does not, we encourage you to work with local higher education institutions near you that are more likely to have this access and build your first collaborative partnership with them in order to learn more about what makes for successful collaborative service delivery of urban services.

The decision matrix tool is available for free from ICMA's Center for Management Strategies at http://icma.org/en/results/management_strategies/leading_practices/collaboration.

Abels, Michael, D.P.A., I.C.M.A.-C.M. (2013). Service Consolidation. *PM. Public Management*, 95(11), 23-25.

Abstract: For several decades, the US has experienced stagnation in family income, and the nation's mean family income is now less than it was in 1997. Expecting this trend to be the future norm, managers should expect that residents will have less to spend on consumer purchases, thus the consumer base for state and local taxes will decrease. With these fiscal trends, local governments are facing realignment in the structure of federalism. Many believe that for the foreseeable future, local governments must operate as if they are on their own. Historically, on a limited scale, local government has used consolidation as a tool to attain economies of scale and financial efficiencies. Government consolidation, however, is difficult politically, and it has not always led to expected cost efficiencies. Forecasting to 2020, the American Association of Civil Engineers contends the US confronts a \$1.6 trillion infrastructure deficit and rates the nation's current infrastructure at a D plus.

Keywords: Collaboration, Consolidation, Regionalism

[Link: <http://login.ezproxy1.lib.asu.edu/login?url=http://search.proquest.com/docview/1467750546?accountid=4485>]

Agranoff, R. (2014). Local governments in multilevel systems: Emergent public administration challenges. *The American Review of Public Administration*, 44(4), 47S-62S.

Abstract: In this article, the local government (LG) administrative implications of the movement from government to governance, involving multiple ties and externalized services operations, are examined from a cross-national perspective. Derived from a series of studies of LGs in multilevel systems, this article examines key patterns of cross-agency administration. First, administrative intergovernmental relations (IGR) are defined. Then common trends in local governments in their IGR arenas are identified. Next, changing managerial paradigms in outward as well as inward directions are introduced. Then a series of managerial challenges, including system development, IGR politics, collaborative knowledge development, network management, and interoperability are introduced. A research agenda for multilevel system local governments in IGR in the governance era concludes the article.

Keywords: Collaboration, Public-Public Horizontal Arrangements

[Link: http://arp.sagepub.com.ezproxy1.lib.asu.edu/content/44/4_suppl/47S.]

Agranoff, R. & McGuire, M. (2003). *Collaborative public management: New strategies for local governments*. Washington, DC: Georgetown University Press.

Abstract: Based on an extensive study of 237 cities within five states, Collaborative Public Management provides an in-depth look at how city officials work with other governments and organizations to develop their city economies and what makes these collaborations work. Exploring the more complex nature of collaboration across jurisdictions, governments, and sectors, Agranoff and McGuire illustrate how public managers address complex problems through strategic partnerships, networks, contractual relationships, alliances, committees, coalitions, consortia, and councils as they function together to meet public demands through other government agencies, nonprofit associations, for-profit entities, and many other types of nongovernmental organizations.

Beyond the “how” and “why,” Collaborative Public Management identifies the importance of different managerial approaches by breaking them down into parts and sequences, and describing the many kinds of collaborative activities and processes that allow local governments to function in new ways to address the most nettlesome public challenges.

Keywords: Collaboration, Regionalism, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements, Public-Nonprofit Arrangements, Public-Private Arrangements

[Link: <http://press.georgetown.edu/book/georgetown/collaborative-public-management>]

Alexander, J. & Nank, R. (2009). Public–Nonprofit partnership: Realizing the new public service. *Administration & Society*, 41(3), 364-386.

Abstract: This longitudinal study tracks the generation of trust between a public agency and nine community-based nonprofits (CBNs) over a 10-year period. The evolution from active distrust to trust was demonstrated by the generation of ideological consensus and domain consensus achieved through sharing information, integrated responsibilities and authority, and collaborative decision making. Results indicate that public- nonprofit partnerships create a locus for the practice of the New Public Service. CBNs offer public administrators a bridge into disenfranchised communities and a point of engagement where partners join public agency resources and expertise with tacit knowledge of community through a trusted institution.

Keywords: Collaboration, Public-Nonprofit Arrangements

[Link: <http://aas.sagepub.com/content/41/3/364.abstract>]

Amirkhanyan, A. A. (2009). Collaborative performance measurement: Examining and explaining the prevalence of collaboration in state and local government contracts. *Journal of Public Administration Research and Theory: J-PART*, 19(3), 523-554.

Abstract: Viewing collaboration as an imperative for public managers, scholars are calling for a better understanding of its origins, prevalence, and impact on organizational performance. The objective of this study is to explore the prevalence and the determinants of collaboration pursued in the course of monitoring government contracts. The theoretical framework proposed in this study explores the effect of several categories of collaboration determinants pertaining to government agencies, contractors, contractual relationships, services, and markets. Data were collected using semi-structured interviews administered to 69 state and local contract managers as well as nonprofit and for-profit contractors in five jurisdictions. Qualitative analysis identifies a variety of collaborative strategies used by agencies seeking vendors' input and by vendors proposing and negotiating performance monitoring arrangements. Regressions analysing the determinants of collaboration suggest that the latter is more often pursued by nonprofit contractors and vendors with a unique expertise and higher resource dependency. Governments with advanced in-house professional capacity and willingness to collaborate are also more likely to rely on the contractors' input. Meanwhile, high service measurability, long-term relationships, and dynamic markets reduce the likelihood of collaboration. This study suggests that collaborative performance evaluation presents both challenges and opportunities for effective contract implementation. The responsibilities of monitoring officers appear to extend beyond specifying and enforcing performance standards they require the skills and motivation to empower contractors and to learn from their input and the professional capacity to evaluate their claims.

Keywords: Collaboration, Public-Private Arrangements, Public-Public Horizontal Arrangements

[Link: <http://jpart.oxfordjournals.org/content/19/3/523.short>]

Amirkhanyan, A. A., Kim, H. J., & Lambright, K. T. (2012). Closer than “Arms length”: Understanding the factors associated with collaborative contracting. *The American Review of Public Administration*, 42(3), 341-366.

Abstract: This article focuses on collaborative relationships between contractors and government agencies and explores which contract characteristics, contractor traits, and environmental factors are associated with the development of such relationships. The study uses data from the Partnership Impact Research Project, a three-round longitudinal survey of over one hundred child care centers and Head Start agencies in Ohio. Our findings suggest that stronger collaborative contracting relationships are associated with greater contract specificity, better contractor service quality, and contractor affiliation with a larger organization. On the other hand, a contractor's financial autonomy and nonprofit status are negatively related to collaborative relationship strength. We also find that a contractor's internal management capacity is positively associated with the development of shared procedures governing contractual relationships.

Keywords: Collaboration, Public-Private Arrangements

[Link: <http://arp.sagepub.com/content/42/3/341.full.pdf>]

Andrew, S. A. (2009). Recent Developments in the Study of Interjurisdictional Agreements: An overview and assessment. *State and Local Government Review*, 41(2), 133-142.

Abstract: For decades, local governments have used interjurisdictional agreements to provide public services, plan for disasters, and coordinate action on a variety of collective problems. Local government scholars have been writing about these agreements for decades, but efforts to synthesize the extensive work on the subject have largely been absent. This essay reviews the work on this topic.

Keywords: Collaboration, Service Delivery, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements

[Link: <http://www.jstor.org.ezproxy1.lib.asu.edu/stable/10.2307/25593640?origin=api>]

Baker Tilley Virchow Krause, LLP. (2010). *A roadmap for the transformation of government*. Madison, WI: Wisconsin Local Government Institute.

Abstract: The roadmap outlined in this report examines the relationships of local governments in the state of Wisconsin to determine whether fewer governments is truly more efficient than more local governments, understand the process for synthesizing regional government organizations, identify local government cooperatives that are efficient, and recommend a definition for regional versus local interest. This addresses the challenges of increasing tax burdens, the difficulty of regional partnerships, and Wisconsin's economic competitiveness. The primary findings of this study are that in many of the case studies, there was reduced annual expenditure increases, but there is not a “one-size-fits-all” approach to identifying government collaboration opportunities. The barriers to change are: realization of improved service, clear fiscal benefits, proactive leadership, trust between entities, community support of change, and shared perception of need.

Keywords: Collaboration, Service Delivery, Community Characteristics, Consolidation, Regionalism, Public-Public Horizontal Arrangements

[Link: http://www.localgovinstitute.org/sites/default/files/LGI%20Roadmap%20Final%20Report_0.pdf]

Barrett, K & Greene R. (2012, November). Bidding Wars. *Governing Magazine*, 82-83.

Abstract: To put pressure on public employees without necessarily putting them on the chopping block, cities have adopted managed-competition policies allowing private companies to compete to run public sector jobs. This article discusses that this has incentivized public employees to find more innovative ways to keep their jobs and save the city money and have other benefits as well.

Keywords: Service Delivery, Public-Private Arrangements

[Link: <http://www.governing.com/mag/>]

Benton, J. E. (2013). Local government collaboration: Considerations, issues, and prospects. *State and Local Government Review*, 45(4), 220-223.

Abstract: The purpose of this article is to lay a foundation for a better understanding of the nature of local government collaboration, the rationale for and pros and cons of entering into them, the considerations and issues that accompany these kinds of arrangements, and their prospects for success. Taking a closer look at local governments collaborative is particularly timely and relevant, given the lingering anguish associated with the great recession and the prospect for local governments having to adapt to the exigencies and challenges of providing services in what many in academia and government are projecting to be the new normal. While the five articles that follow will address many of the topics highlighted previously and hopefully provide more informed answers than lingering questions, additional, follow-up research and the development of best case scenarios will be both welcomed and warranted.

Keywords: Collaboration, Community Characteristics, Service Delivery, Service Characteristics

[Link: <http://slg.sagepub.com/content/45/4/220.abstract>]

Berardo, R. (2014). Bridging and bonding capital in Two Mode collaboration networks. *Policy Studies Journal*, 42(2), 197-225.

Abstract: Public management and policy scholars have empirically demonstrated that in complex policy arenas, governments depend on the collaboration of policy actors outside their direct control to produce needed goods and services. Government sponsored shared cost programs are one of the premier mechanisms to foster such cooperation, yet little is known about the inner patterns of participation in such programs and whether they are conditional on specific resource needs that partners may have. In this article, I study the participation of organizations in projects seeking funds from the Cooperative Funding Initiative, a program sponsored by the Southwest Florida Water Management District that finances projects dealing with the management of water resources. Through the estimation of a series of Exponential Random Graph Models in the networks that form when organizations participate in projects (two mode networks), I show that centralization around popular organizations results in greater bridging network capital, which facilitates the flow of non-overlapping

information from project to project. I analyze the implications of these findings and discuss how the formation of these bridging structures may enhance the capacity of the program to find innovative solutions to the problems the projects are designed to deal with.

Keywords: Collaboration, Public-Private Arrangements, Service Delivery, Community Characteristics

[Link: <http://onlinelibrary.wiley.com.ezproxy1.lib.asu.edu/doi/10.1111/psj.12056/abstract>]

Bidding for a Job You Already Have. (2012, October). *Governing Magazine*, 10.

Abstract: Employees in San Diego are now having to bid to keep their own jobs due to competition from the private sector in reducing costs to the city. Many other cities across the nation are open to managed-competition in the selection process for their city's services, which show mixed results whether money is saved or not.

Keywords: Public-Private Arrangements

[Link: <http://www.governing.com/mag/>]

Brodkin, E. Z. (2011). Policy work: Street-level organizations under new managerialism. *Journal of Public Administration Research and Theory: J-PART*, 21(Supp. 2), i253-i277.

Abstract: Street-level organizations are pivotal players in the making of public policy. The importance of these organizations is reflected in new public management strategies that aim to influence how street-level organizations work, in part, by "steering" discretionary practices through performance-based incentives. The underlying assumptions are that if performance indicators provide the equivalent of a bottom line and incentives (or penalties) are attached to them, one can leave it to street-level organizations to determine how best to do policy work. This article directly challenges the premise that how policy work is done does not matter so long as performance benchmarks are met. It brings a street-level perspective to bear on a growing debate that questions both the effectiveness and the political implications of new public management (NPM) strategies. I argue that these strategies are based, in part, on flawed assumptions about how street-level discretion interacts with performance incentives and how these strategies relate to policy politics. In this article, I elaborate an analytic framework for understanding the street-level logic of choice and constraint under new managerialism and then turn to the case of welfare reform to examine how new managerialism and discretion interacted in the everyday life of a major urban welfare agency. The analysis reveals that street-level practitioners do not just respond to performance incentives; they use their discretion to adjust to them, producing informal practices that are substantively different from and more diverse than what policymakers or managers tend to recognize. A street-level view illuminates dimensions of welfare reform's apparent "success" that performance metrics do not capture, arguably obscuring the very transparency they are ostensibly designed to provide. A better understanding of how street-level organizations do policy work reveals NPM's limitations and provides a foundation for developing alternatives to it.

Keywords: Collaboration

[Link: http://jpart.oxfordjournals.org/content/21/suppl_2/i253.full.pdf]

Brown, T. L. & Potoski, M. (2003). Contract–Management capacity in municipal and county governments. *Public Administration Review*, 63(2), 153-164.

Abstract: Under pressure to do more with less, governments across the country have moved from direct service provision to providing services by contract. Proponents argue that contracting can reduce costs and improve flexibility and customer satisfaction. Critics point to a growing number of failed contracts, arguing there are numerous pitfalls associated with contracting. Missing from these debates is a discussion of how governments' managerial capacity can improve contract performance. In this article, we identify specific capacities that governments can use to harness the promise of contracting while avoiding its pitfalls. We present analyses of data on municipal and county government contracting activities that show how governments invest in contract– management capacity in response to several internal and external threats to effective contract performance. Because government investment in contract–management capacity is uneven—that is, some governments invest in less capacity even when circumstances would call for more—our analyses may help to explain why some contract arrangements are more successful than others.

Keywords: Service Delivery, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements, Public-Private Arrangements

[Link: <http://glenn.osu.edu/faculty/brown/home/Contract-Management%20Capacity.pdf>]

Brown, T. L. & Potoski, M. (2003). Transaction costs and institutional explanations for government service production decisions. *Journal of Public Administration Research and Theory: J-PART*, 13(4), 441-468.

Abstract: Governments not only choose which services to deliver to citizens, but they also choose how to deliver those services. Governments can produce services themselves or through a variety of external production mechanisms, including contracting with other governments, private firms, and nonprofits. In this article, we apply a transaction cost framework complemented with institutional and market theories to examine governments' service production decisions. Our analyses of a 1997 International City/County Management Association survey shows how governments choose service production mechanisms to manage the transaction costs inherent in delivering different types of services.

Keywords: Service Delivery, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements, Public-Private Arrangements, Public-Nonprofit Arrangements

[Link: <http://jpart.oxfordjournals.org/content/13/4/441.abstract>]

Brown, T. L. & Potoski, M. (2005). Transaction costs and contracting: The practitioner perspective. *Public Performance & Management Review*, 28(3), 326-351.

Abstract: An important decision confronting public managers is choosing when to contract for service delivery. We focus on two service characteristics that transaction cost theory suggests may influence the chances of contract success. Asset specificity is the extent to which resources applied to delivering a service can be applied to other services, and ease of measurement is the extent to which the quality and quantity of service outcomes and outputs can be easily gauged. Drawing on a survey of public managers' perceptions of these dimensions for 64 common municipal services, we review previous studies of contracting to investigate how these two transaction costs factors influence governments' decisions about whether to contract, how to

manage contracts, and when contracting is likely to be successful. Our survey and review shed light on how public managers should manage contracting and how scholars should further investigate this important subject.

Keywords: Service Delivery, Service Characteristics, Public-Private Arrangements

[Link: <http://glennschool.osu.edu/faculty/brown/home/TC%20and%20Contracting.pdf>]

Brown, T. & Potoski, M. (2006). Contracting for management: Assessing management capacity under alternative service delivery arrangements. *Journal of Policy Analysis and Management*, 25(2), 323-346.

Abstract: Contracting critics suggest that when governments outsource, they reduce their capacity to produce services and manage service delivery. In this paper, we decompose the service delivery decision into service production and service management components. When governments contract for service production, they may also choose to contract for a portion of service delivery management. Studies that only compare the management activities of contracting and direct service delivery governments, without examining the management activities contracted to vendors, are likely to be incomplete and biased. Drawing on a unique survey of governmental refuse collection service directors, matched with a survey of refuse collection vendors operating under municipal contracts, we show that the vendors' management activities offset the decline in management capacity that occurs when governments contract for service delivery for this particular service. Governments can "buy" management activities when contracting for service production.

Keywords: Service Delivery, Service Characteristics, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements, Public-Private Arrangements, Public-Nonprofit Arrangements

[Link: <http://www.jstor.org/discover/10.2307/30162723?uid=3739552&uid=2&uid=4&uid=3739256&sid=21104635175803>]

Brown, T. L., Potoski, M., & Van Slyke, D. M. (2006). Managing public service contracts: Aligning values, institutions, and markets. *Public Administration Review*, 66(3), 323-331.

Abstract: The contracting of public services has been an integral part of public managers' work for a long time, and it is here to stay. This essay sums up current research on the topic for busy practitioners and scholars. Where are we today with respect to the problems and pitfalls of contracting out, from balancing equity with efficiency to confronting the frequent problem of imperfect markets?

Keywords: Service Delivery, Service Characteristics, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements, Public-Private Arrangements, Public-Nonprofit Arrangements

[Link: <http://onlinelibrary.wiley.com/doi/10.1111/j.1540-6210.2006.00590.x/abstract>]

Brown, T., Potoski, M., & Van Slyke, D. (2008). Changing modes of service delivery: How past choices structure future choices. *Environment and Planning c-Government and Policy*, 26(1), 127-143.

Abstract: Public managers and their political overseers can choose from several approaches as they decide how to structure the delivery of goods and services to citizens. The three most common service-delivery modes are: internal service delivery, in which the government produces the entire service; contracts with other governments, private firms, or nonprofit organizations; and joint service-delivery arrangements. Traditionally, governments' decision to 'make or buy' has been framed statically: public managers and their political overseers select one delivery mode over alternatives and then remain committed to that delivery approach. Of course, in practice, service-delivery choices can be more fluid: internal service delivery can later change to contracts, and contracts can later be internalized. Changing service-delivery modes is a potentially costly undertaking. Governments that elect to switch typically make changes to existing production systems and management systems. Varying costs associated with the alteration of existing production and management systems make switching from some modes of service delivery easier than others, depending in part on how the service was initially delivered. In general, the costs of changing from direct service delivery to contract service delivery are likely to be high: managers have to dedicate significant time and effort to dismantling existing production and management systems and building new ones. On the other hand, the service-delivery decisions of contracting governments are likely to be more dynamic because they have typically already incurred the costs of changing at a previous date. Sometimes governments internalize services when they have been using joint or contracted service delivery, whereas at other times they remain in the market by switching vendor type. In this paper we examine how governments' previous service-delivery choices structure their future choices. We analyze panel data from the 1992 and 1997 International City/County Manager Association's Alternative Service Delivery surveys along with data from the US Census and other sources. Our results suggest that service-delivery choices exhibit strong inertia, although when change occurs the previous service-delivery mode influences the likelihood of changing to other service-delivery modes in important ways. In general, governments which have already internalized the upfront costs of changing modes of service delivery are more likely to approach service-delivery choices more dynamically in future decision making.

Keywords: Service Delivery, Service Characteristics, Public-Private Arrangements, Public-Public Horizontal Arrangements, Collaboration

[Link: <http://www.envplan.com/abstract.cgi?id=c0633>]

Bryson, J., Crosby, B., Stone, M., & Saunoi-Sandgren, E. (2009). Designing and managing cross-sector collaboration: A case-study in reducing traffic congestion. *The Business of Government*. (Winter/Fall): 78-81.

Abstract: In August 2007, five urban regions were selected by the USDOTSDOT to participate in a path-breaking federal transportation initiative. Known as the Urban Partnership program, the initiative funded a total of \$1.1 billion in grants for integrated transit, highway pricing, technology, and telecommuting strategies aimed at reducing traffic congestion in major urban areas. The Minneapolis - St. Paul region was selected to receive one of the five grants. This report describes the history of that initiative, from collaboratively putting the proposal together in 2007, to grant award, to implementing the grant in 2008.

This report focuses specifically on a cross-sector collaborative effort to significantly reduce traffic congestion in the Twin Cities metropolitan area of Minnesota. The organizers of the program concluded that a collaborative, multi-modal approach was crucial to making real headway on a longstanding, costly, nearly intractable public problem. Cross-sector collaboration is now increasingly both necessary and desirable as a strategy for addressing many of society's most complex public challenges.

The authors describe the collaboration involved in obtaining and implementing the Minnesota Urban Partnership program. They offer insights about what contributes to successful collaboration and what hinders it. The report presents lessons learned for public leaders attempting to organize collaborations, including specific lessons for project sponsors and champions.

Keywords: Collaboration, Community Characteristics, Service Delivery, Public-Public Horizontal Arrangements, Public-Private Arrangements

[Link: <http://www.businessofgovernment.org/sites/default/files/Designing%20and%20Managing.pdf>]

Bunch, B. (2012). Preserving the Public Interest in Highway Public-Private Partnerships: A Case Study of the State of Texas. *Public Budgeting & Finance*, 32(1), 36-57.

Abstract: Faced with existing revenues sources that are insufficient to finance highway maintenance and construction needs, some state and local governments are using or considering highway public-private partnerships. These partnerships may be attractive as a way for a government to obtain upfront revenues from the long-term lease of a road and to shift some of the construction and operations risks to a private firm. However, with these benefits, comes the need to preserve the public interest. This paper discusses issues related to preserving the public interest in highway public-private partnerships and presents a case study of the State of Texas. The case study focuses on an analysis of the strengths and limitations of Texas' policies and procedures to protect the public interest in the use of long-term leases for the financing, construction, and operation of new toll roads. The case study also discusses what other governments may be able to learn from Texas' experiences. Adapted from the source document.

Keywords: Public-Private Arrangements, Service Delivery

[Link: <http://ejournals.ebsco.com.ezproxy1.lib.asu.edu/Article.asp?ContributionID=28842646>]

Burns, T. J. & Yeaton, K. G. (2008). Success Factors for Implementing Shared Services in Government. Washington, DC: *IBM Center for the Business of Government*.

Abstract: This article, through interviews and other research with government professionals, addresses the factors of success for shared services between governments as the benefits of shared services can lead to potential cost savings and gains in efficiency. The five factors of successful shared services discussed are: strong project management skills, senior-level support, effective communication, strong change management, and a phased approach to implementation.

Keywords: Collaboration, Service Delivery, Service Characteristics, Consolidation, Public-Public Horizontal Arrangements

[Link: <http://www.businessofgovernment.org/article/success-factors-implementing-shared-services-government>]

Burstein, R., & Shikada, E. (2013). Wows & woes of public-private partnerships. PM. *Public Management*, 95(11), 12-15.

Abstract: Like many agencies, San Jose, CA, has been working at public-private partnerships for many years. Some have been tremendously successful, including volunteers turning around the city's Municipal Rose Garden from nearly losing accreditation with a national rose society to garnering a designation as "America's Best." Over the years, budget cuts impacted its beauty as resources were insufficient to maintain the rose garden, and the rose bushes were dying for lack of regular maintenance. To overcome these concerns, the council provided volunteers' insurance and confirmed this policy direction. When it comes to addressing budget shortfalls and creating greater efficiencies in local government, however, public-private partnerships often receive acclaim as the way to go. It should be noted that the term "public-private partnerships" means different things to different people. Among government contractors, the term has been used to encompass all forms of nontraditional service agreements, from design-build construction to shared-risk models.

Keywords: Collaboration, Public-Private Arrangements

[Link: <http://login.ezproxy1.lib.asu.edu/login?url=http://search.proquest.com/docview/1467750501?accountid=4485>]

Carr, J. B., LeRoux, K., & Shrestha, M. (2009). Institutional ties, transaction costs, and external service production. *Urban Affairs Review*, 44(3), 403-427.

Abstract: Analyses of local government contracting increasingly focus on understanding how the transaction costs created by service attributes limit opportunities for external service production. However, the institutional collective action framework suggests that networks among local government actors help to offset these costs for intergovernmental contracting decisions. We use data describing service production arrangements of cities in Michigan to examine the proposition that service production decisions are conditioned by the communication networks created through institutional linkages in addition to the transaction characteristics of services. We examine three different production options: (1) internal production, (2) joint or complete contracting with another government, and (3) production by a private or nonprofit organization, and find strong support for the expected role of transaction costs in these production choices. We also find that some types of networks created by institutions increase the likelihood that local governments will rely on intergovernmental service arrangements.

Keywords: Service Delivery, Service Characteristics, Collaboration, Community Characteristics, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements, Public-Private Arrangements, Public-Nonprofit Arrangements

[Link: <http://uar.sagepub.com/content/44/3/403.abstract>]

Childs, D., Pederson, A., & Puccinelli, R. (2011). A regional approach to service delivery. [Webinar]. *In the Alliance for Innovation Series*. Alliance for Innovation.

Abstract: There are a number of considerations relating to the need for shared service delivery including public perception of duplicative efforts in local government, political pressure for government efficiency and legislative mandates to name a few. Tight budgets are requiring service re-evaluation and re-engineering to meet today's reality. And through partnering with other local government entities, local government leaders are seeing opportunities for make government service delivery more efficient and better for the customer.

During this webinar, panel members from Nevada, Wisconsin and California discuss how a regional approach is being successfully utilized to share service delivery to citizens. In effect, these governments have been able to cut costs, reduce redundancy and leverage the strengths of their neighboring governments.

Keywords: Collaboration, Service Delivery, Service Characteristics, Regionalism, Public-Public Horizontal Arrangements

[Link: http://transformgov.org/en/CalendarEvent/100204/A_Regional_Approach_to_Service_Delivery]

David, N. P. (2015). Factors affecting municipal land use cooperation. *Land Use Policy*, 42(0), 170-182.

Abstract: This paper evaluates the factors affecting voluntary municipal land use cooperation in Michigan where neither substantial mandates nor incentives for such cooperation exist. Cooperation is conceptualized as the formality of land use cooperation. This paper uses quantitative data obtained through surveys of chief elected officials and finds that the extent of internal municipal support for cooperation, whether elected officials anticipate benefits from cooperation, and the effectiveness of regional institutions at providing supportive services for cooperation have positive impacts on the formality of land use cooperation. The amount of cooperation on services and a regional cooperative culture impact the formality of land use cooperation negatively.

Keywords: Collaboration; Regionalism

[Link: <http://dx.doi.org/10.1016/j.landusepol.2014.07.013>.]

Davis, N. R. (2014). Breaking Down Barriers to Collaboration: Understanding and Classifying the Diversity of Collaborative Efforts. *Argosy Foundation*, 1-14.

Abstract: This research is intended to provide a starting point by developing and employing a classification system for collaboration efforts. By better understanding the attributes of collaboration, the barriers to the collaborative process and successful outcomes can be better understood by stakeholders interested in engaging in and promoting collaboration. The classification standards used are: purpose, locale, level, type, form, communication, problems, and impact.

Keywords: Collaboration, Community Characteristics, Public-Public Horizontal Arrangements

[Link: http://www.argosyfnd.org/index.php?option=com_k2&Itemid=276&id=1_cf20d08f84f-17cf317859577854f6bfd&lang=en&task=download&view=item]

De Vries, J. R., Roodbol-Mekkes, P., Beunen, R., Lokhorst, A. M., & Aarts, N. (2014). Faking and forcing trust: The performance of trust and distrust in public policy. *Land use Policy*, 38, 282-289.

Abstract: We focus on expressions of trust and distrust in various sites of interaction in public policy. We analyze interactions between government officials of the Investment Fund for Rural Areas (ILG) in the Netherlands. We found that both trust and distrust were performed in different settings. The distrust performances developed into stories. Through telling and retelling, these stories became dominant in more non-public settings. As performative stories, they became the basis for further actions. The performances of trust took place in more public settings, but were interpreted as signs of distrust when linked up to stories of

distrust. On these sites trust was faked and forced in an attempt to uphold a story of successful policy implantation. We found that the performances of both trust and distrust negatively influenced the course of the ILG. We conclude that expressions of trust, which generally have positive associations, can contribute to distrust and troubled relations within inter-governmental cooperation.

Keywords: Collaboration, Community Characteristics, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements

[Link: <http://www.sciencedirect.com/science/article/pii/S0264837713002585>]

Doppelt, A., Segal, G., & St Martin, M.A. (2006) Public, private, or somewhere in between: The pros, cons, ins, and outs of privatization and public/private partnerships. *Municipal Finance Journal*, 27.

Abstract: This article explores both the theoretical and practical aspects of privatization of public services and of public/private partnerships. It discusses the advantages, disadvantages, risks, rewards, and lessons to be learned from such partnerships.

Keywords: Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements, Public-Private Arrangements, Service Delivery

[Link: http://www.civicresearchinstitute.com/online/article_abstract.php?pid=4&iid=45&aid=294]

Doughty, B., A.P.R. (2014). Centennial collaborates for success. PM. *Public Management*, 96(7), 11.

Abstract: Leaders of Centennial, Colorado, incorporated in 2001, envisioned an "intentional" city – lean, efficient, and with an eye toward outsourcing key services whenever possible. In slightly more than a decade, the city of more than 100,000 has emerged as a model of collaborative service delivery. Centennial delivers services with its 154 employees in certain areas that make the most sense, including finance, accounting, communications, planning, and engineering management. For other services, the city partners with an array of government, nonprofit, and private organizations to deliver efficient, cost-effective services in keeping with its spirit of right-sized, fiscally responsible government. Centennial's largest partner is Arapahoe County, which provides a variety of services that include law enforcement, schools, and libraries.

Keywords: Collaboration, Service Delivery, Public-Private Arrangements

[Link: <http://login.ezproxy1.lib.asu.edu/login?url=http://search.proquest.com/docview/1552711891?accountid=4485>]

Entwistle, T. & Martin, S. (2005). From competition to collaboration in public service delivery: A new agenda for research. *Public Administration*, 83(1): 233-242.

Abstract: This article describes the institutional collective action (ICA) framework and its application to the study of governance arrangements in metropolitan areas by focusing on the tools of regional governance for solving ICA problems. Regional governance mechanisms are classified by their focus on either collective or network relationships. The role of these within these mechanisms is analyzed and the transaction costs barriers to the emergence of regional governance institutions are identified. The concluding discussion

identifies the limitations of self-organizing mechanisms and develops a research agenda to investigate the emergence, evolution, and performance of regional governance institutions.

Keywords: Service Delivery, Service Characteristics, Collaboration

[Link: http://wiki.dbast.com/images/e/e9/From_competition_to_collaboration_in_public_service_delivery_-_A_new_agenda_for_research.pdf]

Fedorowicz, J. & Sawyer, S. (2012). *Designing Collaborative Networks: Lessons Learned From Public Safety*. Washington, DC: *IBM Center for the Business of Government*.

Abstract: Professors Fedorowicz and Sawyer draw on a six-year project which collected data on 266 collaborative networks of public safety organizations, such as law enforcement and first responders to emergencies. They found a great deal of diversity in these public safety networks. They also found, however, common patterns of issues. For example, most of the design issues surrounding public safety networks center on data security and access concerns of the various participants. The authors also found common principles for designing successful collaborative networks, and they believe that these design principles can be applied in policy arenas other than public safety.

One principle they present is the importance of leveraging the use of technology as a way to advance the work of a collaborative network. For example, to address the issue of data security and access, they recommend that those involved in designing a collaborative network “ensure that data custodianship remains with the data’s owners ... the collaboration should be seen as providing a portal to data, not a warehouse for its storage.”

Keywords: Collaboration, Regionalism, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements

[Link: <http://www.businessofgovernment.org/report/designing-collaborative-networks-lessons-learned-public-safety>]

Feiock, R. C. (2009). Metropolitan governance and institutional collective action. *Urban Affairs Review*, 44(3), 356-377.

Abstract: This article describes the institutional collective action (ICA) framework and its application to the study of governance arrangements in metropolitan areas by focusing on the tools of regional governance for solving ICA problems. Regional governance mechanisms are classified by their focus on either collective or network relationships. The role of these within these mechanisms is analyzed and the transaction costs barriers to the emergence of regional governance institutions are identified. The concluding discussion identifies the limitations of self-organizing mechanisms and develops a research agenda to investigate the emergence, evolution, and performance of regional governance institutions.

Keywords: Service Delivery, Service Characteristics, Collaboration

[Link: <http://uar.sagepub.com/content/44/3/356.abstract>]

Feiock, R. (2013). The institutional collective action framework. *Policy Studies Journal*, 41(3): 397-425.

Abstract: Institutional collective action (ICA) dilemmas arise from the division or partitioning of authority in which decisions by one government in one or more specific functional area impacts other governments and/or other functions. The focus on externalities of choice in fragmented systems integrates multiple research traditions into a conceptual system to understand and investigate collective dilemmas ubiquitous in contemporary governance arrangements. The mechanisms for mitigating ICA dilemmas are classified according to their scope and enforcement. Incentives to participate in a mechanism are hypothesized to favor mechanisms that provide the greatest gain for the least cost under different conditions of collaboration risk as determined by the nature of the underlying ICA problem, the compositions of affected jurisdictions, and institutional contexts. After reviewing empirical applications of the framework, an agenda to advance the theoretical and empirical development of the ICA approach is advanced.

Keywords: Collaboration, Community Characteristics

[Link: <http://onlinelibrary.wiley.com/doi/10.1111/psj.12023/abstract>]

Feiock, R. C., Clinger Mayer, J. C., & Stream, C. (2001). Political conflict, fiscal stress, and administrative turnover in American cities. *State & Local Government Review*, 33(2), 101-108.

Abstract: There is growing recognition of the importance of executive tenure and turnover for the performance of organizations in both the private and public sector. Because turnover can affect service delivery and fiscal management, understanding the reasons why managers exit their positions has import for both practitioners and scholars. In this article, turnover of municipal administrators is examined as a function of political uncertainty, conflict with elected officials, fiscal conditions, and population growth. A random-effects logit analysis of data from a pooled cross-sectional panel of U.S. cities reveals that mayoral turnover is associated with turnover of administrators in mayor-council cities but not in council-manager cities. Growth in per capita personal income results in a decreased likelihood of turnover of city administrators in both mayor-council and council-manager cities. One important "non-finding" is that growth in property tax revenue apparently has no significant effect on the tenure of administrators-that is, increases in this unpopular tax do not seem to influence whether administrators stay in their positions or leave them.

Keywords: Service Delivery, Service Characteristics

[Link: <http://www.jstor.org/discover/10.2307/4355283?uid=3739552&uid=2&uid=4&uid=3739256&sid=21104635539113>]

Feiock, R., Lee, I., & Park, H. (2012). Administrators' and elected officials' collaboration networks: Selecting partners to reduce risk in economic development. *Public Administration Review*, 72, S58-S68.

Abstract: Networks play an important role in collaboration, but previous work has not examined the different roles of elected and appointed officials in these networks. This article investigates local economic development policy networks to address (1) the extent to which the structure of relationships reflects the efforts of actors to efficiently collect and process information or to enhance credible commitment; (2) the extent to which differences in incentives and risk aversion lead to differences in politicians' and administrators' networks; and (3) how similarities and differences between local governments affect their network relationships. Exponential random graph analysis of local governments in the Orlando, Florida, metropolitan area demonstrate that local

government actors forge tightly clustered networks, consistent with the desire to address commitment problems. Although administrators have more expansive networks, there is little evidence of differences in network patterns for administrators and elected officials. Similarity of economic problems and differences in population also promotes collaboration. These findings are linked to the competitive nature of economic development.

Keywords: Collaboration, Community Characteristics

[Link: <http://onlinelibrary.wiley.com/doi/10.1111/j.1540-6210.2012.02659.x/abstract>]

Fernandez, S., Smith, C. R., & Wenger, J. B. (2007). Employment, privatization, and managerial choice: Does contracting out reduce public sector employment? *Journal of Policy Analysis and Management*, 26(1), 57-77.

Abstract: We examine the effects of governments' use of alternative service provision on public employment using panel data from a nationally representative sample of local governments. We model the effects of alternative service provision on the size of the public workforce and hypothesize that alternative provision jointly impacts both full- and part-time employment. We find evidence of an inter-relationship between these employment types. Our results from seemingly unrelated and 3SLS regressions indicate that full-time employment in the public sector declines when additional services are provided by for-profit providers, while part-time employment increases. The net employment effect in the public sector is negative when government services are moved to the for-profit sector. These combined effects result in a compositional shift toward more part-time public sector employment.

Keywords: Collaboration, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements, Public-Private Arrangements, Public-Nonprofit Arrangements

[Link: <http://onlinelibrary.wiley.com/doi/10.1002/pam.20227/abstract>]

Fernandez, S. & Witesman, E. M. (2013). Government contracts with private organizations: Are there differences between nonprofits and for-profits? *Nonprofit and Voluntary Sector Quarterly*, 42(4), 689-715.

Abstract: In this empirical study, we examine whether systematic differences exist between government contracts with nonprofit and for-profit service providers. Based on principal agent theory, we examine the potential comparative advantage of nonprofit organizations over for-profits in two areas: contracting process and contract performance. We test hypotheses using data from a national survey of local government contracts with private service providers. The results provide some support for the propositions that public officials trust nonprofits more than for-profits and grant them additional discretion. Even stronger support is found for the propositions that nonprofits are monitored less than for-profits and are awarded contracts of longer duration and for services characterized by higher levels of task uncertainty than those awarded to their for-profit counterparts. We find no significant differences in performance between nonprofit and for-profit contractors in terms of cost, quality of work, responsiveness to government requirements, legal compliance, or customer satisfaction.

Keywords: Public-Private Arrangements, Public-Nonprofit Arrangements

[Link: <http://nvs.sagepub.com/content/42/4/689.abstract>]

Fisher, T. (2014). Public Value and the Integrative Mind: How multiple sectors can collaborate in city building. *Public Administration Review*, 74(4), 457-464.

Abstract: Creating the public realm in an era of constrained resources demands a level of cooperation among multiple sectors rarely seen before and a recognition that the boundaries between what we have considered “public” and “private” have become porous and blurred. A number of recent projects on either side of the Mississippi River near downtown Minneapolis show what this means in terms of delivering public value much greater than any one sector could produce on its own.

Keywords: Collaboration, Community Characteristics, Public-Private Arrangements, Service Delivery

[Link: <http://onlinelibrary.wiley.com/doi/10.1111/puar.12133/full>]

Friedman, K.B. & Foster, K.A. (2011). Environmental Collaboration: Lessons Learned About Cross-Boundary Collaborations. Washington, DC: *IBM Center for the Business of Government*.

Abstract: This report identifies the necessary conditions, capacities, organizational models, and experiences that drive successful collaborative ventures resulting in cleaner water, air, and land. They talk about what it takes to start such a collaborative initiative and – more importantly – how to sustain an initiative over time. This report highlights a common success factor: the need for leaders who are passionate about reaching a common goal, have a broad network of peers, and the respect and trust of various stakeholders.

Keywords: Collaboration, Service Characteristics, Regionalism

[Link: <http://www.businessofgovernment.org/report/environmental-collaboration-lessons-learned-about-cross-boundary-collaborations>]

Frug, G. E. (2002). Beyond regional government. *Harvard Law Review*, 115(7), 1763-1836.

Abstract: Addresses the relationship between fragmented system of governance and regional government and how the U.S. can correct the inequalities and inefficiencies that the form of governance produces if regional government is not an option. Details on the quest for regional government; Information on governance ideas from the European Union; How to build a substantive agenda; Conclusion.

Keywords: Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements, Regionalism

[Link: <http://www.wjh.harvard.edu/urban/docs/FrugBeyondRegGovt.pdf>]

Funkhouser, M. (2012, October). Cities, Counties and the Urge to Merge. *Governing Magazine*, 74.

Abstract: Due to 90,000 units of local governments in the United States, some leaders believe that consolidation can create efficiencies with those municipalities. However, the author asserts the evidence suggesting that consolidation will automatically reduce costs is mixed. Examples are provided from many of the classic county-city consolidation successes, but he also highlights that consolidation is a very difficult to politically implement.

Keywords: Consolidation

[Link: <http://www.governing.com/mag/>]

Gazley, B. (2010). Why not partner with local government?: Nonprofit managerial perceptions of collaborative disadvantage. *Nonprofit and Voluntary Sector Quarterly*, 39(1), 51-76.

Abstract: Service delivery partnerships with local government offer both opportunities and challenges for nonprofit agencies, but the normative and institutionalist tendencies of the collaboration literature tend to downplay the rationales for avoiding partnerships and the influence of managerial characteristics on the decision to collaborate. Nonprofit executive directors across the state of Georgia were asked about factors that might inhibit them from collaborating with local government agencies. Principal components analysis created four dependent variables from these answers, which were regressed on various respondent, organizational, and community characteristics. The resulting analysis finds that managerial attitudes about collaboration are not monolithic: They reflect underlying political and social dynamics that should be understood as distinct constructs, linked to experience and personal background. The findings suggest that future research should specify the exact nature of collaborative barriers, examine the individual backgrounds of those charged with collaborative responsibility, and integrate theories of organizational and human behavior.

Keywords: Collaboration, Public-Nonprofit Arrangements, Service Delivery

[Link: <http://nvs.sagepub.com/content/39/1/51.abstract>]

Gerber, E., & Lou, C. (2014). Spatial dynamics of vertical and horizontal intergovernmental collaboration. *Journal of Urban Affairs*, 1-19.

Abstract: Although researchers have made progress in understanding motivations behind local government collaboration, there is little research that explores the spatial dynamics of such interactions. Does the idea of collaboration travel horizontally, passed from neighbor to neighbor, or is vertical leadership from state, county, or regional actors more important in influencing local governments' decisions to share resources and functions? What factors influence local governments' choices to collaborate with their neighbors versus a regional entity, county, or state government? In this article, we investigate the importance of vertical and horizontal influences when local governments decide to collaborate around land use planning. Using data from a survey of Michigan local government officials, we take a spatial statistical approach to answering this question. We find widespread evidence of collaboration at multiple scales, and observe patterns of both horizontal and vertical influence. We also find that contextual factors help to explain these patterns of collaboration.

Keywords: Collaboration, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements

[Link: <http://onlinelibrary.wiley.com/doi/10.1111/juaf.12139/full>]

Goldsmith, S. (1999). The twenty-first century city: *Resurrecting urban America*. Lanham, MD: Rowman & Littlefield Publishers.

Abstract: This book points to the reemergence of American cities who are reducing the size of government and using free-market approaches to create new opportunities for their citizens. The primary focus is on the success and failures of Indianapolis from the perspective of the city's mayor, Stephen Goldsmith. The author highlights areas of success found in the cities of reform-minded mayors and issues warnings of policy trends that threaten the quality of life in cities.

Keywords: Collaboration, Service Delivery, Service Characteristics, Public-Private Arrangements

[Link: http://www.manhattan-institute.org/html/critical_acclaim-twenty-first_.htm]

Goss, S. (2001). Making local governance work: *Networks, relationships, and the management of change*. New York: Palgrave.

Abstract: New forms of local governance require new ways of working and in this important new book, Sue Goss assesses the nature of the challenge and how individuals and organisations have responded. Drawing on a wide range of political and management theory and research and her own extensive experience, she provides the clearest picture yet of the emergence of new 'relationship organisations' and of their engagement with the new roles of citizens, public managers and local politicians.

Keywords: Collaboration, Community Characteristics, Public-Public Horizontal Arrangements

[Link: <http://www.palgrave.com/page/detail/making-local-governance-work-sue-goss/?k=9780333917886&loc=uk>]

Greenblatt, A. (2012, August). Squeezed. *Governing Magazine*, 25, 32-35.

Abstract: The pressures put on county governments are forcing managers to look past county lines and work with other municipalities and consider consolidation. Managers are seeking long term solutions to county problems since declining revenues are not sustainable to maintain their current communities.

Keywords: Collaboration, Service Delivery, Consolidation, Public-Public Horizontal Arrangements

[Link: <http://bi.galegroup.com.ezproxy1.lib.asu.edu/global/article/GALE%7CA300061000/dd841c7fe-87fe0afdeb853ccd9b638cd?u=asuniv>]

Greis, N.P. & Nogueira, M. L. (2010). Food Safety--Emerging Public-Private Approaches: A Perspective for Local, State, and Federal Government Leaders. Washington, DC: *IBM Center for the Business of Government*.

Abstract: Using food safety as a case study, the authors discuss new approaches to public-private partnerships. This use of new approaches to public-private partnerships is applicable to all government organizations, not just food safety agencies.

Keywords: Public-Private Arrangements

[Link: <http://www.businessofgovernment.org/report/food-safety%E2%80%94emerging-public-private-approaches-perspective-local-state-and-federal-government>]

Hawkins, C. (2009). Prospects for and barriers to local government joint ventures. *State and Local Government Review*, 41(2): 108-119.

Abstract: This study examines climate change the formation of local government joint ventures for economic development. The results of a survey of local government officials in 12 metropolitan areas are used to compare cities that do and do not have a joint venture agreement and identify prospects for interjurisdictional cooperation. Transaction cost theory is applied as an analytical framework to explain the barriers to collective action. The results suggest there are differences in the motivations for cooperation and significant variation among cities in the extent to which officials perceive coordination, division, and defection problems as obstacles to forming a joint venture.

Keywords: Collaboration, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements

[Link: <http://slg.sagepub.com/content/41/2/108.refs?patientinform-links=yes&legid=spslg; 41/2/108>]

Hefetz, A. & M. Warner. (2012). Contracting or public delivery? The importance of service, market, and management characteristics. *Journal of Public Administration Research and Theory* 22(2): 289-317.

Abstract: Analysis of local government contracting decisions typically focuses on transactions costs related to service characteristics, especially asset specificity and difficulty of contract management. This analysis expands the focus to include market characteristics (competition), citizen characteristics (public interest in the service delivery process), and place characteristics (metro status and public management) and finds these are the more important factors. A 2007 survey of US city managers' rankings of 67 services by transactions costs, competition, and citizen interest is combined with a 2007 national survey of city managers' sourcing decisions (direct public, intergovernment cooperation, for-profit and nonprofit contracting). Multinomial logit models of service delivery sourcing choice find that metro status and competition are key explanatory variables. Intergovernmental cooperation represents an important public market alternative when contract management is difficult and competition is low. For profit contracting is less common when citizen interest is high and competition is low. Governments with professional managers appear more effective in addressing these broader transactions costs of citizen interests, political and labor opposition, and market management.

Keywords: Service Delivery, Service Characteristics, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements, Public-Private Arrangements, Public-Nonprofit Arrangements

[Link: <http://jpart.oxfordjournals.org/content/early/2011/04/11/jpart.mur006>]

Hilvert, C. & Swindell, D. (2013). Collaborative service delivery: What every local government manager should know. *State and Local Government Review*, 45(4), 240-254.

Abstract: Local government managers continue to face an array of challenges that have created the opportunity for new and innovative ways to achieve high quality and less expensive service delivery in their communities. Many such innovative efforts have emerged as part of some form of collaboration by the local governmental jurisdiction with private, nonprofit, or other public entities. This article provides a perspective to highlight important factors local officials should bear in mind in deciding which services might benefit from such collaborations, as well as which form of collaboration might be most likely to help a community achieve its goals.

Keywords: Service Delivery, Collaboration, Community Characteristics, Service Characteristics, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements, Public-Private Arrangements, Public-Nonprofit Arrangements

[Link: <http://slg.sagepub.com/content/45/4/240.abstract>]

Holeywell, R. (2013). Public-private partnerships are popular, but are they practical? *McClatchy, Tribune Business News*.

The article addresses the popularity of public-private partnerships (P3s) and questions if they are practical in financing large scale public infrastructure projects. The article claims that there is a downside to P3s and that economic analysis does not always justify privatization of large public works projects. The perception of P3s is that it is “free money”, but the cost ultimately is funded by the taxpayers and case studies show mixed results in whether P3s save the taxpayers money.

Keywords: Collaboration, Public-Public Vertical Arrangements, Public-Private Arrangements

[Link: <http://www.governing.com/topics/transportation-infrastructure/gov-public-private-popular.html>]

ICMA. (2012, November 19). ICMA: Leaders at the Core of Better Communities. *Steps to Effective Privatization*.

Abstract: This article summarizes the results of a survey for the steps local governments need to take in contracting with a private firm so that it is a successful delivery choice. The survey results indicate that seven activities are needed to ensure success: identifying successful private alternatives in other jurisdictions, propose privatization on a trial basis, hire consultants to analyze feasibility of private options, allow government departments to compete with private sector, apply private alternatives to new services, apply private alternatives to growing services, and keep service complaint mechanism in-house.

Keywords: Public-Private Arrangements, Service Delivery

[Link: http://icma.org/en/icma/newsroom/highlights/Article/102705/Steps_to_Effective_Privatization]

Jakobsen, M., & Andersen, S. C. (2013). Coproduction and equity in public service delivery. *Public Administration Review*, 73(5), 704-713.

Abstract: Public managers and researchers devote much attention to the benefits of coproduction, or the mixing of the productive efforts of public employees and citizens in public service design and delivery. One concern, however, is the distributional consequences of coproduction. This article proposes that disadvantaged citizens may be constrained by a lack of knowledge or other resources necessary to contribute to and benefit from the coproduction process. From this assumption, the authors develop the theoretical argument that if coproduction programs were designed to lift constraints on disadvantaged citizens, they might increase both efficiency and equity. This claim is tested using a field experiment on educational services. A coproduction program providing immigrant parents with knowledge and materials useful to their children's early educational development had a substantial positive impact on the educational outcomes of disadvantaged children, thereby diminishing inequity. Economically, the program was more efficient than later compensation of low performing children.

Keywords: Service Delivery, Collaboration

[Link: <http://onlinelibrary.wiley.com/doi/10.1111/puar.12094/abstract>]

Kamensky, J. (2007). Forum introduction: Toward greater collaboration in government. *The Business of Government* 2007(Spring): 45-46.

Abstract: The articles in this forum address a variety of collaborative efforts, primarily targeting the horizontal collaboration movement that is transcendent in the modern culture. The topics range from stressing the importance of building multi-sector networks for successful collaborative efforts, encouraging interorganizational collaboration, building stronger management strategies within collaboration, and strengthening collaboration networks for emergency and crisis response.

Keywords: Collaboration, Service Delivery, Service Characteristics, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements, Public-Nonprofit Arrangements, Public-Private Arrangements

[Link: <http://www.businessofgovernment.org/sites/default/files/forum07.pdf>]

Kamensky, J. M., & Burlin, T. J. (2004). Collaboration: *Using networks and partnerships*. Oxford: Rowman & Littlefield Publishers.

Abstract: As government faces more complex problems, and citizens expect more, the way government delivers services and results is changing rapidly. The traditional model of government agencies administering hundreds of programs by themselves is giving way to one-stop services and cross-agency results. This translation implies collaboration--within agencies; among agencies; among levels of governments; and among the public, private, and nonprofit sectors. The first part of this book describes what networks and partnerships are. The second part presents case examples of how collaborative approaches have actually worked in the public sector, when they should be used, and what it takes to manage and coordinate them.

Keywords: Collaboration, Service Delivery, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements, Public-Nonprofit Arrangements, Public-Private Arrangements

[Link: <http://www.businessofgovernment.org/report/collaboration-using-networks-and-partnerships>]

Kannan, P.K. & Chang, A. (2013). Beyond Citizen Engagement: Involving the Public in Co-Delivering Government Services. Washington, DC: *IBM Center for the Business of Government*.

Abstract: Trends in both the public and private sector, in the U.S. and around the world, have been to leverage new technologies available to create meaningful dialogue and relationships between citizens and their government. This report describes the evolution of the concept of “co-delivering” government services by engaging individuals to participate in the development, production, and delivery of services. For example, the National Archives and Records Administration has created the new role of “citizen archivist” where individuals can help transcribe Civil War letters so they can be read on the Web.

The authors go beyond documenting a new phenomenon. Drs. Kannan and Chang have also developed a guide of issues and practices for public leaders to use to determine if programs, information, or services they provide could benefit from the use of co-delivery principles.

Keywords: Collaboration, Service Delivery

[Link: <http://www.businessofgovernment.org/report/beyond-citizen-engagement-involving-public-co-delivering-government-services>]

Keiser, L. R. & Miller, S. M. (2013). Collaboration Between Government and Outreach Organizations: A Case Study of the Department of Veterans Affairs. Washington, DC: *IBM Center for the Business of Government*.

Abstract: In this report, Drs. Lael Keiser and Susan Miller examine the critical role of non-governmental outreach organizations in assisting government agencies to determine benefit eligibility of citizens applying for services. Drs. Keiser and Miller interviewed dozens of managers from the Department of Veterans Affairs (VA) and outreach organizations about their interactions in helping veterans. They found “there is indeed effective collaboration” and that these organizations serve a key role for veterans in processing their claims. These organizations also help lighten the workload of VA benefit examiners by ensuring the paperwork is in order in advance, as well as serving as a communications conduit.

Drs. Keiser and Miller found variations in the effectiveness of the relationships between VA and outreach organization staffs and identified best practices for increasing effectiveness. These lessons can be applied to other agencies that interact frequently with outreach organizations that assist citizens in navigating the complexity of applying for various government benefit programs.

Keywords: Collaboration, Service Delivery, Public-Nonprofit Arrangements

[Link: <http://www.businessofgovernment.org/report/collaboration-between-government-and-outreach-organizations-case-study-department-veterans-af>]

Kitchen, H. (2005). *Delivering Local/Municipal services*. A workshop on August 9-12, 2004: Strengthening Responsive and Accountable Local Governance in China, Organized by Ministry of Finance. Canadian Agency for International Development and the World Bank. Ontario, Canada. Trent University.

Abstract: This working paper outlines the various modes of public-private partnerships and the factors involved in switching to privatized alternatives. Although monetary savings are acknowledged in switching to private partnerships, the costs researched include reducing labor union power, potential job losses, and less flexibility in management of manpower and productivity.

Keywords: Collaboration, Service Delivery, Service Characteristics, Public-Private Arrangements

[Link: <https://www.trentu.ca/economics/WorkingPapers/Municipal%20Services.pdf>]

Kraus, N. (2012). The Challenges and Possibilities for Regional Collaboration among Small Jurisdictions. *State and Local Government Review*, 44(1), 45-54.

Abstract: This research note examines the Western Wisconsin Intergovernmental Collaborative (WWIC), located in three mainly rural Wisconsin counties bordering the Minneapolis–St. Paul region, including the results of a survey of chief elected officials representing local governments in the region. Despite the fact that the WWIC has not generated significant interest among most prospective member governments, survey results indicate that many of these governments are engaged in collaborations with other jurisdictions. The lack of interest of smaller communities in participating in a regional organization should not necessarily be seen as evidence that such communities are not using collaborative arrangements with other jurisdictions.

Keywords: Collaboration, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements

[Link: <http://slg.sagepub.com.ezproxy1.lib.asu.edu/content/44/1/45>]

Kwon, S. & Feiock, R. (2010). Overcoming the barriers to cooperation: Intergovernmental service agreements. *Public Administration Review*, 70(6): 876-884.

Abstract: Interlocal cooperation through service-sharing agreements has a long history, but its use has increased in popularity during the last 20 years. The decisions of local government units to collaborate through intergovernmental service agreements are best understood as a two-stage process. The first stage, in which communities decide whether to consider interlocal cooperation, involves the nature of the immediate problem faced plus specific demands for performance and efficiency gains that can result from service cooperation. In the second stage, communities confront a question of institutional supply, and hence must overcome inherent bargaining and collective action issues in order to forge interlocal agreements. Heckman probit estimates of such complex relationships using data drawn from a 2003 ICMA survey suggest strong support for this model. The authors conclude by discussing the role of network relationships among local actors for reducing transaction costs and facilitating intergovernmental collaboration.

Keywords: Collaboration, Service Delivery, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements

[Link: <http://www.jstor.org/stable/40927104>.]

Lamothe, M., & Lamothe, S. (2012). To trust or not to trust? What matters in local government-vendor relationships? *Journal of Public Administration Research and Theory*, 22(4), 867-892.

Abstract: Relational contracting or collaborative governance has come to the forefront of scholarly studies of government privatization efforts. The concept of trust (between contracting governments and their vendors) is rising in importance as one of the central tenets of this type of governance. What is largely understudied in the midst of this increasing attention to the topic is identifying how and under what conditions trust is formed and sustained. Borrowing from economic, organizational, sociological, and management theories, we develop competing hypotheses to examine what determines the extent of trust contracting governments display toward their service providers. Our findings suggest that local governments tend to place more confidence in their vendors' faithfulness and honesty when their contracting partners are from the same sector (i.e., other governmental units), had known reputations prior to the relationship, have strong community ties, and perform their tasks well. Interestingly, several economic theory-based explanations, rational choice and game theory, social exchange theory, and transaction cost economics find only limited support.

Keywords: Collaboration, Public-Private Arrangements, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements, Service Delivery

[Link: <http://jpart.oxfordjournals.org/content/22/4/867.abstract>.]

Lamothe, M., & Lamothe, S. (2012). What determines the formal versus relational nature of local government contracting? *Urban Affairs Review*, 48(3), 322-353.

Abstract: In this article, we examine the governance structures used to manage local service delivery contracts with an eye toward two specific concerns. First, we contend that public managers likely use dual regimes in which contract writing is more formal in nature than is the management style adopted during contract implementation. We also explore the determinants of such mechanisms. We find some evidence to support our contention in that managers frequently contact and communicate with their vendors despite the

presence of clearly and formally written contracts. We further find that the formal versus relational nature of written contract features is influenced by different factors (service characteristics, market conditions, vendor ownership) than is management style (reputation, management capacity, expectations of continuing relationships).

Keywords: Service Delivery, Service Characteristics, Public-Private Arrangements

[Link: <http://uar.sagepub.com/content/48/3/322.abstract>.]

Lamothe, S., & Lamothe, M. (2013). Understanding the differences between vendor types in local governance. *The American Review of Public Administration*, 43(6), 709-728.

Abstract: It is commonly posited that for-profit, nonprofit, and other government vendors have fundamental differences, which make one or the other the superior choice depending on the circumstances of service delivery. Past research, focusing on service and market characteristics, finds support for this proposition. In this article, we investigate not only the typical theoretical expectations regarding vendor traits, service characteristics, and market conditions associated with the sectors, but also the presumed trustworthiness and management practices that are argued to differentiate them in an effort to better understand the roles played by each in local government contracting. Our findings indicate that as expected, nonprofits are most commonly employed when dealing with hard to define, "soft" services with weak markets. However, contrary to expectations, nonprofits are not generally considered more trustworthy than for-profits and are not managed more "loosely" (i.e., more ambiguous contracts, more discretion exercised in sanctioning) than their for-profit peers. Rather, public vendors seem to be the most trusted and are managed less rigidly than contractors from the other sectors.

Keywords: Service Delivery, Service Characteristics, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements, Public-Private Arrangements, Public-Nonprofit Arrangements

[Link: <http://arp.sagepub.com/content/43/6/709.abstract>.]

Leroux, K., & Carr, J. B. (2007). Explaining local government cooperation on public works: Evidence from Michigan. *Public Works Management & Policy*, 12(1), 344-358

Abstract: In recent years, analysts have begun to study cooperation on public services among local governments. These studies often have concluded that services with scale economies are likely candidates for shared service delivery. This article contributes to the emerging literature on this topic by examining interlocal service arrangements for 10 public works services in Michigan. Despite the fact that public works exhibit substantial scale economies, many local governments do not cooperate on these services. Empirical studies of local government contracting suggest four groups of factors that may help explain why local governments opt to collaborate on public services: local economic factors, characteristics of the communities in areas adjacent to the local government, demographic characteristics of the local government, and the influence of policy and planning networks. The authors use data on the service delivery arrangements from 468 general-purpose local governments in Michigan to examine the role played by the factors in explaining interlocal cooperation on public works.

Keywords: Service Delivery, Collaboration, Community Characteristics, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements

[Link: <http://pwm.sagepub.com/content/12/1/344.abstract>.]

Levin, J., & Tadelis, S. (2010). Contracting for government services: Theory and evidence from US cities. *The Journal of Industrial Economics*, 58(3), 506-541.

Abstract: Local governments can provide services with their own employees or by contracting with private or public sector providers. We develop a model of this 'make-or-buy' choice that highlights the trade-off between productive efficiency and the costs of contract administration. We construct a dataset of service provision choices by U.S. cities and identify a range of service and city characteristics as significant determinants of contracting decisions. Our analysis suggests an important role for economic efficiency concerns, as well as politics, in contracting for government services.

Keywords: Service Delivery, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements, Public-Private Arrangements

[Link: <http://dx.doi.org/10.1111/j.1467-6451.2010.00430.x>.]

Marlowe, J. (2013, August). When Cities Merge. *Governing Magazine*, 62.

Abstract: According to the Census, there have been 10 true city-city consolidations in the past 30 years. The data leads the author to believe that there are many complications that can arise in consolidations between cities. Some of the findings were that the costs savings are often exaggerated, or non-existent, the politics of the localities were transformed, and it took a lot of effort to complete the merger.

Keywords: Consolidation

[Link: <http://www.governing.com/mag/>.]

McGuire, M. (2006). Collaborative public management: Assessing what we know and how we know it. *Public Administration Review*, 66(December): 33-43.

Abstract: Collaborative public management research is flourishing. A great deal of attention is being paid to the process and impact of collaboration in the public sector, and the results are promising. This article reviews the literature on collaborative public management by synthesizing what we know from recent research and what we've known for quite some time. It addresses the prevalence of collaboration (both recently and historically), the components of emerging collaborative structures, the types of skills that are unique to collaborative management, and the effects of collaboration. Collaborative public management research offers a set of findings that contribute to an emerging knowledge base that supplements established public management theory.

Keywords: Collaboration

[Link: <http://search.proquest.com.ezproxy1.lib.asu.edu/docview/197171802?pq-origsite=summon>.]

Milward, B. (1996). Symposium on the hollow state: Capacity, control, and performance in interorganizational settings. *Journal of Public Administration Research and Theory*, 6(2): 193-195.

Abstract: This article's goal is to describe the hollow state, which refers to governments that have replaced the internal production with a network of subcontractors. The findings of the articles discuss that the reliance upon other networks is the hollow state's weakness and strength. The author concludes that more research will need to be done on the efficacy of the complex relationships.

Keywords: Collaboration, Service characteristics, Public-Nonprofit Arrangements, Public-Private Arrangements

[Link: <http://www.jstor.org.ezproxy1.lib.asu.edu/stable/info/1181588#abstract>.]

Morley, E. (1999). Local government use of alternative service delivery approaches. The Municipal Year Book 1999. Washington, DC: International City/County Management Association.

Abstract: Public Managers must provide public services in an effective manner. There is increased interest in alternative service delivery approaches (ASDAs). Contracts, franchises and concessions, subsidies, and volunteers are all examples of ASDAs. Looking at data between 1988-1997, the author suggests that there is a greater movement toward the use of ASDAs by local governments.

Keywords: Service Delivery, Service Characteristics, Public-Private Arrangements, Public-Nonprofit Arrangements

[Link: link unavailable]

Moynihan, D. (2008). Learning under uncertainty: Networks in crisis management. *Public Administration Review*, 68(2): 350-365.

Abstract: This article examines learning in networks dealing with conditions of high uncertainty. The author examines the case of a crisis response network dealing with an exotic animal disease outbreak. The article identifies the basic difficulties of learning under crisis conditions. The network had to learn most of the elements taken for granted in more mature structural forms—the nature of the structural framework in which it was working, how to adapt that framework, the role and actions appropriate for each individual, and how to deal with unanticipated problems. The network pursued this learning in a variety of ways, including virtual learning, learning forums, learning from the past, using information systems and learning from other network members. Most critically, the network used standard operating procedures to provide a form of network memory and a command and control structure to reduce the institutional and strategic uncertainty inherent in networks.

Keywords: Service Delivery, Service Characteristics

[Link: <http://www.jstor.org.ezproxy1.lib.asu.edu/stable/info/25145607>.]

Moynihan, D. (2009). The network governance of crisis response: Case studies of incident command systems. *Journal of Public Administration Research and Theory*, 19(4): 895-915.

Abstract: This article examines the application of a structural innovation known as Incident Command Systems (ICS) in different crises. The ICS seeks to coordinate multiple response organizations under a temporary hierarchical structure. The ICS is of practical interest because it has become the dominant mechanism by which crisis response is organized in the United States. It is of theoretical interest because it provides insights into how a highly centralized mode of network governance operates. Despite the hierarchical characteristics of the ICS, the network properties of crisis response fundamentally affects its operations, in terms of the coordination difficulties that multiple members bring, the ways in which authority is shared and contested between members, and the importance of trust in supplementing formal modes of control.

Keywords: Service Delivery

[Link: <http://ejournals.ebsco.com.ezproxy1.lib.asu.edu/Article.asp?ContributionID=19605279>.]

Nambisan, S. & Nambisan, P. (2013). Engaging Citizens in Co-Creation in Public Services: Lessons Learned and Best Practices. Washington, DC: *IBM Center for the Business of Government*.

Abstract: Professors Nambisan and Nambisan present an innovative framework from which to view citizen "co-creation," which refers to the development of new public services by citizens in partnership with governments. The authors present four roles that citizens can play in the co-creation of public services: explorer, ideator, designer, and diffuser, with examples of citizens playing each of these roles.

In their report, Professors Nambisan and Nambisan note that numerous forces are redefining citizen roles in the public sphere, "a shift from that of a passive service beneficiary to that of an active, informed partner or co-creator in public service innovation and problem-solving." The authors offer four strategies for government leaders who wish to encourage citizen co-creation. They are: fit the approach to the innovation context, manage citizen expectations, link the internal organization with the external partners, and embed citizen engagement in the broader context.

Keywords: Collaboration, Service Delivery, Service Characteristics, Community Characteristics

[Link: <http://www.businessofgovernment.org/report/engaging-citizens-co-creation-public-services>.]

National Council for Public-Private Partnerships. (2013). Public-private partnership. NCPPP Website.

Abstract: The National Council for Public-Private Partnerships is a non-profit, non-partisan organization founded in 1985. The Council is a forum for the brightest ideas and innovators in the partnership arena. Its growing list of public and private sector members, with experience in a wide variety of public-private partnership arrangements, and its diverse training and public education programs represent vital core resources for partnering nationwide. The Council's members are dedicated to providing the most productive and cost-effective public services.

Keywords: Collaboration, Service Delivery, Public-Private Arrangements

[Link: www.ncppp.org.]

O'Leary, R., & Gerard, C. (2013). Collaborative governance and leadership: A 2012 survey of local government collaboration. *The Municipal Yearbook 2013*, Washington, DC: ICMA.

Abstract: The Municipal Year Book 2013 provides a range of articles relating to local government service delivery, budgeting, employee benefits and compensation, and more. The overview for case studies address current struggles of local governments and provide ideas for implementing innovative policies.

Keywords: Collaboration, Service Delivery

[Link: http://bookstore.icma.org/The_Municipal_Year_Book_2013_C186.cfm.]

O'Leary, R., & Vij, N. (2012). Collaborative public management: Where have we been and where are we going? *American Review of Public Administration*, 42(5): 507-522.

Abstract: This article analyzes the most important issues, concepts, and ideas in collaborative public management research and practice today. The issues, concepts, and ideas are (a) competing definitions of collaboration; (b) changes in the environment of public management that have encouraged the growth of collaborative public management; (c) "thinking DaVinci"—lateral thinking and interdisciplinarity; (d) the management challenges of working in networks; (e) the paradox of balancing autonomy and interdependence; (f) factors to consider before collaborating; (g) the importance of the individual; (h) the shifting leadership challenge; (i) weaknesses in collaborative public management research; and (j) the missing link between theory and practice. The authors conclude that the study and practice of collaborative public management is generally fragmented with low level of consensus. From a research perspective, it is a low-paradigm field. The authors close with a view to the future. To advance the study and practice of collaborative public management the authors urge (a) agreement on definitions of commonly used terms, beginning with the term "collaboration"; (b) agreement on pressing collaborative public management challenges and substantive research and practice questions; (c) more precise theoretical models of behavior; and (d) agreement on the measurement of relevant variables.

Keywords: Collaboration, Community Characteristics, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements, Public-Private Arrangements, Public-Nonprofit Arrangements

[Link: <http://arp.sagepub.com.ezproxy1.lib.asu.edu/content/42/5/507>]

O'Looney, J. (1992). Public-private partnerships in economic development: negotiating the trade-off between flexibility and accountability. *Economic Development Review (USA)*.

Abstract: An examination of issues that undermine productive public-private partnerships in economic development suggests that building such partnerships requires a trade-off between the value of flexibility that characterizes private sector management and operations and the demand for accountability that is placed on public sector managers. These trade-offs are found in several areas of management, including the construction of ethical, budgetary, personnel, public relations, goal setting, turf defining, and communication guidelines. Analysis suggests that the trade-offs in some areas are likely to be more severe than in other areas. Public-private partnerships offer a number of strategic advantages, such as conveying the strengths and insights of one sector to the other, providing mutual support, and giving public officials a greater and more

flexible range of tools for regulating social and economic life. These advantages can be obtained by negotiating a strategic balance between flexibility and accountability.

Keywords: Public-Private Arrangements, Service Delivery

[Link: <http://agris.fao.org/agris-search/search.do?f=1993/US/US93234.xml;US9325162>]

O'Neill, R. (2012). The coming decade of local government. *Governing Magazine*.

Abstract: The author presents a positive outlook for local government due the decline in trust of federal and state governments. Since local government is favored by citizens, more than other governments, the author argues that local tax increases are normally successful, offering local governments more opportunities for increasing levels of services and improving infrastructure and transit systems.

Keywords: Public-Public Vertical Arrangements

[Link: <http://www.governing.com/columns/mgmt-insights/col-coming-decade-local-government-citizen-trust.html>.]

Osborne, D., & Gaebler, T. (1992). *Reinventing government: How the entrepreneurial spirit is transforming the public sector*. New York: Addison-Wesley Publishing Company.

Abstract: The authors outline a transformation of how government does business by prescribing an entrepreneurial spirit in government that reduces waste, promotes competition, focuses on results and empowers its citizens. The solutions and examples described by the authors are through partnerships with the public, private, and non-profit sectors.

Keywords: Collaboration, Service Delivery, Public-Public Horizontal Arrangements, Public-Nonprofit Arrangements, Public-Private Arrangements

[Link: <http://www.amazon.com/Reinventing-Government-Entrepreneurial-Spirit-Transforming/dp/0452269423>.]

Partnership Financing: Improving Transportation Infrastructure through Public Private Partnerships. (2014). Washington D.C.: Eno Center for Transportation.

Abstract: In this report, the group studied both successful and unsuccessful public-private partnership (P3) projects nationwide in an effort to identify lessons learned for policymakers, legislators, and officials interested in using P3s to deliver transportation infrastructure projects. The working group identified patterns in the challenges that localities have faced when using P3s and developed recommendations for federal and local policy to enable greater use of P3s as an infrastructure delivery mechanism in the future.

Keywords: Service Delivery, Service Characteristics, Public-Public Vertical Arrangements

[Link: <https://www.enotrans.org/store/research-papers/p3>.]

Platt, K., & Judy, C. (2012). Regional Renewable Energy Procurement. PM. *Public Management*, 94(5), 25-26.

Abstract: Through collaboration, these agencies were able to: conserve funds and staff time (saved 75 to 90 percent in administrative costs and time); achieve volume discounts and receive competitive bids (prices were 10 to 15 percent lower than going it alone); benefit from standardized procurement documents and process; receive competitive bids for individual sites that might otherwise not have been attractive to vendors; accelerate deployment of projects; use experiences within the collaboration through the procurement process. Keys to Success are: Commitment and Guidance Following a best practice model developed by key SV-REP stakeholders has contributed to the success of the R-REP. This step-by-step model for collaborative procurement is defined in Purchasing Power: Best Practices Guide to Collaborative Solar Procurement (www.jointventure.org/purchasingpower), which was published after the conclusion of the SV-REP. This publication provides valuable guidance to any agency interested in collaborative procurement.

Keywords: Collaboration, Regionalism, Public-Public Vertical Agreements

[Link: <http://login.ezproxy1.lib.asu.edu/login?url=http://search.proquest.com/docview/1021399361?accountid=4485>.]

Provan, K., & P. Kenis. (2008). Modes of network governance: Structure, management, and effectiveness. *Journal of Public Administration Research and Theory* 18(2): 229-252.

Abstract: This article examines the governance of organizational networks and the impact of governance on network effectiveness. Three basic models, or forms, of network governance are developed focusing on their distinct structural properties. Propositions are formulated examining conditions for the effectiveness of each form. The tensions inherent in each form are then discussed, followed by the role that management may play in addressing these tensions. Finally, the evolution of governance is explored.

Keywords: Collaboration

[Link: <http://ejournals.ebsco.com.ezproxy1.lib.asu.edu/Article.asp?ContributionID=13860302>.]

Public-Private Partnerships: A New Breed. (2013, December). *CH2MHILL*, Special Issue.

Abstract: This article gives an overview of public-private partnerships (P3s) and their positive growth since early American history. For cities wanting to look at options that may reduce their costs, there is a growing industry of professionals with experience in P3s who have a record of success.

Keywords: Public-Private Arrangements

[Link: <http://americacityandcounty.com/white-papers/public-private-partnerships-new-breed>.]

Rawley, E. & Simcoe, T. S. (2010). Diversification, diseconomies of scope, and vertical contracting: Evidence from the taxicab industry. *Management Science*, 56(9), 1534-1550.

Abstract: This paper studies how firms reorganize following diversification, proposing that firms use outsourcing, or vertical disintegration, to manage diseconomies of scope. We also consider the origins of scope diseconomies, showing how different underlying mechanisms generate contrasting predictions about the link

between within firm task heterogeneity and the incentive to outsource following diversification. We test these propositions using microdata on taxicab and limousine fleets from the Economic Census. The results show that taxicab firms outsource, by shifting the composition of their fleets toward owner-operator drivers, when they diversify into the limousine business. The magnitude of the shift toward driver ownership is larger in less urban markets, where the tasks performed by taxicab and limousine drivers are more similar. These findings suggest that (1) firms use outsourcing to manage diseconomies of scope at a particular point in the value chain and (2) inter-agent conflicts can be an important source of scope diseconomies.

Keywords: Service Delivery, Service Characteristics

[Link: <http://doi:10.1287/mnsc.1100.1207>.]

Read, A. (2012). Solar permitting: Regional collaboration addresses cost. PM. *Public Management*, 94(5), 27.

Abstract: The author suggests that for the sake of streamlining permitting for solar technology, municipalities can work with other local governments to increase local solar installations. A simpler process can help cities achieve sustainability goals and save money across the board.

Keywords: Collaboration, Regionalism

[Link: <http://login.ezproxy1.lib.asu.edu/login?url=http://search.proquest.com/docview/1021399331?accountid=4485>.]

Reynaers, A. & De Graaf, G. (2014). Public values in public-private partnerships. *International Journal of Public Administration*, 37(2), 120-128.

Abstract: Although public-private partnerships (PPPs) are often evaluated in terms of efficiency, their impact on public values is often neglected. In order to find out what we know about the public values-PPPs relation, this article reviews public administration literature and describes two opposite perspectives. The first perspective argues that public values are at stake whereas the second argues they are safeguarded or even reinforced. We argue that the assumptions of both perspectives are biased and incomparable due to the fact that each perspective holds a different ontological understanding of the concept of public values. Finally, we provide some ideas for further research. Adapted from the source document.

Keywords: Public-Private Arrangements

[Link: <http://dx.doi.org/10.1111/puar.12137>.]

Rosenbaum, A. (2006). Cooperative service delivery: The dynamics of public sector-private sector-civil society collaboration. *International Review of Administrative Sciences*, 72(1), 43-56.

Abstract: Cooperative service delivery-the utilization by the public sector of civil society and/or the private sector for the delivery of public goods and services-is a growing phenomenon. In this article, the author examines three important aspects of these emerging relationships. These include the reason for this growing phenomenon; the forms which these relationships take; and the structural arrangements necessary to ensure the effectiveness of such efforts. It is noted that while philosophical and managerial beliefs are frequently

cited reasons for such developments, political factors are equally important. The various approaches which government takes in the delivering of public goods and services are reviewed and it is seen that all of them lend themselves to cooperative initiatives. A number of necessary preconditions for effective cooperative service delivery are specified.

Keywords: Collaboration, Service Delivery, Service Characteristics, Public-Private Arrangements

[Link: <http://ras.sagepub.com/content/72/1/43.abstract>.]

Salamon, L. (2002). *The tools of government: A guide to the new governance*. New York: Oxford University Press.

Abstract: The Tools of Government is a professional guide to the principles and practices of public administration in an age when governments no longer provide many services--but arrange for others to do so. Characterized by extensive collaboration among levels of government and between government and the private sector, this new approach to solving public problems presents many new important issues.

Comprehensive in scope, this new book offers a firsthand look at the challenges faced by contracting out to nonprofit and profit sectors for grants, insurance, regulation, vouchers, cooperative arrangements, tax data, grants-in-aid, and others. The chapters examine over 20 different tools in use today and summarizes their basic features, patterns of usage, key tasks, political and substantive rational, and the major management challenges that each one poses.

Keywords: Collaboration, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements, Public-Private Arrangements

[Link: <http://global.oup.com/academic/product/the-tools-of-government-9780195136654>.]

Savas, E. S. (2000). *Privatization and public-private partnerships*. New York: Chatham House Publishers.

Abstract: Savas provides a complete guide to privatization--the background, theory, and practical reality. This book explains what, why, when, and how to privatize. Contracting services, using franchises and vouchers, divesting government-owned businesses, privatizing infrastructure through public-private partnerships, reforming education, privatizing the welfare state, and overcoming opposition to privatization are discussed in detail. In addition, Savas provides hundreds of examples from local, state, and federal government in the U.S. and other countries.

Keywords: Public-Private Arrangements

[Link: <http://search.ebscohost.com.ezproxy1.lib.asu.edu/login.aspx?direct=true&db=nlebk&AN=35251&site=ehost-live>.]

Seldon, S., J. Sowa, & J. Sandefort. (2002). The impact of nonprofit collaboration in early child care and education on management and program outcomes. *Public Administration Review* 66(3): 412-425.

Abstract: The use of interorganizational relationships such as collaboration, partnerships, and alliances between public, private, and nonprofit organizations for the delivery of human services has increased. This article contributes to the growing body of knowledge on collaboration by exploring one kind of

interorganizational relationship—interagency collaboration—in the field of early care and education. It examines variations within interagency collaborations and their impact on management and program outcomes. The findings show that interagency collaboration has a clear impact on management, program, and client outcomes: Specifically, the intensity of the collaborative relationship has a positive and statistically significant impact on staff compensation, staff turnover, and school readiness.

Keywords: Collaboration, Service Delivery, Service Characteristics, Community Characteristics, Public-Non-profit Arrangements, Public-Private Arrangements.

[Link: <http://onlinelibrary.wiley.com.ezproxy1.lib.asu.edu/doi/10.1111/j.1540-6210.2006.00598.x/abstract>.]

Shah, A. (Ed.) (2005). *Public Services Delivery*. Washington, D.C.: World Bank.

Abstract: Seven papers provide tools of analysis for measuring government performance in the delivery of public services. Papers focus on issues associated with the implementation of government-wide performance monitoring (Alasdair Roberts); a simple measure of good governance (Jeff Huther and Anwar Shah); assessing local government performance in developing countries (Matthew Andrews and Shah); suggestions for a developing country's early outcome measurement effort (Harry P. Hatry); delivering local/municipal services (Harry Kitchen); assessing the performance of health services in reaching the poor (Agnes Scoucat, Ruth Levine, Adam Wagstaff, Abdo S. Yazbeck, Charles C. Griffin, Timothy Johnston, Paul Hutchinson, and Rudolf Knippenberg); and measuring public sector performance in infrastructure (Hadi Salehi Esfahani).

Keywords: Service Delivery, Service Characteristics

[Link <http://siteresources.worldbank.org/PSGLP/Resources/PublicServiceDelivery.pdf>.]

Shipan, C. & C. Volden. 2012. Policy diffusion: Seven lessons for scholars and practitioners. *Public Administration Review* 72(6): 788-796.

Abstract: The scholarship on policy diffusion in political science and public administration is extensive. This article provides an introduction to that literature for scholars, students, and practitioners. It offers seven lessons derived from that literature, built from numerous empirical studies and applied to contemporary policy debates. Based on these seven lessons, the authors offer guidance to policy makers and present opportunities for future research to students and scholars of policy diffusion.

Keywords: Service Characteristics, Community Characteristics

[Link: <http://onlinelibrary.wiley.com.ezproxy1.lib.asu.edu/doi/10.1111/j.1540-6210.2012.02610.x/abstract;jsessionid=66B08AD93B4ED4AE5B8BD5FED8D8FD6E.f04t02>.]

Silvia, C. (2011). Collaborative governance concepts for successful network leadership. *State & Local Government Review*, 43(1), 66-71.

Abstract: State and local governments across the United States have increasingly utilized collaborative, inter-organizational approaches to the delivery of public services. This shift in governance structure often necessitates that public managers not only lead the agency in which they are employed, but also work within, and often lead, a network. These two different contexts in which public managers operate require different mana-

gerial and leadership approaches. This article discusses some of the differences between hierarchical leadership and network leadership, important aspects of collaborative leadership, and the leadership behaviors that are considered effective within collaborative governance structures. The article concludes with a discussion of some best practices for collaborative leadership, including the formation of joint commitment, the identification of resources, the creation of a shared understanding, the achievement of stakeholder support, and the establishment of trust.

Keywords: Collaboration, Service Delivery, Public-Public Vertical Arrangements, Community Characteristics

[Link: <http://slg.sagepub.com/content/43/1/66.abstract>.]

Smith, S. & Smyth, J. (1996). Contracting for services in a decentralized system. *Journal of Public Administration Research and Theory*, 6(2): 277-296.

Abstract: Public management is changing rapidly due to the extensive privatization of public services through government contracting with private organizations and the devolution of the funding and administration of government programs to states and localities. These trends are spurred by a belief in the salutary effects of market competition and local decision making on public services. This article presents research on contracting for substance abuse services in North Carolina that indicates that privatization and devolution may not create competitive markets without substantial public intervention. Services in this state are very decentralized with a prominent administrative role for county authorities. Little formal competition exists for contracts. Government purchasing officials—contrary to the competitive market model—rely heavily on trust and long-standing relationships with private service agencies to guide contracting decisions. Public purchasing officials generally lack an adequate number of local agencies due to low funding and localized markets. Program innovation tends to occur through external public and private grants, and the ongoing evaluation of programs and their outcomes is often quite difficult. The article concludes with policy recommendations to improve the effectiveness and competitiveness of contracted services.

Keywords: Service Delivery, Public-Private Arrangements

[Link: <http://www.jstor.org.ezproxy1.lib.asu.edu/stable/10.2307/1181593?origin=api>.]

Swindell, D. & Hilvert, C. (2014, August). Contemplating collaboration. *Public Management*, 96(7), 6-12.

Abstract: While there has been a general push by residents, elected officials, consultants, and academics toward the use of collaboration as a key solution to governments' problems, these proponents sometimes fail to recognize that collaborations do not always achieve the goals for which they were established. Working through a unique collaboration of its own, ICMA's Center for Management Strategies has teamed up with the Alliance for Innovation (AFI) and Arizona State University's (ASU) Center for Urban Innovation (ICMA-AFI-ASU) to determine the factors associated with both successful and unsuccessful collaborations. The ICMA-AFI-ASU research project identified a consistent set of factors that tend to be associated with success and others associated with failure in collaborative arrangements. Seven characteristics associated with the service/project type can determine whether or not a collaborative arrangement is likely to help achieve desired goals: 1. asset specificity, 2. contract specification and monitoring, 3. labor intensity, 4. capital intensity, 5. costs, 6. management competencies, and 7. administrative stability.

Keywords: Collaboration, Community Characteristics, Service Delivery, Service Characteristics, Consolidation, Regionalism, Public-Public Horizontal Arrangement, Public-Public Vertical Arrangements, Public-Nonprofit Arrangements, Public-Private Arrangements

[Link: <http://search.proquest.com.ezproxy1.lib.asu.edu/docview/1552711661?pq-origsite=summon>.]

Swindell, D. & K. Thoreson. 2014. Spreading innovation. *The Municipal Year Book 2014*. Washington, DC: International City/County Management Association: ICMA.

Abstract: This article looks at 19 cases from around the United States and identifies emerging, leading, and prevailing practices. It addresses how innovation spreads and is eventually adopted. ICMA, the Alliance for Innovation, and the Center for Urban Innovation at Arizona State University, as well as other organizations have critical roles in supporting the continual improvement of government. First, they must have time and resources to examine past experiments across all sectors to generate innovate ideas. Second, they can continue to solicit information on current practices and new ideas to track emerging, leading, and prevailing practices. And finally, scholars need to expand the focus of their policy diffusion research.

Keywords: Service Delivery, Public-Nonprofit Arrangements, Public-Public Horizontal Arrangements, Public-Private Arrangements,

[Link: http://bookstore.icma.org/product1.cfm?Product_ID=2380.]

Thompson, L. (1997). Citizen attitudes about service delivery modes. *Journal of Urban Affairs*, 19(3): 291-302.

Abstract: This research seeks to analyze citizens' understanding of and attitudes toward modes of public service delivery. The work is based upon a survey of citizens in the Southeastern Michigan area around and including Detroit. It includes measures of citizens' understanding of how their services are delivered, their satisfaction with their service delivery, the accuracy of their understanding, and their attitudes about how services should be delivered. The research finds little support for service delivery arrangements affecting satisfaction. It also finds that citizens are frequently incorrect about how their service is delivered, though this is less the case if somewhat relaxed standards are used. Finally, the survey data indicate the vast majority of residents prefer services delivered the way they perceive them to be delivered and want no change. If public officials actually consider citizen attitudes in their policy making in this arena, they need to be aware that such reluctance to change may impede experiments with alternative service arrangements.

Keywords: Service Delivery, Service Characteristics

[Link: <http://ejournals.ebsco.com.ezproxy1.lib.asu.edu/Direct.asp?AccessToken=95D5QIX8XJ4PK9PXR4J1J1RJX9M8IQ9MD&Show=Object&msid=-427812600>.]

Thompson, L. & Elling, R. (2000). Mapping patterns of support for privatization in the mass public: The case of Michigan. *Public Administration Review*, 60(4), 338.

Abstract: This article examines public attitudes about using for-profit firms or nonprofit organizations to deliver public services in Michigan. Using survey data, it shows how the public reacts to the privatization of various state and local government services. It then considers some dimensions of attitudes toward privatization. Finally, it estimates models that predict support for privatization based upon a range of characteristics of respondents to the survey.

Keywords: Service Delivery, Service Characteristics, Public-Private Arrangements

[Link: <http://onlinelibrary.wiley.com/doi/10.1111/0033-3352.00096/abstract>.]

Thoreson, K. & Muse, P. (2012). Six qualities linked to innovation. *PM: Public Management*, 94(4), 24-25.

Abstract: Collaborative communities, according to Paul Adler, Charles Heckscher, and Laurence Prusak in an article in the July/August 2011 issue of Harvard Business Review, are organizations “that encourage people to continually apply their unique talents to group projects and to become motivated by a collective mission, not just personal gain or the intrinsic pleasures of autonomous creativity.” Successful external partnerships look at a variety of commonalities: Do they further one another’s goals? How do they expand beyond the simple economic-benefit criteria? Can they develop common missions, visions, and values for the project? Do they focus on common interests rather than focus on differences? Do they address ground rules, evaluation, and how to manage conflict?

Keywords: Collaboration, Service Characteristics

[Link: <http://login.ezproxy1.lib.asu.edu/login?url=http://search.proquest.com/docview/1021399217?accountid=4485>.]

Thoreson, K. & Svava, J. (2009). Technology and regional collaboration: ECityGov alliance brings governments together to serve better for less. *Public Management*, 91(9), 6.

Abstract: The article discusses the development of eCityGov Alliance, an improved technology and regional collaboration formed by cities in Washington state. It notes that the eCityGov has developed cross-boundary Internet service portals to improve local governments’ service to citizens and lower the resources expended. It mentions beneficial results of eCityGov which include the substantial savings incurred in permitting through the online permitting system.

Keywords: Service Delivery, Collaboration, Public-Public Horizontal Arrangement

[Link: <http://connection.ebscohost.com/c/articles/44774622/technology-regional-collaboration>.]

Thurmaier, K., Peters, D., Rapp, C. (Eds.), and Gabris, J., Koenig, H., Maher, C., et al. (2013). *A Handbook of Alternative Service Delivery for Local Government*. DeKalb, IL : Northern Illinois University, Center for Governmental Studies.

Abstract: This handbook serves as a primer, a prelude to your local government developing and implementing an alternative approach to delivering public services in your community. It is not designed to be the bible of alternative service delivery (ASD) options. A major goal of this handbook is to synthesize academic and practitioner knowledge about ASDs so local governments can build innovative capacity for providing public services more effectively and efficiently. This project developed from multiple conversations with local government practitioners who were frustrated that there were no real handbooks that provided information on how to think about alternative service delivery methods for public services, and in what circumstances were different alternatives more successful or less successful. This handbook is written for both elected officials and appointed managers who want this information.

Keywords: Service Delivery, Service Characteristics, Collaboration, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements, Community Characteristics, Public-Private Arrangements

[Link: <http://transformgov.org/Documents/Document/Document/305643>.]

Van Slyke, D. (2003). The mythology of privatization in contracting for social services. *Public Administration Review* 63(3): 296-315.

Abstract: States and municipalities have privatized services in an effort to improve their cost-effectiveness and quality. Competition provides the logical foundation for an expectation of cost savings and quality improvements, but competition does not exist in many local marketplaces-especially in the social services, where governments contract primarily with nonprofit organizations. As government increases its use of contracting, it simultaneously reduces its own public-management capacity, imperiling its ability to be a smart buyer of contracted goods and services. This article examines two questions about the privatization of social services based on interviews conducted with public and nonprofit managers in New York state: Does social services contracting exist in a competitive environment? And do county governments have enough public-management capacity to contract effectively for social services? The findings suggest an absence of competition and public-management capacity, raising the question of why governments contract when these conditions are not met.

Keywords: Service Delivery, Service Characteristics, Public-Private Arrangements

[Link: <http://www.jstor.org/stable/977489>.]

Van Slyke, D. (2007). Agents or stewards: Using theory to understand the government-nonprofit social service contracting relationship. *Journal of Public Administration Research and Theory* 17(2): 157-187.

Abstract: Using agency and stewardship theories, this study examines how public administrators manage contracting relationships with nonprofit organizations. Interviews were conducted with public and nonprofit managers involved in social services contract relationships at the state and county level in New York State. The use of trust, reputation, and monitoring as well as other factors influence the manner in which contract relationships are managed. The findings suggest that the manner in which nonprofits are managed evolves over time from a principal-agent to a principal-steward relationship but with less variance than the theories would suggest. This results in part from the contextual conditions that include the type of service, lack of

market competitiveness, and management capacity constraints. The intergovernmental environment in which social services are implemented and delivered presents complex challenges for public managers responsible for managing contract relationships. The findings from this study document those challenges and the corresponding management practices used with nonprofit contractors.

Keywords: Service Delivery, Service Characteristics, Public-Nonprofit Arrangements

[Link: <http://jpart.oxfordjournals.org/content/17/2/157.abstract>.]

Van Slyke, D. M., & Roch, C. H. (2004). What do they know, and whom do they hold accountable? Citizens in the government-nonprofit contracting relationship. *Journal of Public Administration Research and Theory: J-PART*, 14(2), 191-209.

Abstract: Devolution and pressures from elected officials and citizens to reduce government involvement in service provision have increasingly led many public agencies to contract with nonprofits for service delivery. In this article we consider the effects of the changing institutional arrangements governing the delivery of publicly funded social services on citizens' satisfaction and ability to hold service providers accountable. Specifically, we consider whether citizens are able to accurately identify service providers as nonprofit or governmental providers and investigate what drives individual perceived and actual use of nonprofits for social services; what the relationship is between perceived and actual use and a citizen's satisfaction with social services; and whether satisfaction with services influences the likelihood that citizens will correctly identify a provider as a nonprofit or governmental agency. Using public opinion data, we examine these questions empirically. Our results suggest that citizens are more likely to misidentify nonprofit service providers as governmental agencies when they are less satisfied with the services that they have received. The public management implications of contracting with nonprofit organizations and citizen satisfaction and accountability are discussed.

Keywords: Service Delivery, Service Characteristics, Public-Nonprofit Arrangements

[Link: <http://jpart.oxfordjournals.org/content/14/2/191.abstract>.]

Vock, D.C. (2014, June). Public Police on the Private Payroll. *Governing Magazine*, 10.

Abstract: Facebook in Menlo Park agreed to foot the bill for a new police officer whose job will be to patrol near a new Facebook office park. It is a temporary contract position where Facebook is also paying part of the rent where the hired police officer and other officers will work. The city says Facebook is not the only business to help finance police costs.

Keywords: Public-Private Arrangements

[Link: <http://www.governing.com/mag/>.]

Voting Blue, Governing Red. (2012, January). *Governing Magazine*, 10.

Abstract: The author outlines the purpose of privatization and how it is becoming more popular among the politically liberal instead of just the politically conservative. The magazine interviews cities and political strategists on both sides of the aisle to compare the benefits and the costs of public-private partnerships and whether they really do save cities money.

Keywords: Public-Private Arrangements

[Link: [http://www.governing.com/mag/.](http://www.governing.com/mag/)]

Warner, M. & Hefetz, A. (2009). Cooperative competition: Alternative Service Delivery 2002-2007. *The Municipal Yearbook 2009*. Washington, DC: ICMA.

Abstract: A survey regarding alternative service delivery given in 2007 is compared to a similar survey administered in 2002. The results show an important increase in use of cooperative contracting. For profit and nonprofit delivery are flat, while intergovernmental contracting is rising.

Keywords: Service Delivery, Public-Public Horizontal Arrangements, Public-Nonprofit Arrangements, Public-Private Arrangements

[Link: http://bookstore.icma.org/Cooperative_Competition_Alter_P1968C19.cfm.]

Warner, M. & Hefetz, A. (2010). Service characteristics and contracting: The importance of citizen interest and competition. *The Municipal Yearbook 2010*. Washington, DC: ICMA.

Abstract: A survey administered in 2007 showed that factors such as citizen interest in the service delivery process and level of competition were important criteria for government managers in the contracting decision. This is a salient issue because sometimes citizens do not have a preference on how service is delivered, just that it is delivered in a timely and correct manner. Also, there are many instances where governments do not have a lot of alternative suppliers.

Keywords: Service Delivery, Service Characteristics, Public-Public Horizontal Arrangements, Public-Nonprofit Arrangements

[Link: http://bookstore.icma.org/Service_Characteristics_and_Co_P2073C23.cfm.]

Warm, D. (2011). Local government collaboration for a new decade: Risk, trust, and effectiveness. *State & Local Government Review*, 43(1), 60-65.

Abstract: Local government collaboration, in which efforts and responsibility are shared across organizations, is an increasingly pervasive approach to addressing community challenges. It has evolved from interlocal, bilateral and targeted cooperative arrangements to include complex relationships involving multiple partners and various sectors focused on achieving long-term outcomes. The increasing prevalence and complexity of collaboration is the result of broad financial, competitive, practical and political pressures, yet successful collaboration is often impeded by countervailing structural, societal, process and leadership barriers.

Overcoming these barriers requires particular approaches to leadership and the use of replicable organizing processes and strategies aimed at building the mutual trust that enables collaborative action to flourish.

Keywords: Service Delivery, Collaboration, Public-Public Horizontal Arrangements, Public-Private Arrangements, Community Characteristics

[Link: <http://slg.sagepub.com/content/43/1/60.abstract>]

Whitaker, G. P. (2007). Service delivery alternatives. *In Managing Local Government Services: A Practical Guide, 3rd ed.* Stenberg, C.W. & Austin, S. L. (Eds.). Washington, DC: ICMA Press.

Abstract: Decisions to provide a public service include two steps: (1) choosing which outcomes government officials want to provide to the public and (2) choosing how to produce these outcomes. What public benefit is the government trying to create? This article addresses the tools and techniques plans to use to produce the best outcomes and what service delivery alternatives the government uses given various options.

Keywords: Service Delivery, Service Characteristics, Public-Private Partnerships, Public-Public Horizontal Arrangements

[Link: <http://bookstore.icma.org/freedocs/MLGS/06-242%20MLGS%20Excerpt.pdf>]

Williams, M. (2013). Inconvenient truths about collaboration: This dynamic process requires a special skill set. *Public Management*, 95(8), 28.

Abstract: Solutions to local problems often intersect program, policy, and institutional lines requiring collaboration to make progress. As a result, local government managers are often asked to collaborate with neighborhoods, multiple agencies, and jurisdictions. Collaborative work can be a challenging work environment for managers. Arguably, being successful at collaboration requires different skills than management within a traditional government organization. This article address the special skills set needed to collaborate successfully.

Keywords: Collaboration, Community Characteristics, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements, Public-Private Arrangements

[Link: <http://www.highbeam.com/doc/1G1-342772231.html>.]

Wilson, J. Q. (1975). The rise of the bureaucratic state. *The Public Interest*, 41, 77-103.

Abstract: This article addresses the rise of what the author refers to as the "bureaucratic state" through American history. It describes the role of bureaucracy in the bureaucratic problem, political authority, the military, clientelism, and more. Overall, it is an objective view of bureaucracy's role in America.

Keywords: Consolidation

[Link: <http://www.siue.edu/~dhostet/classes/501/assign/wilson.htm>.]

Wray, L. & Epstein, P. (2012). Harnessing the power of community collaborations use seven tools to get results. *PM. Public Management*, 94(2), 7-11.

Abstract: The U.S. Centers for Disease Control and Prevention, for example, has developed “The Community Guide,” an online resource (www.thecommunityguide.org/index.html) used across the country by local public health departments and their community partners that describes practices that have been subject to research and have been found to be effective in addressing a wide range of community health issues. These include increasing voter turnout, improving the natural environment, protecting open space, increasing parental involvement in K- 12 education, and increasing affordable housing ([www.truckeemeadowstomorrow.org/ community-collaborations](http://www.truckeemeadowstomorrow.org/community-collaborations)). If two desired community outcomes, for example, are to reduce the number of days per year of unhealthy air quality and to reduce the carbon footprint of the region, then: government and private organizations with large fleets could sign a compact to increase the percentage of clean-burning alternative-fuel vehicles in their fleets, which Washoe County did in an early TMT compact, gas stations in the region could sign on to make cleaner-burning blends available to all customers and private developers could sign on to produce a percentage of housing and commercial space that meets LEED (Leadership in Energy and Environmental Design) standards for sustainable buildings.

Keywords: Collaboration, Public-Nonprofit Arrangements, Public-Private Arrangements

[Link: <http://login.ezproxy1.lib.asu.edu/login?url=http://search.proquest.com/docview/1021399481?accountid=4485>.]

Zeemering, E. (2009). California county administrators as sellers and buyers of interlocal cooperation. *State and Local Government Review*, 41(3): 166-181.

Abstract: County administrators occupy a unique position from which to practice the concept of administrative conjunction. This article reports data on interlocal service agreements by cities and counties in California and evaluates the extent to which county administrators support two conjunctive roles: selling services to local governments through interlocal agreements and brokering agreements among other local governments. County administrators’ support for administrative conjunction may be limited by their attitudes toward inter-governmental relations, tenure in office, existing contracting patterns, and other features of the local market for public goods. This study finds that levels of support for broker and seller roles are distinct, highlighting the need for more detailed measures of administrative support for interlocal cooperation.

Keywords: Service Delivery, Service Characteristics, Collaboration, Community Characteristics, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements

[Link: <http://www.jstor.org/stable/27759903>.]

Zeemering, E. & Delabio, D. (2013). A county manager’s guide to shared services in local government. Washington, DC: *IBM Center for the Business of Government*.

Abstract: The report brings together the knowledge and experience of Professor Zeemering, an academic, and Daryl Delabbio, a practitioner. Together, they present findings—based on both research and experience—on how local governments, specifically county governments, are today implementing a variety of shared services. The authors discuss the growing interest in shared services, which is driven partly by economic con-

cerns (i.e., budget savings and new revenue streams), as well as non-economic concerns such as the need to improve the quality of local services and improve working relationships with neighboring jurisdictions.

Zeemering and Delabbio present a discussion of the three preconditions for successful shared service implementations. These include leadership; trust, reciprocity, and transparency; and clear goals and measurable results. After describing how county governments now use shared services, including three short case studies, the authors set forth five recommendations on planning and implementing a shared service. For example, regarding the need for flexibility, Zeemering and Delabbio write, "When working with other governments, counties must be prepared to revisit the design of existing cooperative relationships to meet changing needs and budgetary constraints."

This report builds on the IBM Center's long interest in the topic of shared services. In 2008, the IBM Center published *Success Factors in Implementing Shared Services in Government*, by Timothy Burns and Kathryn Yeaton. In addition to a series of examples of shared services in government, that report sets forth five key success factors in implementing shared services at any level of government.

Keywords: Service Delivery, Service Characteristics, Collaboration, Community Characteristics, Public-Public Horizontal Arrangements, Public-Public Vertical Arrangements

[Link: <http://www.businessofgovernment.org/report/county-manager%E2%80%99s-guide-shared-services-local-government>.]