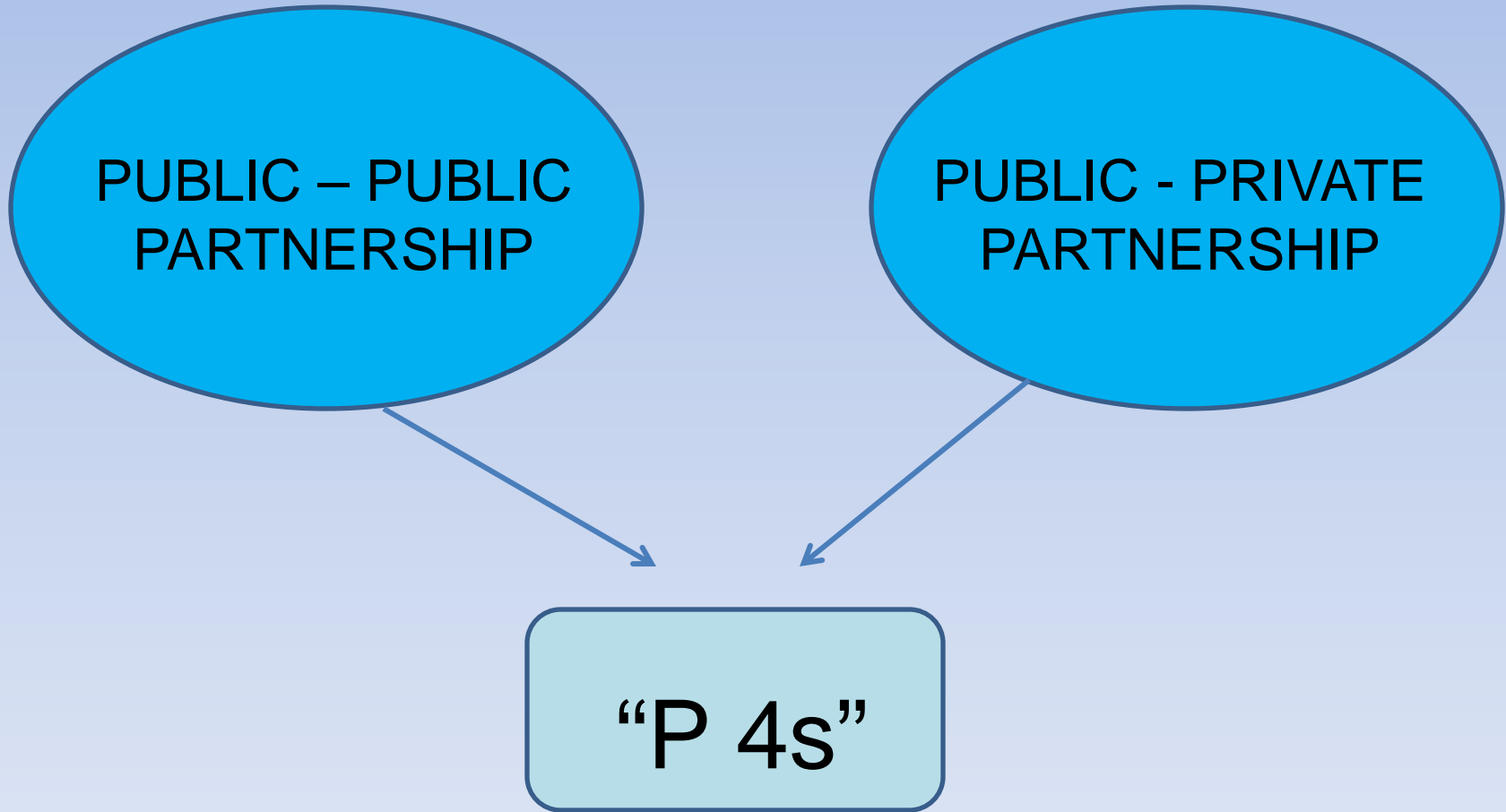


# The Public-Public Partnership “P4s”

A Guide to What it Is and What it is Not

# Partnership Models



# Nothing new...

Cooperative  
Agreements

Municipal  
Services  
Partnership

Property  
Leases

P 4s

Enhanced Use  
Leasing

Host/Tenant  
Agreements

Service  
Contracts

# What is New?

- Budget realities are forcing 'new' paradigms
- Appropriate actions are required on both sides of the fence
- Best practices still contain large saving potentials
- AND: For the first time ADC/DoD/ICMA/... are trying to create a toolkit for P4s...

# Definition

- Partnerships are built upon common or mutually supporting goals
  - Partners benefit from the partnership
- Partnering requires two or more organizations
- Partners share investments, execution and rewards
- Partnerships carry both a legal and moral imperative to share risk

# 5 Fundamental Reasons for Partnerships

- Partnerships create mutual values that is greater than what the partners could achieve individually
- Partnerships leverage resources
- Partnerships address common issues
- Partnerships provide communication channels
- Partnerships can achieve 'Bold Goals'

quoted from 2010 SONRI, Inc.

# What IT IS NOT

- Transferring risk from one partner to the other
- Trying to **USE** the partner's funding sources to supplement for own lack of resources



= P3

# Situation Assessment within the Services

## The Operating Environment is Changing

- Defense budgets are shrinking
- Weapon systems are aging
- Personnel management costs are increasing
- Congressional oversight is increasing
- SECDEF Efficiency Initiatives are taking shape
- Continued “risk” in infrastructure

## The Operating Environment Continues to Shape Strategies to Gain Efficiencies

- ◆ Centralization (e.g., organizational, processes, authorities)
- ◆ Consolidation (e.g., BRAC, Joint Bases, merging career fields)
- ◆ Leveraging best practices from private sector, agencies, & internal change management efforts
- ◆ Incorporation of asset management principles into business processes
- ◆ Expanding Public Private Partnerships



# Situation Assessment within Public Agency

## The Operating Environment is Changing

- Budgets are shrinking
- Aging infrastructure will consume bulk of scarce \$\$\$
- Public salaries/benefits are questioned
- Decision making requires more encompassing consensus
- Continued “risk” in infrastructure

## The Operating Environment Continues to Shape Strategies to Gain Efficiencies

- ◆ Consolidation of departments into ‘Super Departments’
- ◆ Regional collaboration; examples Police, Fire, Public Works, Library
- ◆ Leveraging best practices from private sector, agencies, & internal change management efforts
- ◆ Incorporation of asset management principles into business processes

# Why is it important...

- Commonalities of Interest exists
- Redundancies are not affordable anymore
- Partnerships will create mutually beneficial values
- Partners will improve mission efficiencies in their respective core abilities
  - Core abilities can be different
  - Train warriors or maintain roads

“The complete is more than the sum of its pieces”, Aristotle

# Commonalities of Interest

Example: Public – Public Partnerships

## **CITY MANAGER = GARRISON COMMANDER**

- **Serve their populations**  
(residents/soldiers/families)
- **Be cost effective**  
(manage tax payers dollars)
- **Keep base open – operate efficiently**

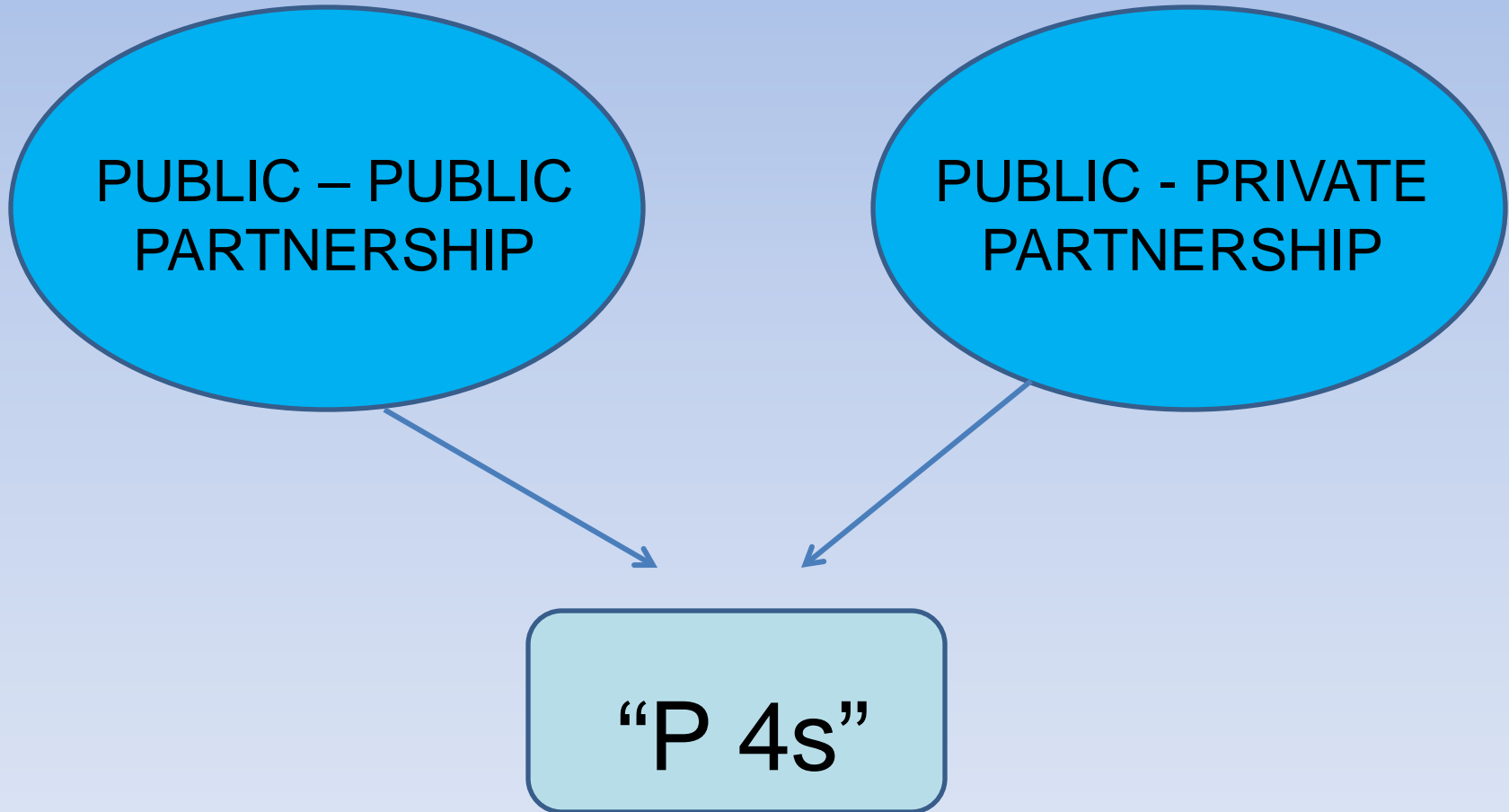
# Commonalities of Resources

## Example: Public – Public Partnerships

### **City = Garrison**

- Infrastructure (streets, buildings, sewer, etc.)
- Personnel & Hierarchies to maintain infrastructure (directors, managers, supervisors, line-employees, etc.)
- Redundant engineering, public work staff working on identical issues (sustainability, energy reduction, maintenance, stretching the allocated dollars, etc.)
- Redundant contracting vehicles within communities (from trivial to complex; i.e. custodial cleaning to telecommunications services)

# Partnership Models



# Partnerships

- Create value
- Leverage Resources
- Address common issues / threats
- Spread the risk

