Hybrid Government

Improving Public Service Effectiveness Through Cross-Sector Collaboration

By Stephen A. Hamill

Why? A Hybrid Government Story

The story begins on the streets of East Los Angeles, California, streets teeming with gang and gun violence. The story includes a Parrish priest, Fr. Greg Boyle, ministering to an East Los Angeles congregation. The story continues with Fr. Boyle presiding at nearly 300 funerals of children, teenagers and young adults slaughtered as victims of raging gang and gun violence.

The story could have ended there, a tragedy resulting from an intractable public service challenge of gang and gun violence. It didn’t. Instead, a Hybrid Government is born when the community, the City of Los Angeles, the County of Los Angeles, non-profit agencies and private employers come together to support Homeboy Industries, a non-profit founded by Fr. Boyle to provide an alternative to the death spiral of gang life.

Through skill training, jobs and most importantly giving the love, respect, dignity and hope for the future missing in the gang culture, Homeboy Industries has become the largest gang-intervention program in the world.

Why “Hybrid” Government? Just like a hybrid vehicle powered by alternate and complementary energy sources, a Hybrid Government is powered by the alternate and complementary energy sources of the public, private and non-profit sectors working together to address and overcome a critical public service challenge.

Accelerating Change and Challenge

Public agencies operate in a dynamic environment of accelerating complexity. Changes and challenges include disruptive technology, underfunded pensions and benefits, escalating cyberattacks, crumbling infrastructure, devastating natural disasters and rising...
homelessness, addiction, crime and poverty, among others of equal severity.

Even more compelling, is that public agencies are attempting to overcome these accelerating complexities in an era of diminished capacity, resources and expertise.

Amid these limitations, leading public agencies have proven that cross-sector collaboration manages change and effectively overcomes challenges and limitations.

Shared Leadership: New Era of Public Service Leadership

As with Homeboy Industries, public service leadership no longer rests solely with government agencies. Given the increasing complexity and decreasing resources faced by government, a broader definition of public service leadership has emerged as leadership shared and exercised by community, public, non-profit and private sectors working together to address critical public challenges for the common good.

Shared leadership is about shared inspiration: The community, public, non-profit and private sectors sharing the responsibility to engage and inspire each other to want to achieve the shared aspiration of overcoming a critical public challenge. Shared Leadership fuels a shared passion and willingness to pursue a desired outcome for the common good.

Shared Leadership has emerged as the process of engaging public, private and non-profit leaders to combine capacity, resources and expertise, offset public agencies’ diminished capacity, and achieve a shared strategy and future vision for overcoming a critical public service challenge.

Hybrid Government Outcome: Wildly Important Priorities (WIPs)

Hybrid Government recognizes the new era of public service leadership employing a Shared Leadership approach to improve public agencies diminished capacity by persistently engaging, leveraging and sharing complementary cross-sector capacity, financial resources, unique talents, skills and
expertise achieving a more effective outcome than one sector could have achieved acting alone.

The optimum application for *Hybrid Government* is to address a community’s *Wildly Important Priorities (WIPs)* meeting critical public service challenge criteria:

- **Priority**: High and compelling public service priority;
- **Critical**: Challenge has exceeded capacity of existing strategic assets;
- **Impact**: Public health, safety, quality of life and economic growth;
- **Acceleration**: Cross-sector collaboration accelerates improvement;
- **Metrics**: Desired outcomes are definable and measurable in time and quantity.

A community identifies a critical public service challenge, through Shared Leadership the community, public, non-profit and private sectors engage and inspire each other to share capacity resulting in a Hybrid Government solution.

**Proof: Hybrid Government in Action**

An emerging era of cross-sector collaboration has a range of examples of the effectiveness, value and importance of Shared Leadership in blending cross-sector strengths to address critical public service challenges and achieve *Hybrid Government* outcomes that advance the common good:
Opioid Crisis

**New York:** Strategic alliances with non-profit Medical and Addiction Recovery Centers (MARC) to combat opioid addiction crisis.  

**Erie County, NY:** Government, non-profit and private sector collaborate to stabilize escalating overdose deaths.  

Homelessness

**City of Seattle:** Partners with Bloomberg Philanthropies and contract service providers to use data analytics to establish outcome and performance based contracts and a holistic approach to homelessness.  

**City of Austin, TX and Mesa, AZ:** The power of cross-sector collaboration in reducing the homeless population.  

Rebuilding Infrastructure

**Ports of Los Angeles and Long Beach** - The Alameda Corridor accessed public and private financing and resources to consolidate and provide a high-speed freight expressway.  

**Minnesota** - Department of Transportation engages Flatiron Manson as the lead private contractor for emergency replacement of collapsed I-35W bridge.  
[http://www.figgbridge.com/i-35w_bridge.html](http://www.figgbridge.com/i-35w_bridge.html)  

**Denver, the Port of Miami, Dallas-Ft. Worth, PA** - Public agencies have accessed private capital sources (PCS) to upgrade and improve infrastructure.  

Traffic and Urban Mobility

**Miami-Dade County** - Non-profit, City Innovate Foundation and private technology and transit companies focus on improved urban mobility.  

**Georgia** - State agencies (GSA) form partnership with a non-profit family foundation and private automobile and technology companies to build a highway of the future.  
Cybersecurity

**Federal** - National push for smart cities cybersecurity and privacy standards necessitates collaboration with the cybersecurity industry and researchers.


**Georgia** - The Georgia Cyber Academy is a cross-sector partnership involving the state, local academic institutions and the private sector that aims to build the next generation of cybersecurity personnel.


**Hybrid Government Cycle**

The **Hybrid Government** Cycle is a Shared Leadership methodology to help community, public, private and non-profit agencies engage to leverage resources and expertise, accelerating the completion of the 5 critical stages associated with a cross-sector Hybrid Government outcome:

- **Assess**: Probability of cross-sector success,
- **Plan**: Identify **Hybrid Government** outcome and implementation plan,
- **Resource**: Qualify and form a team of cross-sector resources and expertise,
- **Execute**: Define budget, timeframe, metrics and implement plan,
- **Measure**: Measure progress toward outcome and make ongoing iterations for improvements creating accountability and transparency.

![Hybrid Government Cycle Diagram]
Acquiring *Hybrid Government* Leadership Skills

Implementing more effective public services through a *Hybrid Government* outcome requires a new set of Public Service Leadership knowledge and skills:

- **Commitment to a Better Way**: Persistent search for improved public services;
- **Negotiating the Win/Win**: Focus on Shared Aspirations and Outcomes;
- **Leading & Managing Innovation**: Priorities Amid Crisis, Challenge & Change;
- **Translating Complexity into Action**: Make a Flight Plan, Fly the Plan;
- **Outcome Based Leadership**: Embrace Accountability Through Performance Based Contracts and Metrics.

**Hybrid Government Leadership Skills**

Next Step: *Hybrid Government* Digital Business Hub

Technology is an accelerator in advancing the application of Hybrid Government to achieve high and compelling priorities and overcome critical challenges that have reached a crisis stage. A digital platform is needed to:

- Share Proven Solutions
- Promote Cross-Sector Applications
- Establish Revenue Stream
About the Author

Stephen A. Hamill is the Principal and Founder of Shared Leadership Group, LLC, continuing a public service career focused on improving the effectiveness of public services through cross-sector collaboration. Mr. Hamill has extensive cross-sector leadership experience in leveraging the strengths of the public, private and non-profit sectors.

Prior to Shared Leadership Group, Mr. Hamill was a Founder and the CEO a national professional services company, which managed public finance and public purchasing programs leveraging the Shared Leadership and the combined strengths of the public, private and non-profit sectors to achieve high impact Hybrid Government public benefit outcomes.

Prior to HB Capital, Mr. Hamill established a private law practice specializing in business and real estate.

Before entering private practice, Mr. Hamill began his public service career with Alameda County, CA, ultimately serving as the Assistant County Administrator with responsibility for the County’s budget, finance and legislative programs.

Mr. Hamill is currently serving his second term as Chair, Board of Trustees, for the University of San Francisco, with prior non-profit service as a member and Chair of the Carondelet High School Board of Directors.

Mr. Hamill received his Juris Doctor from the University of San Francisco, holds a Master of Public Administration from CA State University East Bay, and a Bachelor of Arts in Comparative Culture from the University of CA, Irvine.

Mr. Hamill’s professional memberships include the American Society for Public Administration and the California Bar Association.

Contact
Stephen A. Hamill
Principal
stephenhamill@sharedleadershipgroup.com
Direct 925.421.2030
Fax 925.421.2244
Cell 925.708.2009

www.sharedleadershipgroup.com