

Examining the Effective & Efficient Delivery of Public Services in Connecticut

February 1, 2012



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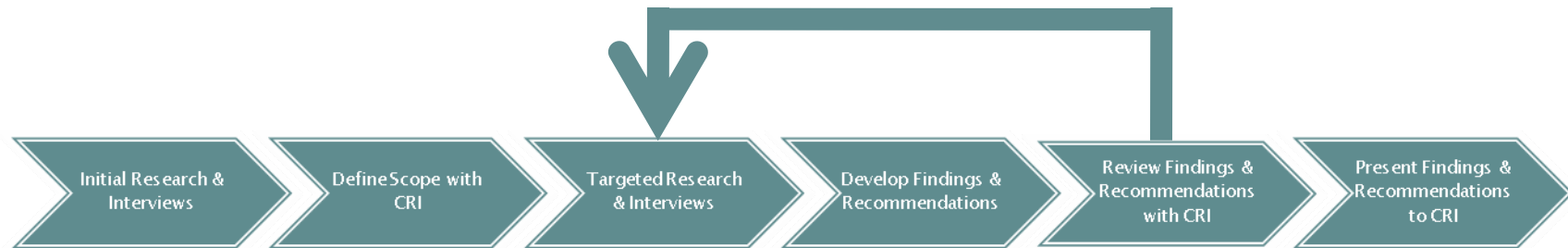
Overview

Connecticut, like most other states in the country, is still trying to emerge from the recession of the past few years. We have a governor who has made some tough choices to “right the ship” for the short term and appears ready to take on the tough issues that Connecticut still faces. This report is focused on looking at the longer-term solutions to the effective and efficient delivery of public services in Connecticut.

Connecticut’s local expenditures now total \$12 billion annually. These costs have risen 262% faster than the median income in Connecticut over the past 6 years.

The fundamental elements of the local delivery of municipal and education services must be analyzed and adjusted to better align with the realities of today’s world. We must embrace these realities and look for more effective and efficient ways to deliver local public services in Connecticut.

Methodology



BlumShapiro performed extensive research of existing studies and work performed on local government policy and spending in order to examine the effective and efficient delivery of public services in Connecticut. This research was validated by performing interviews with as many key stakeholders as would agree to be interviewed. The interviews provided a better understanding of the many different stakeholders and perspectives that affect local government. This research was used to develop findings and recommendations that could be used to improve the delivery of public services in Connecticut.

Interviews Conducted

- **Tim Barbee** – North Central Texas COG, Director of Research & Information Services
- **Jennifer Bradley** – The Brookings Institution
- **Leo Canty** – American Federation of Labor & Congress of Industrial Organizations, Executive Secretary
- **Gian-Carl Casa** – CT Office of Policy and Management, Undersecretary Legislative Affairs
- **Steve Cassano** – Connecticut State Senator (Representing Bolton, Glastonbury, Manchester, & Marlborough), Chair: Planning & Development
- **Bill Cibes** – Connecticut State University System, Chancellor Emeritus
- **Joseph Cirasuolo** – CT Association of Public School Superintendents, Executive Director
- **John Filchak** – Northeastern CT COG, Executive Director
- **Jim Finley** – Connecticut Conference of Municipalities, Executive Director & CEO
- **Emil Frankel** – Bipartisan Policy Center, Director of Transportation Policy
- **Mary Glassman** – Simsbury First Selectman
- **Shana Kennedy** – Connecticut Commission on Educational Achievement, Co-executive Director
- **Ronn Kolbash** – Yale University, Assistant Vice President of Shared Services
- **David Levasseur** – Connecticut Office of Policy and Management, Undersecretary for Intergovernmental Policy
- **Monte Mercer** – North Central Texas COG, Deputy Executive Director
- **Dan Morley** – Connecticut Office of Policy and Management
- **John Rathgeber** – Connecticut Business & Industry Association, President & CEO
- **Brendan Sharkey** – Connecticut State Representative (Serving the 88th Assembly District – Hamden), House Majority Leader
- **Catherine Smith** – CT Department of Economic and Community Development, Commissioner
- **Lyle Wray** – Capitol Region COG, Executive Director

Factors that Impact the Effective Delivery of Public Services in Connecticut

- Connecticut has a proliferation of local governments and regional definitions:
 - 5,018 square miles; 3,581,628 people (2010 Census)

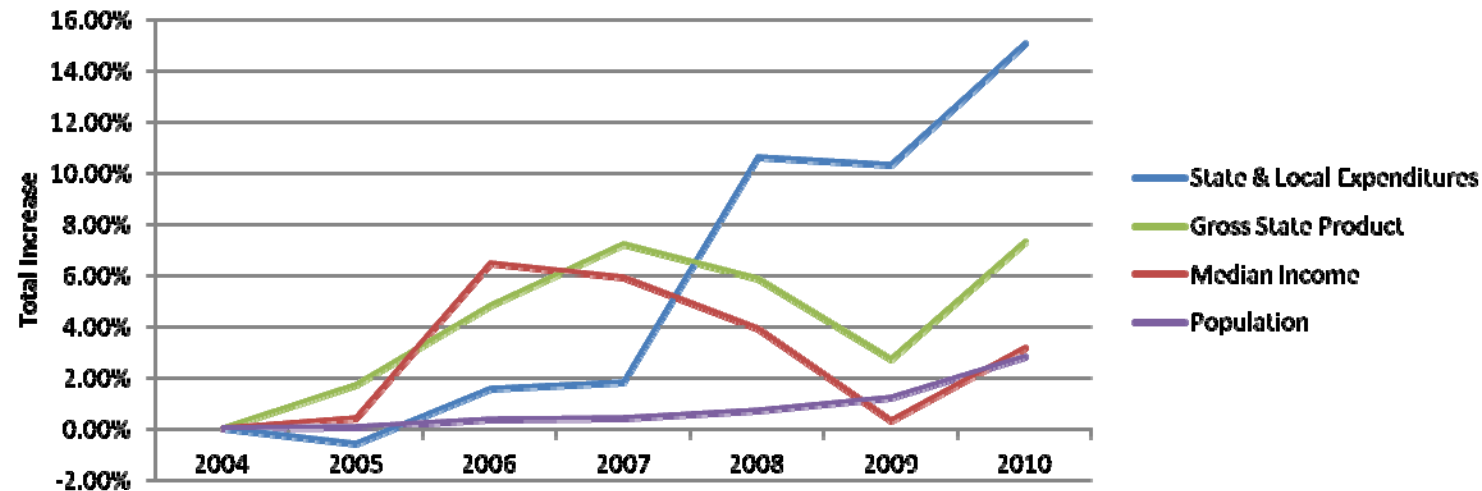
169	Towns	6	Connecticut Library Association Regions	3	Dept. of Dev. Services Regions
8	Counties	7	Water Utility Coordinating Committees	3	Department of Mental Health Regions
33	Cities or Boroughs	5	Conservation Districts	12	Dept. of Mental Health Sub-regions
117	Cities, CDPs, or Boroughs	8	UConn Cooperative Extension Systems	12	CAP Agencies
310	Zip Codes	13	Deer Management Areas	6	Regional Education Service Centers
6	Core Based Statistical Areas	2	DEP Districts	43	Elementary School Districts
831	Census Tracts	3	DEP Law Enforcement Districts	156	Secondary School Districts
2,618	Census Blocks	5	DEMHS Regions	17	Regional School Districts
36	Senate Districts	109	Public Safety Answering Points (PSAPs)	20	Regional Health Departments
151	House Districts	7	Regional PSAPs	26	Part-time Health Directors
5	Congressional Districts	9	Multi-town PSAPs	34	Full-time Town Based Health Depts.
15	Regional Planning Organizations	82	Municipal PSAPs	8	Major Watersheds
5	Regional Planning Agencies	10	State Police Regions	5	Tourism Regions
2	Councils of Elected Officials	13	Judicial Districts	8	Comprehensive Economic Dev. Regions
8	Councils of Government	22	Judicial Branch Areas	7	Economic Development Districts
11	Metropolitan Planning Organizations	54	Probate Courts	169	Public Works, Police, Land-use Offices
4	Rural Planning Organizations	282	Fire Districts	12	Community Action Agencies
4	DOT Regions	5	Workforce Development Boards	126	Local Law Enforcement Areas
5	Transportation Investment Areas	9	Labor Market Areas	3	Resource Recovery Authorities

- These definitions for service delivery are not consistent and were established at several points in time over our state's history for a multitude of reasons.

Table Source: Northeastern Connecticut Council of Governments. "A State Divided – a presentation by the Northeastern Connecticut Council of Governments." September 2011.

Factors that Impact the Effective Delivery of Public Services in Connecticut

State and Local Expenditure Growth Compared to Other Key CT Metrics (2004-2010)



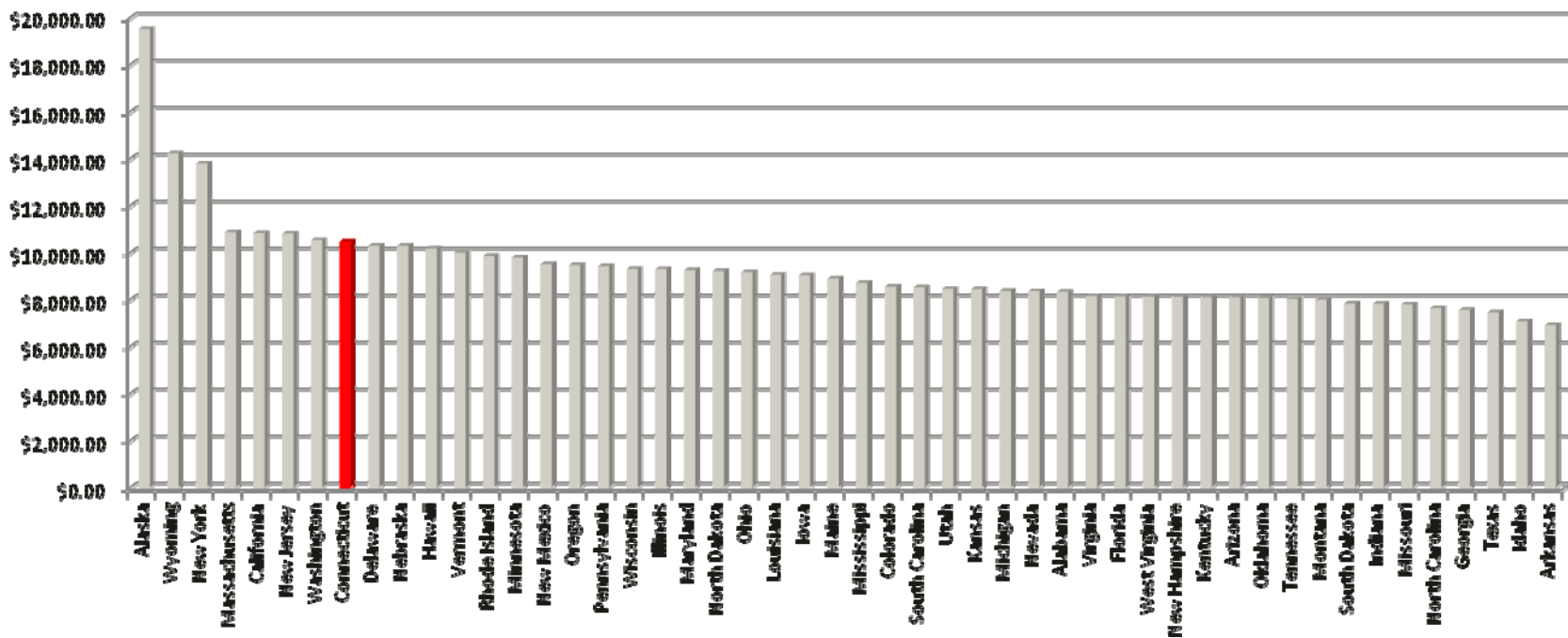
- This graph represents disproportionate increases in state & local expenditures when compared to state GDP (gross state product) and personal income. Over the time period, **state & local expenditures have grown at a pace 105% faster than gross state product and 374% faster than median personal income.**
 - As of 2010, state & local spending in Connecticut equals \$34.7 billion.
- State & local expenditures in CT have increased by 15.1%.
 - Annual increase = 2.51%
- Gross State Product in CT has increased by 7.4%.
 - Annual increase = 1.22%
- Median personal income in CT has increased by 3.2%.
 - Annual increase = 0.53%

Note: All dollar amounts in the above graph are adjusted for inflation using CPI and are based on 2010 dollars.

Factors that Impact the Effective Delivery of Public Services in Connecticut

- When looking at total per-capita expenditures (state and local combined), **Connecticut ranks 8th worst in the nation.**

Total State & Local Per-capita Spending -- Fiscal Year 2010

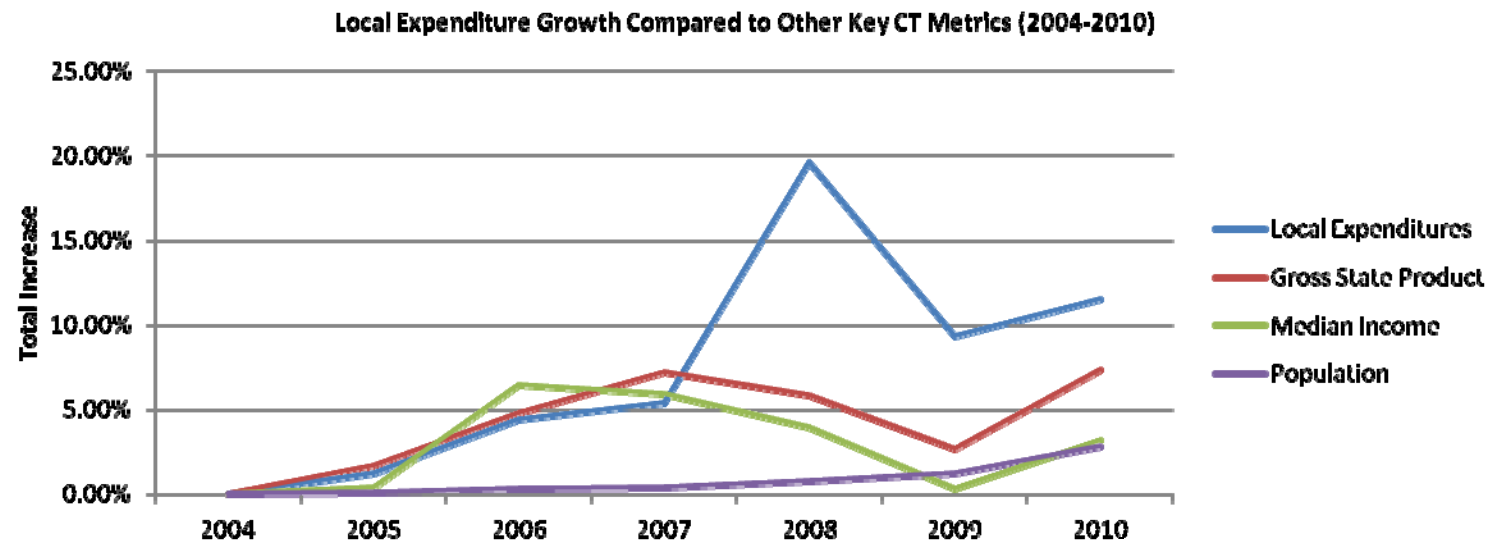


Notes:

- Because cross-state spending comparisons rely on U.S. Census data, actual numbers are different than OPM spending data used for Connecticut-only analysis.
- Data from www.usgovernmentspending.com estimated based on projecting latest change in reported number forward to future years. GSP deviation from national GDP growth cut by 40% per year. (Based on 2008 last reported data.)

2008 Data Source: U.S. Census Bureau - 2008 State & Local Government. "State & Local Government Finance Summary Report - State by Level of Government."

Factors that Impact the Effective Delivery of Public Services in Connecticut



- This graph represents disproportionate increases in local expenditures when compared to gross state product and personal income. Over the time period, **local expenditures have grown at a pace 57% faster than gross state product and 262% faster than median personal income.**

- As of 2010, local spending in Connecticut equals \$12 billion.

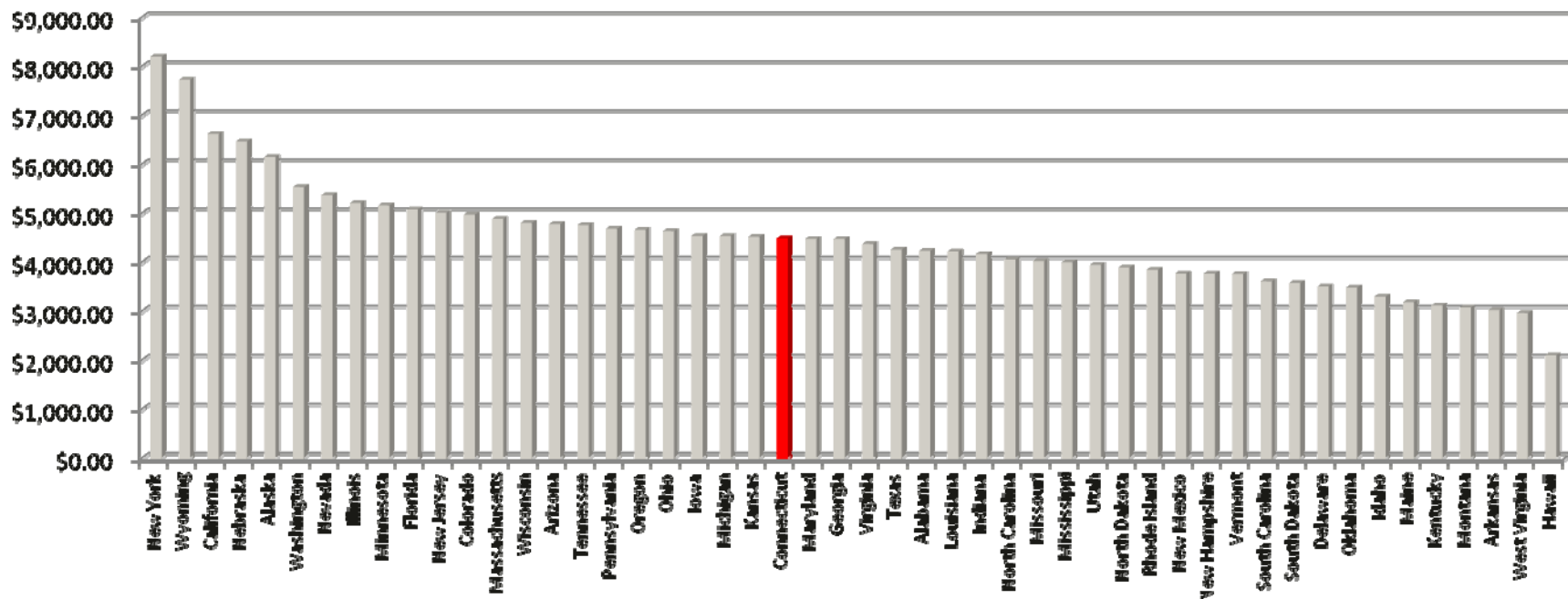
- Local expenditures in CT have increased by 11.6%.
 - Annual increase = 1.92%
- Gross State Product in CT has increased by 7.4%.
 - Annual increase = 1.22%
- Median personal income in CT has increased by 3.2%.
 - Annual increase = 0.53%

Note: All dollar amounts in the above graph are adjusted for inflation using CPI and are based on 2010 dollars.

Factors that Impact the Effective Delivery of Public Services in Connecticut

- Local spending in Connecticut has increased dramatically over the past decade. As of 2010, CT ranks 23rd worst in the nation.

Total Per-capita Local Spending -- Fiscal Year 2010



- This does not tell the whole story.

Notes:

- Because cross-state spending comparisons rely on U.S. Census data, actual numbers are different than OPM spending data used for Connecticut-only analysis.
- Data from www.usgovernmentspending.com estimated based on projecting latest change in reported number forward to future years. GSP deviation from national GDP growth cut by 40% per year. (Based on 2008 last reported data.)

2008 Data Source: U.S. Census Bureau - 2008 State & Local Government. "State & Local Government Finance Summary Report - State by Level of Government."

Factors that Impact the Effective Delivery of Public Services in Connecticut

- Below are Connecticut's per-capita, local expenditures and how they rank (worst = 1st; best = 50th) against other states for FY 2010.

Category	Per-capita Expenditures	National Rank
Education	\$ 2,341.90	5 th
General Government	\$ 174.30	20 th
Health Care	\$ 40.70	45 th
Interest	\$ 107.00	29 th
Other Spending	\$ 950.60	22 nd
Pensions	\$ 120.20	8 th
Protection	\$ 376.60	37 th
Transportation	\$ 197.00	42 nd
Welfare	\$ 190.30	17 th
Grand Total	\$ 4,498.60	23rd

- An important element to recognize is that 52% of local spending goes toward education.**

Notes:

- For a more detailed breakdown, see [Appendix II](#).
- Because cross-state spending comparisons rely on U.S. Census data, actual numbers are different than OPM spending data used for Connecticut-only analysis.
- Data from www.usgovernmentspending.com estimated based on projecting latest change in reported number forward to future years. GSP deviation from national GDP growth cut by 40% per year. (Based on 2008 last reported data.)

2008 Data Source: U.S. Census Bureau - 2008 State & Local Government. "State & Local Government Finance Summary Report – State by Level of Government."

Factors that Impact the Effective Delivery of Public Services in Connecticut

- **Connecticut's spending on education per student ranks as the 5th highest in the United States** (2008)¹, yet the test scores of our low-income students are significantly lower than non-low-income students. This achievement gap affects us all:²
 - Not enough students graduate with skills to succeed in college and careers.
 - State unemployment increases.
 - It's harder to attract businesses that need skilled labor.
 - High school dropouts are incarcerated at three times the rate of graduates.
 - For each class of high school dropouts, there are \$155 million more in lifetime healthcare costs.
 - **More than \$292,000 in net fiscal lifetime benefits (i.e., lower tax revenues, higher cash and in-kind transfer costs, and imposed incarceration costs) to the government is lost from a high school dropout compared to a graduate.**
 - In 2009 there were 4,007 high-school dropouts in Connecticut.³
 - **This translates into \$1.17 billion/year that is lost in net fiscal lifetime benefits to the State.**

¹ State Total Current Expenditures per Pupil 2007-2008. Retrieved from:
<http://nces.ed.gov/ccd/elsi/expresstables.aspx?bridge=quickFacts&tableid=16&level=State>

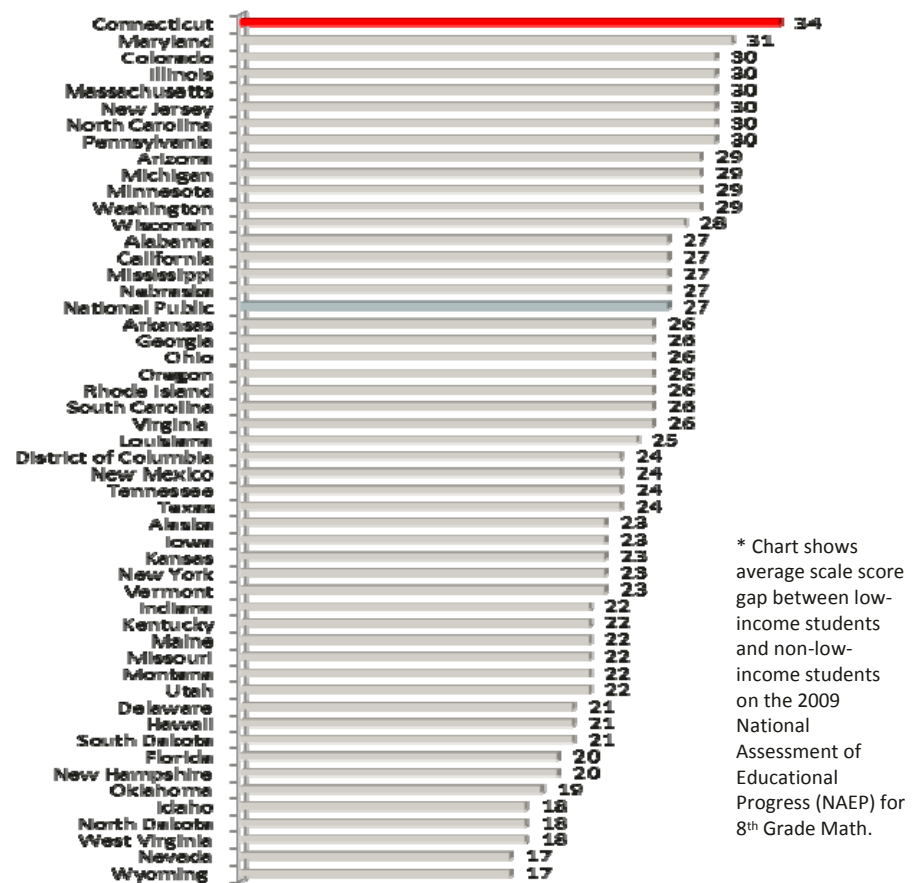
² Sum, Andrew. Center for Labor Market Studies, Northeastern University (2009). "The Consequences of Dropping Out of High School." October 2009.

³ Connecticut State Department of Education. "Dropout - Annual Dropout Percentage Rates across Grades 9-12 (2008-2009)." Connecticut Education Data and Research. Retrieved from:
http://sdeportal.ct.gov/Cedar/WEB/ct_report/DropoutDTVViewer.aspx

Factors that Impact the Effective Delivery of Public Services in Connecticut

- Connecticut's Underperforming Education System
 - Overall, Connecticut public school students perform extremely well on national tests. However, Connecticut has the largest “achievement gap” among all 50 states. This gap refers to the difference between the test scores in reading and mathematics of public school students who are from low-income families compared with those from more affluent circumstances. Alarming, our 4th and 8th grade low-income students are – on average – about three grade levels behind non-low-income students in reading and math.¹ And, this past spring just 60% of our low-income high school students graduated from high school.²
 - This gap is not only a tragedy for the children affected, it also impacts the state's unemployment rate, the quality of our workforce and the net fiscal contributions to our government.³ These have a negative impact on Connecticut's economy and competitiveness.

Achievement Gap by State*



¹ National Assessment of Education Progress (2009). Retrieved from <http://nces.ed.gov/nationsreportcard/>

² Connecticut State Department of Education. Press release. March 23, 2010. Retrieved from www.sde.ct.gov/sde/lib/sde/pdf/pressroom/new_graduate_data.pdf

³ Sum, Andrew (2009). Center for Labor Market Studies, Northeastern University The Fiscal Consequences of Dropping Out of High School and Failing to Complete Additional Years of Post-Secondary Schooling in Connecticut.

Factors that Impact the Effective Delivery of Public Services in Connecticut

- This achievement gap crisis in Connecticut which contributes to the loss of net fiscal benefits to the State, tends to be isolated into 10 major areas. The highest percentage of prisoners come from these 10 cities and although there is slight correlation between prisoners per 1,000 people and per-pupil education spending, a much higher correlation exists between low test scores and high prison populations.

City	Prisoners ¹	per 1000	% of Total	2009 Per-pupil Education Spending ²	Ranking (high to low)	Average Test Scores ²	Ranking (low to high)
Hartford	2,061	17.0	13.8%	\$ 15,951	26	216.0	7
New Haven	1,972	16.0	13.2%	\$ 16,015	24	220.1	11
Bridgeport	1,666	11.9	11.1%	\$ 13,101	90	213.8	4
Waterbury	1,089	10.2	7.3%	\$ 12,904	96	226.7	16
New Britain	765	10.7	5.1%	\$ 12,642	106	209.8	2
East Hartford	483	9.7	3.2%	\$ 12,166	133	220.4	12
Meriden	432	7.4	2.9%	\$ 12,221	131	232.0	21
Danbury	355	4.7	2.4%	\$ 12,061	138	240.6	33
New London	309	12.1	2.1%	\$ 13,624	72	212.7	3
Stamford	299	2.6	2.0%	\$ 16,283	22	244.9	45

Note: Rankings are based on a total of 173 school districts in CT with reportable expenditures and test scores.

¹ Herbert Welte Hall, Central Connecticut State University. "Building Bridges: From Conviction to Employment." January 15, 2003.

² Connecticut State Department of Education: Connecticut Education Data and Research (CEDAR).

Factors that Impact the Effective Delivery of Public Services in Connecticut

- The political and economic environment in Connecticut has made it a challenging place to grow business activity. This challenges the State to make up for tax-revenue shortfalls by raising revenues in other areas.
- Data below represent a state-by-state analysis of cost of doing business in 2010, as illustrated by a CNBC Special Report (Cost of Doing Business – 2010).

Overall	State	Cost of Business	Workforce	Quality of Life	Economy	Transportation	Technology & Innovation	Education	Business Friendliness	Access to Capital	Cost of Living	Overall	State	Cost of Business	Workforce	Quality of Life	Economy	Transportation	Technology & Innovation	Education	Business Friendliness	Access to Capital	Cost of Living
6	Iowa	1	20	17	10	32	29	16	12	36	17	36	Montana	26	28	15	15	24	44	18	42	36	32
32 (tie)	Arkansas	2	11	43	27	36	44	33	39	40	3	38	New Mexico	26	27	34	21	18	31	44	45	28	29
25	Oklahoma	3	22	41	6	41	36	40	25	32	1	2	Virginia	26	9	18	11	12	10	13	2	9	27
7	South Dakota	4	15	11	4	27	49	21	3	40	5	34	Ohio	29	48	38	34	2	15	18	38	24	15
17	Missouri	5	29	39	29	7	24	15	25	20	9	1	Texas	30	16	29	1	1	4	30	19	7	8
31	South Carolina	6	5	45	46	8	26	43	30	34	24	8 (tie)	Minnesota	31	34	12	5	11	16	9	20	19	15
8 (tie)	Utah	7	7	5	23	32	25	48	10	39	17	41	Michigan	32	41	36	47	24	7	35	35	18	24
26	Idaho	8	8	18	39	29	39	47	22	28	11	15	Washington	33	30	8	18	35	5	22	34	5	35
21	Indiana	9	42	44	41	6	22	16	6	26	13	19	New Hampshire	34	38	4	12	47	27	6	9	16	39
16	Tennessee	10	5	49	36	4	23	41	6	35	1	30	Illinois	35	39	24	29	12	14	26	39	6	17
45	Mississippi	11	21	42	35	45	46	49	47	40	13	42	Delaware	36	17	47	45	44	33	25	1	20	32
40	Kentucky	12	25	46	44	4	35	37	39	38	3	47	Nevada	37	19	37	49	31	37	50	15	40	37
14	Wyoming	13	12	10	9	24	50	22	20	27	27	39	Maine	38	47	6	25	41	41	7	28	40	39
43	Alabama	14	14	48	40	27	30	42	32	40	11	5	Massachusetts	39	23	6	17	39	3	1	14	2	41
4	North Carolina	15	3	32	37	10	11	26	13	10	23	20	Pennsylvania	40	42	25	15	16	6	4	32	11	30
12	North Dakota	15	23	13	3	20	47	18	10	40	17	28	Florida	41	1	31	48	21	13	35	23	17	30
46	West Virginia	15	44	40	24	38	48	34	50	40	17	37	Vermont	42	36	3	12	46	40	4	37	40	43
13	Nebraska	18	18	21	14	18	37	22	8	40	5	27	Maryland	43	36	28	18	43	8	10	16	12	45
23	Oregon	19	33	22	33	15	20	38	28	14	37	22	New Jersey	44	32	14	28	32	9	2	35	4	47
10	Georgia	20	3	35	37	2	17	28	17	13	9	49	Rhode Island	45	25	33	49	48	28	14	48	23	41
44	Louisiana	21	34	50	25	30	34	32	31	22	24	50	Alaska	46	45	26	41	50	41	45	44	40	47
11	Kansas	22	13	27	7	8	31	11	18	33	5	35	Connecticut	47	40	9	32	40	17	8	23	8	45
18	Arizona	23	2	29	41	23	19	45	5	25	34	32 (tie)	California	48	31	15	18	16	1	31	49	1	49
29	Wisconsin	24	46	23	31	14	21	12	27	30	17	48	Hawaii	49	50	1	22	49	43	38	42	31	49
3	Colorado	25	10	2	8	36	12	29	4	15	35	24	New York	50	49	18	2	22	2	2	45	3	43

Source: "Cost of Doing Business – 2010." CNBC Special Report. Retrieved from <http://www.cnbc.com/id/37516039/>

What Can Connecticut Learn from Other States?

Below you will see a number of examples we've found that can be used as best-practice models for shared-service or regionalization initiatives in Connecticut. Each example is discussed in greater detail in [Appendix I](#).

- **Procurement**

- Virginia – \$280 million in cost savings since 2001
- Pennsylvania – annual savings of about \$80 million
- Minnesota – 2011 cost savings of at least \$210 million
- Texas – 2006 cost savings of \$114.8 million
- Iowa – \$8.5 million in savings over first 7 years
- Georgia – annual savings on supplies, equipment and services of \$100 million
- North Carolina – \$216 million in spend; marketplace of 15,117 purchasers and 65,368 vendors
- Florida – price reductions of \$233 million since implementation (around 2004)
- Massachusetts – average consortium discounts of 68%
- Michigan – savings of 5% on vehicle purchases; 25% on other products

- **Shared Services**

- Ohio – \$26 million in average annual savings
- New York – shared-service grants have provided savings of over \$350 million; completed projects generate 129% return on investment

What Can Connecticut Learn from Other States?

■ **Uniform Chart of Accounts**

- California, Georgia, Indiana, Massachusetts, New York, Ohio, Texas, Washington, West Virginia, Minnesota
 - Common benefits include: more accurate financial reporting; comparability across municipalities; decreased auditing costs; greater accountability and transparency; more efficient compliance practices.

■ **Education**

- Massachusetts – cost of hiring a teacher and part-time aide for special education programs is cut in half
- Maine – regional school districts have reduced per-pupil spending on education while maintaining test-score performance

■ **Planning & Development**

- Florida – examination of current conditions and establishment of regional goals and policies
- Maine – regionalization grants funded 12 projects in 2007 realizing \$246,000 in savings (having spent only \$75,000)
- Texas – GIS technology allows local governments to distribute key information
- Denmark – e-Government provides better digital service, increased efficiency and stronger collaboration in the delivery of public services

■ **Public Health**

- Massachusetts – creates economies of scale for smaller municipalities
- North Dakota – hospital admissions decreased 6% and ER visits decreased 24%; total costs per member/year were \$530 lower than expected

■ **Public Safety**

- Ontario – consolidated interface for dispatch and communications
- New York City – quick, easy access to all NYC government services and information
- New Jersey – consolidated police departments reduced capital expenditures and current operating budget

■ **Revenue Sharing**

- Maine – interlocal-revenue-sharing project expected to create 3,000 direct jobs and 3,000 indirect jobs
- Minnesota – efficiency gains in education, public safety, public works and emergency 911 services

■ **Pension**

- Texas – reduced actuarial costs through shared services

Public Policy as an Enabler

- There are many legal and legislative enablers in Connecticut that support municipal cooperation and sharing of public-service responsibilities.
- The first commonly cited objection to cooperation is Connecticut home rule. Home rule actually extends to a very limited number of municipal activities, notwithstanding oft-stated arguments to the contrary.
- This concept works in conjunction with case law that emerged almost 150 years ago, which defines the legal relationship between municipal and state governments in the United States. Under this rule, all sovereign power in CT is held by the State which may delegate some of its power to political subdivisions, such as municipalities. Article X in Connecticut's Constitution, entitled "Home Rule", explains Connecticut's application of the rule for relationships between the State and municipalities:
 - SEC. 1. The general assembly shall by general law delegate such legislative authority as from time to time it deems appropriate to towns, cities and boroughs relative to the powers, organization, and form of government of such political subdivisions. The general assembly shall from time to time by general law determine the maximum terms of office of the various town, city and borough elective offices. After July 1, 1969, the general assembly shall enact no special legislation relative to the powers, organization, terms of elective offices or form of government of any single town, city or borough, except as to (a) borrowing power, (b) validating acts, and (c) formation, consolidation or dissolution of any town, city or borough, unless in the delegation of legislative authority by general law the general assembly shall have failed to prescribe the powers necessary to effect the purpose of such special legislation.
- In short, the only prohibition on action by the General Assembly is the enactment of "special legislation relative to the powers, organization, and terms of elective offices or form of government of any single town, city or borough." Indeed, see Article X, Section 2, which allows for regional governance and compacts:
 - SEC. 2. The general assembly may prescribe the methods by which towns, cities and boroughs may establish regional governments and the methods by which towns, cities, boroughs and regional governments may enter into compacts. The general assembly shall prescribe the powers, organization, form, and method of dissolution of any government so established.
- **Regional compacts for the sharing of public services delegated to municipalities can be used to encourage widespread municipal reform across the State. Because municipalities only have power expressly granted to them by their state legislatures, they are in effect under their control. Combined with a series of subsequent legislative statutes in Connecticut, public policy allows adequate room for municipal consolidation and service sharing.**

Public Policy as an Enabler

- Public Act No. 11-99, an Act Concerning Interlocal Agreements, amended earlier CT statutes related to interlocal arrangements.
 - Joint performance of municipal functions (Sec. 7-148cc)
 - Two or more municipalities may jointly perform any function that each municipality may perform separately under any provisions of the general statutes or of any special act, charter or home rule ordinance by entering into an interlocal agreement pursuant to sections 7-339a to 7-339l, inclusive, as amended by this act. As used in this section, "municipality" means any municipality, as defined in section 7-187, any district, as defined in section 7-324, any metropolitan district or any municipal district created under section 7-330 and located within the state of Connecticut.
 - Interlocal agreements: Definitions (Sec. 7-339a)
 - As used in sections 7-339a to 7-339l, inclusive, as amended by this act, unless a different meaning clearly appears from the context: "Public agency" means any municipality, as defined in section 7-148cc, as amended by this act, of the state of Connecticut, and any local governmental unit, subdivision or special district of another state; "interlocal agreement" means an agreement entered into pursuant to said sections; "interlocal advisory board" means a board established pursuant to said sections; "participating public agency" means a party to an interlocal agreement; "legislative body" has the meaning assigned to it by section 1-1 but, where the legislative body is the town meeting, the requirements of said sections as to providing the opportunity for public comment shall not apply.

Public Policy as an Enabler

- Subjects of interlocal agreements (Sec. 7-339b)
 - (a) Any public agency of this state may participate in developing and implementing interlocal agreements with any public agency or agencies of this state or any other state or states providing for any of the following:
 - (1) The joint performance of any function that each participating public agency may perform separately under any provision of the general statutes or of any special act, charter or home rule ordinance.
 - (2) The establishment of an interlocal advisory board or boards to recommend programs and policies for cooperative or uniform action in any fields of activity permitted or authorized hereunder for each participating public agency, and from time to time to advise with the appropriate officials of the participating public agencies in respect to such programs, policies or fields of activity.
 - (3) The establishment and maintenance of interlocal employees or officers of the participating public agencies for the purpose of administering or assisting in any of the undertakings contemplated by subdivision (1) of this subsection or for the purpose of performing services for an interlocal advisory board as authorized by subdivision (2) of this subsection. Such employees or officers, if not continuing in or eligible for the merit system, insurance and pension benefits and status of employment with a participating public agency, may continue in such status or be made eligible therefor if the interlocal agreement contains appropriate provisions to this effect. An interlocal advisory board may enter into an agreement with the federal Secretary of Health and Human Services to provide Old Age and Survivors Insurance coverage to employees of such board.
 - (b) Nothing contained in sections 7-339a to 7-339l, inclusive, shall be construed to authorize or permit any public agency of this state to receive, obtain, furnish or provide services, facilities, personnel, equipment or any other property or resources, or to engage in or perform any function or activity by means of an interlocal agreement, if it does not have constitutional or statutory power or authorization to receive, obtain, furnish or provide the same or substantially similar services, facilities, personnel, equipment, other property or resources, or to engage in or perform the same or a substantially similar function or activity on its own account.
- Procedure for entering agreements (Sec. 7-339c)
 - (a) Interlocal agreements shall be negotiated and shall contain all provisions on which there is mutual agreement between the participating public agencies. Such agreements shall establish a process for amendment, termination and withdrawal. The public agencies proposing an interlocal agreement shall submit to the legislative body of each participating public agency a copy of the proposed interlocal agreement for ratification or rejection. The legislative body of each participating public agency shall provide the opportunity for public comment before voting to ratify or reject such proposed agreement. For purposes of this section, providing the opportunity for public comment does not require a legislative body to conduct a public hearing.
 - (b) For any municipality in which the legislative body is the town meeting, such legislative body may, by resolution, vote to delegate its authority to ratify or reject a proposed interlocal agreement to the board of selectmen, provided such board of selectmen provides the opportunity for public comment in accordance with this section.

Public Policy as an Enabler

- Tax levy for benefit of special services district. (Sec. 7-339r)
 - (a) An ordinance establishing a special services district shall provide the time and manner for determining the levy on real property within such district which is recommended by the board of commissioners of such district pursuant to subsection (e) of section 7-339n.
 - (b) In order to provide that different areas, and different land use categories, within any such special services district may share equitably in the funding of such district in proportion to the different benefits to be derived therefrom, an ordinance establishing a special services district may divide such district into subdistricts, and such ordinance may further provide a separate basis for the determination of the levy recommended pursuant to subsection (e) of section 7-339n on taxable interests in real property within each such subdistrict.
 - (c) (1) An ordinance establishing a special services district may create, for taxing purposes only, different categories of land use within such district, and such ordinance may further provide a separate basis for the determination of the levy recommended pursuant to subsection (e) of section 7-339n on each such category of land use. (2) If an ordinance establishing such a district divides such district into subdistricts, and if such ordinance also creates different land use categories, such ordinance may also provide a basis for the determination of the levy recommended pursuant to subsection (e) of section 7-339n on taxable interests in real property in a land use category in any such subdistrict which is different from the basis for determining the levy recommended on taxable interests in real property in the same land use category in another subdistrict or in other subdistricts.
 - (d) An ordinance establishing a special services district shall provide that, when the board of commissioners of such district shall, in a timely manner, recommend to the legislative body of the municipality in which such district is located a levy upon the taxable interests in real property within such district, pursuant to subsection (e) of section 7-339n and pursuant to such ordinance, it shall be the obligation of such legislative body to impose such levy as a municipal levy, and such levy shall be in addition to the regular municipal levy, and it shall be the obligation of the municipality to collect such levy for the benefit of such district. All moneys received by the board of commissioners of any such district or by a municipality on behalf of any such district shall be paid into the general fund of such municipality where an account shall be maintained of such moneys for the benefit of such district. Any provision of the general statutes, any special act or any municipal charter to the contrary notwithstanding, the treasurer of such municipality shall disburse such funds in accordance with an annual budget adopted by the board of commissioners of such district.

Observations & Conclusions

- **As one of the wealthiest states in the nation, our citizens deserve world-class delivery of public and educational services.**
- **An as-is analysis that shows an ineffective myriad of state, local and education structures that are excessive, overlapped, non-aligned and competing for the same precious dollars does not represent best practices and is far from world-class.**
 - **To better illustrate this point, we have included a series of slides demonstrating the overlapping jurisdictions of Connecticut's public services in [Appendix III](#).**
- **Our fragmented structure is less competitive and more difficult to manage than a cohesive region or regions when it comes to competing for federal funds and economic development.**
- **With all of these dollars flowing into this labyrinth of regional definitions there is no way for Connecticut to target a unified goal or outcome to ensure effective spending. The state must begin to align programs to make sure that state investments reinforce each other.**
- **While the proliferation of local governments and the fragmentation of the state into tiny jurisdictions may satisfy residents' desire for accessible government, it also creates a staggering array of costs, such as duplication of infrastructure, staffing, and services, and a race to the bottom competition among municipalities for desirable commercial, industrial, and residential taxes.**
 - **Connecticut must develop measurement and accountability objectives and transparent information to allow visibility into our public spending.**

Observations & Conclusions

- For more than 150 years, the public school system in Connecticut has been successful at providing children with access to a quality education. But that's no longer enough. Thanks to the dawn of the Information Age, the transition from a manufacturing economy to a service economy and the development of a global economy, a new system is needed to best prepare our children to succeed in 2011 and beyond.¹
- Our state needs to recognize that there is a link between low educational achievement and the problems of crime, joblessness, and poverty. Connecticut has isolated these problems into our major cities which is morally wrong and fiscally inefficient.
- State and local public service leaders that we have talked to recognize that the tactical fixes used over the past decade (e.g., budget shifting, service deferment, and tax increases) have reached their limits.
- Connecticut must move down a smarter path. The State must begin now to put in place enabling structures, services and resources for local government and pre-k-12 education.
- We are advocating for changes in how local governments and education systems should operate, not because efficiency is an end in itself, but because these efficiencies, consolidations, and realignments will free up scarce resources to meet our state's pressing priorities, save taxpayers money, and better align government and education with the modern economy in which they operate.
- We must recognize that changes to these structures must be done in a thoughtful way that is sensitive to Connecticut's culture and history. We should be inclusive of government, business and labor in these discussions.

Recommendations

- In creating recommendations for the local delivery of services we are attempting to build a foundation for Connecticut to use as a base to begin some immediate action.
- Our goal is to spur action around sound recommendations that will drive toward a sustainable end result. We cannot afford to wait!
- Guiding Principles
 - In creating these recommendations we used the following principles as guidelines:
 - Create transparency and accountability and use facts as the basis for discussion.
 - Produce better outcomes at a reduced cost.
 - Leverage technology and best practices.
 - Be sensitive to Connecticut's history, values and uniqueness of culture and communities.
 - Create and take advantage of top-down structure and incentives and also promote bottom-up participation and ownership.

Recommendations

Participate & Educate

- CT Institute for the 21st Century will support and help conduct a statewide, high-performance, government workshop during the 2012 winter session of the state legislature. Invite and include both forward-thinking municipal, legislative, labor, and education leaders to help drive new thinking and collect good ideas to gain momentum for specific initiatives.
 - Working Title: *Shared Services: Achievements and the Way Forward*
 - Keynote Speaker: Ronn Kolbash, Assistant Vice President for Shared Services, Yale University (formerly Director of Ohio Shared Services)
 - Conference Steering Committee:
 - Donald DeFronzo, Commissioner, CT Department of Administrative Services (DAS)
 - Lyle Wray, Executive Director, Capital Region Council of Governments (CRCOG)
 - Jim Finley, Executive Director, CT Conference of Municipalities (CCM)
 - Bob Santy, President & CEO, CT Economic Resource Center, Inc. (CERC)
 - Shelly Saczynski, Economic Development Director of UI Holdings and CERC board member
 - Bill Dyson, Governor William A. O'Neill Endowed Chair in Public Policy & Practical Politics at CCSU
 - John Pasco, Policy & Research Specialist, Center for Public Policy & Social Research at CCSU (CPPSR)
 - Steve Kliger, Director, Center for Public Policy and Social Research, Central Connecticut State University
 - Description: Half-day conference with stakeholders that will highlight success stories at the state, regional and local levels, including those who received regional performance grants. Presentations on new perspectives, including this report, will be given.

Recommendations

Procurement Reform

- The State should initiate procurement reform. This initiative should initially be focused on state agency spending to provide immediate savings and to create a model that can be leveraged. The model can then be deployed to local governments and pre-k-12 education systems to gain further leverage and spend consolidation.¹
 - States are under pressure to cut budgets and raise taxes in order to address looming deficits. One way for them to achieve savings is to examine the hundreds of millions of dollars they spend acquiring goods and services and look for ways to do it better and cheaper. When states buy products and services more competitively and cost effectively, they have a great opportunity to save money and thus reduce the cuts they would otherwise have to make in critical areas such as education, health and other public services. In order to better align their spending with their statewide strategic plans, states are using strategic sourcing, which is the systematic process that directs supply managers to plan, manage and develop the supply base in line with the organization's strategic objectives.
 - Many states have done an initial analysis on the potential savings from consolidating their purchasing practices. Procurement techniques such as using statewide contracts and cooperative purchasing can allow states to capitalize on economies of scale and achieve administrative savings and other benefits. In addition, a growing number of states are using electronic means to procure goods and services, which is more cost-effective than using paper-based procurement methods.
 - A few states have already consolidated their buying of commodity products and have achieved real, near-term savings as a result. Others are engaged in a longer term agenda of consolidating buying strategies for more complex items and services. While there are significant challenges that need to be overcome before states can realize the full potential of the savings that they could achieve, states are using procurement techniques to save big with little lift.

¹ Pew Center on the States. "Buying Smarter: State Procurement Reform." Retrieved from: http://www.pewcenteronthestates.org/initiatives_detail.aspx?initiativeID=56275

Recommendations

Shared Services

- The State should create a shared-services strategy to support state and local governments and pre-k-12 education.

- Economics of Shared Services: Moving the Capacity Curve

New Production Possibilities = Increased Capacity



- A long-standing thorn in the side of government leaders is managing the capacity to deliver services by making tradeoffs between efficiency and effectiveness in the production of services. Managers historically had two broad options for optimizing this “production function.” They could pull resources (capital and labor) in and focus on maximizing efficient production through standardization of processes and technologies and direct central control — but this limited flexibility and responsiveness at the agency level. Alternatively, they could push resources out and provide extensive customization and local control of production to agencies — yet this option ignored volume efficiencies, produced duplication and raised overall costs to taxpayers. It was a lose-lose proposition.
- Now the game has changed. The combination of innovations in information technology and innovations in management and operating processes has created a new level of optimization — one in which overall capacity has grown. These innovations interrelate and include:
 - Management Processes: The activities through which an organization creates policy and strategic direction and coordinates and controls the operating processes that execute strategy have advanced to simultaneously accommodate flexibility, innovation and control.
 - Operating Processes: The series of activities that form how an organization designs, produces, markets, delivers and supports its services have been subjected to collective knowledge (such as time and motion studies) and are now able to be done faster and leaner.
 - Information Technology: The hardware, software and networks that enable an organization to create, store and use information in all its forms have advanced to a point where management and operations/operating processes can be streamlined, integrated and synchronized over any distance.
 - In sum, harnessing newfound capacity within a shared services enterprise and extending it enterprise-wide increases the capacity for high performance and subsequently increases public value. Managing for efficiency and effectiveness is now a win-win proposition for public sector leaders.

Recommendations

Education Reform & Accountability

- The State should embrace and implement the recommendations made by both the Connecticut Association of Public School Superintendents in the “NextEd” report and the Connecticut Commission on Educational Achievement in their report titled “Every Child Should Have a Chance to be Exceptional: Without Exception”.

- These recommendations call for re-thinking Connecticut’s entire pre-k-12 education system in the context of the world realities our children will be facing.
- *Details can be found at the following web sites:*
 - *CAPSS: NextEd*
 - <http://www.ctnexted.org/>
 - *CCEA: Every Child Should have a Chance to be Exceptional*
 - http://www.sde.ct.gov/sde/lib/sde/pdf/pressroom/ct_commission_on_ed_achievement_report.pdf

Recommendations

Uniform Chart of Accounts

- The State should create and implement a Uniform Chart of Accounts (UCOA) for local governments and pre-k-12 school districts.
 - We recommend that the state fund a project to create and implement a Uniform Chart of Accounts (UCOA) for all Connecticut municipalities and pre-k-12 education systems and mandate that they all participate in this effort. A UCOA would allow the State, local governments, and pre-k-12 education systems to analyze their costs for service delivery and provide an effective benchmarking tool. Once standardized financial information is readily available, models can be developed to summarize products, services, and departmental costs for municipalities within Connecticut. This information could also be used as a benchmarking tool to evaluate and compare communities to one another. This would help identify gaps, potential cost savings and potentially promote a shared services model among Connecticut's communities.
 - A growing number of states have already adopted and require UCOA for their local governments. Among this growing list of states are California, Georgia, Indiana, Michigan, Massachusetts, New York, Ohio, Oregon, Rhode Island, Utah, Washington and West Virginia. Clearly, these states have adopted a UCOA approach in order to take advantage of financial transparency, uniformity, accountability and comparability of service delivery model costs.
 - Improve government accountability by making financial information reported by Connecticut's local governments and pre-k-12 education systems more comparable, thereby enabling local taxpayers and local policy makers to better understand and evaluate local service delivery and operations, all local governmental entities should be required to use accounting principles, such as the UCOA when completing their annual financial report. More importantly, this information can then be used to create initiatives for things like significant savings through more competitive contracting of bids, sharing of products/services or creating regional services.
 - Collecting information is not enough. Along with capturing City/Town/School District information, it is equally important to provide benchmarking information with the ultimate goal of using that information to reduce costs. Analyzing and comparing costs in areas of healthcare, technology, products and services (as examples) should yield cost saving opportunities. Taking advantage and using the purchasing power of 169 communities should provide significant savings back to each community.

Recommendations

State Incentives for Cooperation

- The State needs to enhance the incentives for local governments and pre-k-12 education systems to cooperate. Specific areas where cooperation should be incentivized include:
 - Economic Development
 - Transportation Planning
 - Procurement
 - Technology
 - Energy
 - Facility Management
- These incentives should be tied to the direct benefits that cooperation has delivered. These successes should be documented and shared amongst all other towns to encourage continual progress.

Recommendations

Resources to Enable Change

- The State should either create or refocus existing state-agency resources to drive the adoption and implementation of the above recommendations by the State and for local governments and pre-k-12 education systems.
 - We believe that these resources should be:
 - Intimately involved in the development and implementation of the UCOA. Once data and information are available from this initiative then analysis and actionable initiatives should be undertaken to drive benefits.
 - Directed to be the hub of best-practice information sharing and to facilitate the adoption of best practices.
 - The catalyst to create supporting legislation to incentivize the creation of cooperative economic development and shared-service plans amongst local governments.

Recommendations

Redefine Regional Structures

- The State should rationalize the myriad of regional organizations that are supporting local governments and pre-k-12 education. This rationalization may mean eliminating, consolidating and possibly creating new regional structures.
 - The new structures should be:
 - Strategic – should focus on the most important needs of the State where regional cooperation is imperative (i.e., economic development, transportation, and education)
 - Consistent in structure and governance – should not have different flavors of structure having similar purpose (i.e., Councils of Government, Councils of Elected Officials, Regional Planning Organizations, and Regional Planning Agencies)
 - Governed by elected officials that represent the constituents that are being served
 - A possible start on defining these organizations can be found in Florida’s work in this area.
 - Chapter 186 of the 2009 Florida Statutes:
 - “The issues of public safety, education, health care, community and economic development and redevelopment, protection and conservation of natural and historic resources, transportation, and public facilities transcend the boundaries and responsibilities of individual units of government, and often no single unit of government can plan or implement policies to deal with these issues without affecting other units of government.”
 - “There is a need for regional planning agencies to assist local governments to resolve their common problems, engage in areawide comprehensive and functional planning, administer certain federal and state grants-in-aid, and provide a regional focus in regard to multiple programs undertaken on an areawide basis.”
 - “The regional planning council is designated as the primary organization to address problems and plan solutions that are of greater-than-local concern or scope, and the regional planning council shall be recognized by local governments as one of the means to provide input into state policy development. The regional planning council shall have a duty to assist local governments with activities designed to promote and facilitate economic development in the geographic area covered by the council.”

Recommendations

Break Down State Agency Silos

- The State must align programs and goals and break down agency silos.
 - Governmental fragmentation plagues not only Connecticut's localities but also the state government, in the form of a multiplicity of unrelated programs and inconsistent regional delivery systems. So, the state must break up program silos to align and maximize state investments.
 - For all the dollars flowing into the state's cities and towns (e.g., to business, schools, job training centers, housing, or infrastructure projects) funding is seldom targeted toward a unified goal or outcome, be it cultivating certain regional business clusters (and simultaneously building the workforce and infrastructure they need to grow and thrive), revitalizing particular neighborhoods (and improving the quality of schools, retail opportunities, and housing to attract and retain residents), or helping low-income families move into the middle class (and creating the career ladder jobs, strong work supports, and quality neighborhoods and schools they need to build skills and assets).
 - The state cannot expect to improve its metropolitan regions, and its prosperity, without intentional, aligned, cross-agency efforts.
 - Data interoperability between and amongst agencies must be a goal. This transparency and accountability is imperative in enabling unified goals to be achieved across multiple state agencies.

Recommendations

- **Our recommendations are intended to be sensitive to and acutely aware of the unique culture of Connecticut.**
 - “Regional planning is important, and increasing collaboration among towns for the provision of certain services would be more cost efficient. However, almost all local officials opposed the idea of the state imposing mandates that would require specific functions and activities to be regionalized. Over the years, the objective of state legislation in Connecticut related to regionalism has been to encourage, rather than require, towns to jointly cooperate.”¹
- This conclusion reached by the Legislative Program Review and Investigation Committee in December 2007 must be considered. It is clear that our best efforts toward sharing of services at the local level have been driven by voluntary participation where vested interests are served which has driven commitment to succeed.
- **Organized labor must be well represented in the strategy, design, and implementation of these recommendations.**
- These recommendations are developed within that context. Let’s begin to put in place the framework and information needed to develop strategies that best leverage our scarce resources and provide effective services for our taxpayers and students. Let’s also begin to move aggressively to put in programs and services at the state level that can immediately drive value for the State and then leverage these programs to drive value at the local level.

¹ Legislative Program Review and Investigations Committee, Connecticut General Assembly. “Connecticut’s Regional Planning Organizations.” p. ii. December 2007.

Appendix I: Best Practices & Examples

e-Procurement – Virginia

- Ariba, Inc. is a leading spend-management solutions provider, working primarily with companies of all sizes to transform procurement by bringing larger groups of buyers and sellers together in a collaborative manner.
- In an effort to improve the efficiency of state government, in 2001 Virginia implemented Ariba Buyer and the Ariba Supplier Network to make its purchasing process faster and easier for both their vendors and suppliers.
- Benefits:
 - Ariba Buyer helped Virginia gain control and visibility into its entire procurement lifecycle, drive compliance with contract to secure full benefit from negotiated terms, and make better purchasing decisions by managing information in real time.
 - Ariba Supplier helped Virginia by providing a network of nearly 140,000 registered suppliers in 115 countries annually engaged in transactions of over \$95 billion. By conducting business electronically with one another, buyers and suppliers are always available and business can be conducted in real time.
 - By using technology and making the market much more transparent, Virginia's e-procurement implementation has yielded the following results:
 - \$20 billion in purchases since its inception
 - \$280 million in documented savings
 - Over 13,000 users across state government, universities, and localities
 - Over 80% of spend through platform
 - Order processing times cut by over 50%
 - Multiple national and state awards for procurement innovation
 - In general, "Aberdeen Research has shown that enterprises have been able to achieve a 5% to 20% cost savings for each new dollar of spend brought under management."

Source: Ariba, Inc. "Spend Management for the People." 2011

Appendix I: Best Practices & Examples

Other Procurement Examples

- Pennsylvania

- The Pennsylvania Department of General Services undertook a strategic sourcing initiative in 2003 and 2004 and cumulative savings as of December 31, 2007 (first quarter of FY 2008) were \$261 million (Annualized savings: about \$80 million).
- In Pennsylvania, a new energy strategy including electronic on-line bidding, electric grid membership and procurement via nonutility entities, has resulted in significant cost savings for the Department of General Services (DGS) and the Bureau of Procurement (BOP), which are responsible for procuring and managing the state's energy. Since January of 2004, DGS' new energy strategy has provided \$18.9 million in savings for natural gas and \$1.4 million for electricity, totaling \$20.3 million. Further, DGS procured green renewable energy credits equating to a significant percent of the Commonwealth's utilization as indicated for the following fiscal years: 2008: 30 percent, 2009: 40 percent and 2010: 50 percent.

- Minnesota

- State agencies and local governments will be paying at least \$210 million less for goods and services through FY 2011, than they would have without the Strategic Sourcing project. In FY 2009, Minnesota saved between \$74 million and \$111 million based upon the value of enterprise contract and professional and technical contract purchases. In FY 2008, the overall savings and cost avoidance from all negotiation on professional and technical contracts is estimated at \$20 million or about 1.1 percent of the \$1.8 billion in purchases that fiscal year.

- Texas

- The State's legislature, in 1995, put the University of Texas System (UT) medical schools and university hospitals under a single purchasing system based upon the Comptroller/GSC procurement recommendations. In July 1996, UT's M.D. Anderson Cancer Center estimated that changes in its procurement practices and procedures already had saved about \$14 million on \$255 million in purchases.
- The Texas Department of Information Resources' investments in strategic sourcing strategies generated \$114.8 million in cost savings/avoidance for its customers, representing a \$32.4 million increase (39 percent) over FY 2006.

Appendix I: Best Practices & Examples

Other Procurement Examples

- Iowa¹
 - Since Iowa implemented strategic sourcing in 2006, it is on course to save about \$8.5 million by 2013.
- Georgia²
 - Georgia established the Commission for a New Georgia in 2003 to be a private-sector partner in upgrading the operating performance of the state. The commission's number one cost-saving recommendation called for modernizing state procurement, which contracts more than \$5.7 billion in purchasing a year. A total transformation of the procurement process that was implemented in 2005 is now cutting costs on big contract items like computers, office supplies, and industrial materials. According to the commission's 2008 progress report, strategic purchasing is saving \$100 million on contracts for supplies, equipment and services.
 - In 2009, Georgia rolled out a state-wide e-procurement system representing more than 100 state agencies, 35 state universities, 33 vocational/technical schools and around \$3.4 billion in annual addressable spend. By automating the state's procurement system many benefits are being delivered including better spend management, aggregation of spend and a more open government marketplace. The system has allowed the state government to operate more like a business and on a large scale provides a way to aggregate the purchasing power of state agencies, universities, hospitals and municipalities into one powerful buying consortium.
- North Carolina³
 - NC E-Procurement provides an innovative, cost-saving, and efficient method of purchasing. It allows government entities to aggregate their purchases and allows greater visibility into statewide procurement information.
 - As of 2011 the system has issued over 3.6 million purchase orders for a total value of \$21.6 billion. It brings together 15,117 purchasing users and 65,368 vendors into a more efficient marketplace.
- Florida⁴
 - MyFloridaMarketPlace is Florida's online exchange for buyers and vendors. Having started over 7 years ago, the system is a source for centralized procurement activities that provides the tools to support award-winning procurement practices in the State.
 - There are over 145,000 registered vendors and over \$10.6 billion in total spend since its inception. Strategic sourcing identified price reductions amount to \$233 million to date.

¹ Pew Center on the States. "Statewide Contracts for Goods and Services." Retrieved from: http://www.pewcenteronthestates.org/initiatives_detail.aspx?initiativeID=56287

² Cable, Josh. "Georgia to launch a statewide e-procurement system." GovPro.com. 9/1/2008. Retrieved from: http://govpro.com/news/Eprocurement_Georgia_5444/

³ North Carolina E-Procurement. Retrieved from: <http://eprocurement.nc.gov/>

⁴ MyFloridaMarketPlace. Retrieved from: http://www.dms.myflorida.com/business_operations/state_purchasing/myfloridamarketplace

Appendix I: Best Practices & Examples

Negotiating & Purchasing – Massachusetts

- Metropolitan Area Planning Council (MAPC)

- The council was established in 1963 by state statute with the purpose of serving as a governmental entity to secure and administer federal grant funding on a regional basis, particularly in the area of transportation. Over the years it has evolved significantly and among its most notable efforts is the MAPC's collective purchasing programs and consortiums.
- Today the program includes four regional purchasing consortiums, ranging in size from 8-13 towns/cities with each one paying annual membership fees. The program oversees collective procurement programs for office supplies; public works services and materials; police and public works vehicles; homeland security and public safety; and water leak detection services.
- The public works program bids out approximately 24 highway related goods and services (e.g., guardrails, concrete materials); this collective bidding process saves participating towns approximately 10% off of their highway maintenance and repair costs.
- The council stresses the importance of physical proximity when creating a cooperative purchasing consortium. It is this proximity that makes regionalization efforts work and the council is weary of expanding in fear of becoming too large and losing its geographic advantages. Additionally, the MAPC's director of Regional Services Consortium Project lists three basic requirements for a successful consortium:
 1. Close physical proximity for greater shared interests and bidding leverage.
 2. Strong central municipal administrative leadership.
 3. A willingness to work together.
- Benefits:
 - In 2007 the MAPC's collective purchasing programs facilitated the procurement of \$54.3 million in office supplies and furniture, highway maintenance services and materials, and public safety and public works vehicle purchases. Official estimates calculate a savings of at least \$2 million annually for participating towns. For example, municipalities participating in the office supplies purchasing program received discounts off of catalog list prices of 20-55% before joining a consortium. This discount grew to an average of 68% after joining the program.

Source: Pioneer Institute. "Regionalization: Case Studies of Success and Failure in Massachusetts." No. 43. October 2008.

Appendix I: Best Practices & Examples

Negotiating & Purchasing – Michigan

- Michigan Delivering Extended Agreements Locally (MiDEAL)
 - MiDEAL allows Michigan local units of government to benefit from the State’s negotiating and purchasing power by permitting them to purchase from the State’s contracts on the same terms, conditions, and prices as State government. Locals benefit not only from the reduced cost of goods and services, but also from indirect savings related to writing specifications, researching industries, processing invitations to bid, recruiting a diverse pool of potential suppliers, and making awards. The MiDEAL program is authorized by Michigan legislation and has been in existence since 1975.¹
 - Services provided by the program include: print and mail services; cooperative energy purchasing; and surplus property programs. Competitive pricing based on large volumes leads to agencies savings 5% on vehicles (\$2,000 - \$5,000) and savings as high as 25% on certain other products.
 - Benefits:
 - Lansing Community College is an example of cost savings from implementing the MiDEAL program.
 - The college identified a need for approximately 100 cell phones and 20 cellular data devices during a recent telecommunications evaluation. A contract was awarded to Sprint through MiDEAL and saved the school an estimated \$35,000 over the life of the agreement (about \$11,834 a year).²

Most Used Contracts ³	
Office Supplies	Office Max
Copiers	Ikon
Janitorial Products	Lansing Sanitary Supply
Carpet	Tandus US LLC
Pharmaceuticals	Amerisource Bergen
Disposable Paper	Evans Food Service Tico Duckett Distributing
Lawn & Garden Equipment	John Deere Power Equipment Distributors Spartan Distributors Clark Equipment DBA Bobcat Co. CNH America LLC-New Holland Alamo Sales Corp.
Cell Phone Equipment/Service	Alltel AT&T Mobility Sprint Verizon
Fuel Oil/Gasoline	Autore Oil Company Crystal Flash Limited Partnership Foster Blue Water Oil Gary Oil Company Northern Oil Company Normal Oil Company RKA Petroleum Scotland Oil Company
Tires	Goodyear
Vehicles	Ford, GM, Chrysler (various dealers)

¹ Michigan Legislature. "The Management and Budget Act; Act 431 of 1984." Section 18.1263.

² Michigan.gov. "MiDEAL Contract Spotlight – August, 2010."

³ Michigan.gov. "MiDEAL Most Used Contracts."

Appendix I: Best Practices & Examples

Shared Services – Ohio

- Ohio Shared Services
 - Over the past four years, Ohio has moved to a statewide shared-service center staffed and managed internally in an cost-reduction and service-efficiency initiative. The state has since developed its infrastructure and successfully implemented a suite of financial services operated by teams designed in partnership with the state's largest employee union.
 - One of the first phases of this transformation was the rollout of PeopleSoft ERP software called the Ohio Administrative Knowledge System (OAKS). To fully realize the potential of the new system, the State realized it needed to transform the way it handled its back-end business processes. As a result, several Ohio agencies banded together in 2008 to build a shared-services center that would use the new ERP system to answer invoicing and related questions for government agencies and vendors. The center would also provide shared back-end financial services for participating agencies.
 - Ohio Shared Services became a new division of the Office of Budget and Management (OBM) and currently performs the following back-end tasks: accounts payable and invoice processing; fielding invoice inquiries; document imaging; travel expense reimbursement; and vendor maintenance and management. Fifteen state agencies currently participate in the group, although they pick and choose which of these services they actually use.
 - Benefits:
 - One of the major takeaways is that although technology enables productive processes, getting these processes to work effectively together is a behavior and change-management challenge. Technology can only be an enabler and serve as a catalyst in the change.
 - Ohio is on track to achieve about \$26 million in average annual savings (about \$500 million over 20 years).
 - Ohio's cost for travel processing has been cut by 68% from \$37 to \$12 per transaction.

Appendix I: Best Practices & Examples

Shared Service Grants – New York

- New York – Local Government Efficiency Program
 - In 2005 New York’s LGEP was set up to provide assistance to local governments considering sharing services. The program provides grants on a competitive basis to these municipal governments and are used for studies to examine the financial savings and feasibility of sharing services with neighboring governments.
 - Benefits:
 - Since its inception, the program has funded 295 projects with over \$45 million in grants. The state of New York funds the program approximately \$20 million/year, and estimated savings total over \$350 million. Completed projects generate an average 129% annual return on investment.
 - To date, 64 of the completed municipal consolidation and shared services projects have resulted in a savings of 4.6% of the average local government tax levy (excluding school district taxes).

Tax Impact by Local Government Function of Completed LGEP Projects

Function	Annual Cost Savings	Avg. Household Tax Savings
General Government	\$383,490	\$2.29
Education	\$289,380	\$5.28
Public Safety	\$4,253,571	\$47.53
Transportation	\$3,231,314	\$13.39
Culture & Recreation	\$10,000	\$0.14
Sanitation & Utilities	\$1,391,252	\$122.98
Employee Benefits	\$1,254,305	\$10.49
Total	\$10,813,312	\$202.10

Appendix I: Best Practices & Examples

Uniform Chart of Accounts

BlumShapiro surveyed a group of states that have implemented Uniform Charts of Accounts. Findings from this research are listed below.

■ California

- Accurate and comparable records across cities and towns
- Consistency between accounting and budgeting procedures
- Uniform reporting across all state departments

■ Georgia

- Consistency and valid comparisons across cities and towns
- State agencies more able to collect reliable financial data from local governments
- Provides a useful resource for local policymakers and managers working on matters related to budgeting, reporting and accounting

■ Indiana

- All municipalities' reports are similar and comparable
- Auditing processes are more efficient because each municipality has similar accounts – e.g., cost savings in terms of not having to pay auditors for as many hours to review highly variable account structures
- Compilation of information is much more accurate – e.g., easier to verify that correct property tax rates are being charged by looking at statewide trends

Appendix I: Best Practices & Examples

Uniform Chart of Accounts

- Massachusetts
 - Uniform statewide accounting methodology
 - Enhanced quality and quantity of financial information made available
 - Logical framework used to determine where funds for cities and towns are originated and used
 - Better GAAP compliance
- Minnesota
 - More transparent information for stakeholders
 - Standards allow for municipalities with common financial software to interact more efficiently with one another
- New York
 - Improved ability to conduct meaningful and accurate financial reporting and data analysis
 - Reduced time and effort of conducting financial analysis
 - Better compliance with governance and regulatory requirements
 - Reduction in reconciliation efforts made between systems across the state
 - More consistent and user-friendly environment in regards to both data entry and extraction

Appendix I: Best Practices & Examples

Uniform Chart of Accounts

- Ohio
 - Improved financial control
 - Benchmarked financial practices that can be replicated across the state
 - Cost savings in terms of reduction in auditing fees
- Texas
 - State government better able to address local community needs
- Washington
 - Uniform means for comparing and analyzing assets, liabilities, fund equity, revenues and expenses between cities and towns
- West Virginia
 - Increased accountability of governments through their financial statements
 - Uniform financial reporting across cities and towns
 - Makes mandated yearly audit between budgeted and actual financial information less difficult and time consuming

Appendix I: Best Practices & Examples

Transparency & Accountability Metrics – Minnesota

- In Minnesota, the Council on Local Results and Innovation created a standard set of approximately ten performance measures for counties and ten performance measures for cities that will aid residents, taxpayers, and state and local officials in determining the efficacy of counties and cities in providing services.¹
- This model would also measure residents' opinions of these services. Accordingly, the Council believes that there is great value in having all counties and cities develop performance measures that they will use to manage their jurisdictions, and there is equal value in sharing these performance results with citizens and property-tax payers.
- The Council suggested a series of metrics (displayed on the next slide) that should be used by counties and cities. *(Note: The act of setting up a performance-management system to track service effectiveness is more important than the actual metrics chosen to track.)*
- Benefits:
 - Performance measurement in Minnesota addresses stakeholders' desire for accountability and transparency;
 - Provides more informed decision-making and solutions to increasing challenges;
 - Enhances customer-responsiveness;
 - Ensures compliance with legislators' mandates;
 - Improves internal management;
 - Facilitates refinement of programs and services; and
 - Sets benchmarks for comparison of results.
- Any county or city that elects to participate in the standard measures program for 2011 is eligible for a reimbursement of \$0.14 per capita in local government aid, not to exceed \$25,000 and is also exempt from levy limits for certain taxes payable in 2012.²

¹ "The Council on Local Results and Innovation 2011 Legislative Report." State of Minnesota. February 14, 2011.

² Minnesota Office of the State Auditor – Rebecca Otto. "Performance Measurement Program."

Appendix I: Best Practices & Examples

Transparency & Accountability Metrics – Minnesota

County Services	Recommended Measurement Metrics	City Services	Recommended Measurement Metrics
Public Safety	Part I and II crime rates (as measured by MN Bureau of Criminal Apprehension)	General	Rating of the overall quality of services provided by the city
Corrections	Percent of adult offenders with a new felony conviction within 3 years of discharge	General	Percent change in the taxable property market value
Public Works	Hours to plow complete system during a snow event	General	Citizens' rating of the overall appearance of the city
Public Works	Average county pavement condition rating	Police	Part I and II crime rates (as measured by MN Bureau of Criminal Apprehension)
Public Health	Life expectancy generally and by sex and race	Fire	Insurance industry rating of fire services
Social Services	Workforce participation rate among MFIP and DWP recipients	Streets	Average city street pavement condition rating
Social Services	Percentage of children where there is a recurrence of maltreatment within 12 months following an intervention	Streets	Citizens' rating of the quality of snowplowing on city streets (e.g., excellent, good, fair, poor)
Taxation	Level of assessment ratio (if median ratio falls between 90%-105%, assessment level is determined acceptable)	Water	Citizens' rating of the dependability and quality of city water supply (centrally-provided system)
Elections	Accuracy of post-election audit (percentage of ballots counted accurately)	Sewer	Citizens' rating of the dependability and quality of city sanitary sewer service
Parks	Citizens' rating of the quality of county parks, recreational programs, etc.	Parks & Rec.	Citizens' rating of the quality of city recreational programs and facilities
Library	Number of annual visits per 1,000 residents		

Appendix I: Best Practices & Examples

Cooperative Education Planning – Massachusetts

■ The Education Cooperative

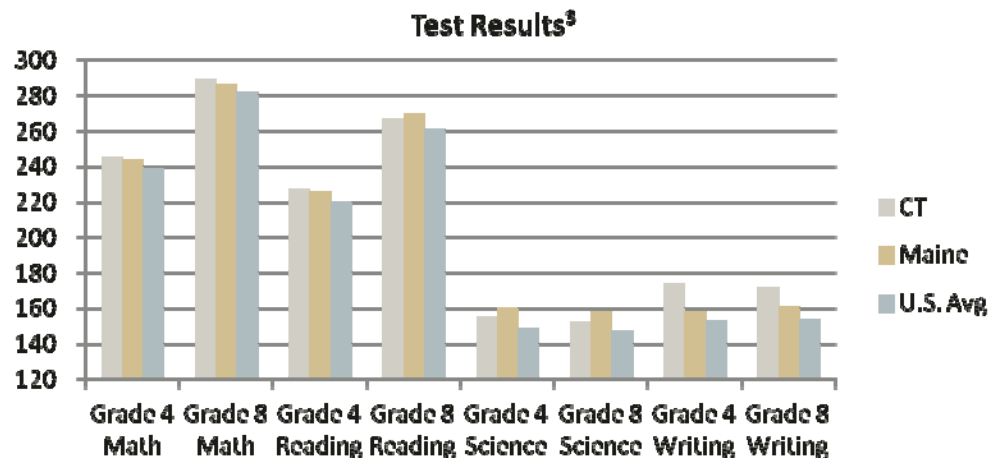
- Founded in 1980, the cooperative serves 15 member communities in suburban areas west and southwest of Boston. With an annual budget of around \$7 million provided by special education tuition, TEC provides a range of special education programs, alternative schools, professional development and licensure, internship opportunities, cooperative purchasing, and other resources that support administrators, teachers, and students.
- TEC hires the necessary teachers and staff according to the special education needs of its members and works with district schools to allocate physical space to host TEC classes and programs. Some of the special education services provided include: multi-handicapped programs; speech, occupation, and physical therapy; programs for the deaf and hard of hearing; and early childhood screening.
- Benefits:
 - It is estimated that the cost of building an in-house special education program for a typical special needs student would cost approximately double that of what TEC's tuition of \$40,000-\$45,000 costs. Schools essentially cut the costs in half of hiring a teacher and a part-time aide and providing the necessary health insurance and nursing services for the child.
 - The paper and office supplies purchasing program includes 58 participating school districts and \$5 million in purchases while the cafeteria supplies cooperative purchasing program includes 43 participating towns and roughly 350 products. TEC's purchasing power gets collaborative members discounts of up to 70% off of catalogue prices for paper and office supplies, saving schools millions of dollars each year.
 - Cooperative purchasing services are free to member communities and cost \$600/year for non-members, explaining why 56 school districts (compared to only 15 TEC members) participate in the program.
 - Additionally, the cooperative provides an environment that encourages shared thinking across school-related job functions. There are roughly 35 "job-alike" programs that provide forums for education professionals to share job challenges and experiences with their regional counterparts. These groups include superintendents, principals, teachers, food service managers, and financial administrators. The determining factor in TEC's continued success lies in its cultural attitude engrained with cooperative imperatives and a shared-service frame of mind.

Source: Pioneer Institute. "Regionalization: Case Studies of Success and Failure in Massachusetts." No. 43. October 2008.

Appendix I: Best Practices & Examples

Regional School Districts – Maine

- At the end of 2006, several reports were published about high per-pupil spending in Maine schools driven by administrative costs. In June 2007 the state legislature enacted a massive restructuring program for schools requiring all school districts to work together and reorganize into larger, more efficient units.¹
- By December 2007 each school district had to submit a reorganization plan for the Education Commissioner. The goal of these plans was to reduce the number of school districts from 290 to roughly 80 by requiring districts to contain no less than 2,500 students (with exceptions held for already highly efficient districts).¹
- Benefits: (*See charts*)



Elementary & Secondary Education Data²

FY 2008	Maine	Connecticut	U.S. Average
Schools	662	1,178	1,993
Total Staff	37,076	92,181	---
Pupils	189,225	563,985	968,104
Teachers	16,275	43,593	62,934
Pupil/Teacher	11.63	12.94	15.38
Spending	\$2.517 B	\$9.464 B	\$11.464 B
Spending/Pupil	\$13,299.50	\$16,980.77	\$12,097.91
Grade 4 Math	244	245	239
Grade 8 Math	286	289	282
Grade 4 Reading	226	227	220
Grade 8 Reading	270	267	261
Grade 4 Science	160	155	149
Grade 8 Science	158	152	147
Grade 4 Writing	158	174	153
Grade 8 Writing	161	172	154

¹ Maine.gov – Department of Education. "Summary of the Reorganization Law." Updated May 19, 2008.

² National Center for Education Statistics

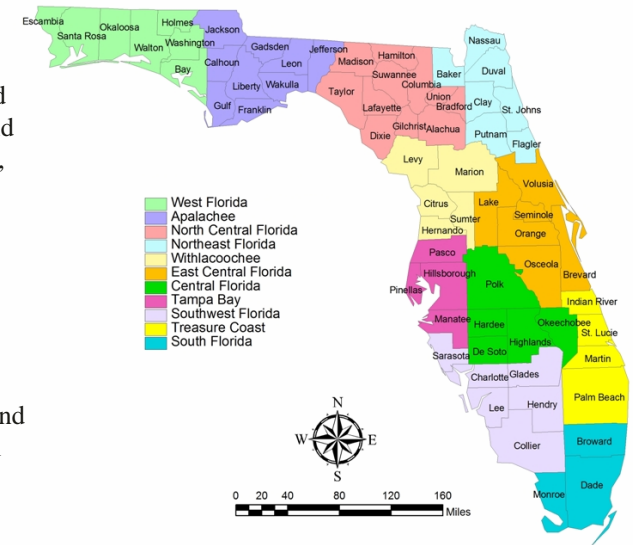
³ National Assessment of Educational Progress

Appendix I: Best Practices & Examples

Rationalized Planning – Florida

- Florida
 - There are 11 Regional Planning Councils in the State of Florida. These RPCs are quasi-governmental organizations designed to address and support problems related to public services that expand the scope of local governments.
 - Chapter 186 of the 2009 Florida Statutes¹:
 - “The issues of public safety, education, health care, community and economic development and redevelopment, protection and conservation of natural and historic resources, transportation, and public facilities transcend the boundaries and responsibilities of individual units of government, and often no single unit of government can plan or implement policies to deal with these issues without affecting other units of government.”
 - “There is a need for regional planning agencies to assist local governments to resolve their common problems, engage in areawide comprehensive and functional planning, administer certain federal and state grants-in-aid, and provide a regional focus in regard to multiple programs undertaken on an areawide basis.”
 - “The regional planning council is designated as the primary organization to address problems and plan solutions that are of greater-than-local concern or scope, and the regional planning council shall be recognized by local governments as one of the means to provide input into state policy development. The regional planning council shall have a duty to assist local governments with activities designed to promote and facilitate economic development in the geographic area covered by the council.”
 - Benefits²:
 - The principal product of each RPC is the Strategic Regional Policy Plan. This identifies key regional resources and facilities, examines current and forecast conditions and trends (including expected growth patterns), and establishes regional goals and policies that guide a program of actions to address identified problems and needs.

Florida Regional Planning Councils



¹ 2009 Florida Statutes. “Title XIII: Planning and Development.” Chapter 186: State and Regional Planning.

² U.S. Government Benefits Help. “Regional Planning Councils.” from <http://usgovernmentbenefits.org>.

Appendix I: Best Practices & Examples

Regionalization Grants – Maine

■ Maine – Regional Efficiency Grants

- The Fund for the Efficient Delivery of Local and Regional Services provides grants to encourage support cooperation among municipalities and regional governments with the goal of reducing property taxes and, ultimately, lowering Maine’s tax burden. The fund supports two types of grants: planning grants to help regions assess opportunities for and feasibility of joint ventures, and cooperative services grants for implementing projects that consolidate local services.
- The Department of Administrative and Financial Services administers the grant funds in cooperation with the State Planning Office. The statute directs the department to consider the aggregate reduction in the demand for property tax revenue in the geographical region covered by the proposal, the chance of success of the project, the ability to replicate the efficiency achieved by the project in other regions; and other related factors determined by the department.
- Benefits:
 - According to a detailed analysis conducted by the Maine Development Foundation: “The investment in regionalization is working and is already paying dividends: A rough calculation of the return on the \$1 million investment shows that roughly 2/3s of the projects that were completed in this first round of grants generated efficiencies and savings that were equal to or exceeded the State’s investment. Of the 24 projects that were completed, 8 generated savings that were roughly equivalent to the grant award and 7 saved amounts that were significantly in excess of the initial investment. Even the projects that did not achieve savings during the grant period have laid an important foundation of collaboration on which future savings can be built.”
 - Although property tax savings are difficult to quantify, in some cases there is clear evidence of direct and immediate cost savings. “The Cooperative Services Grant awarded to [the Bangor Area Stormwater Group (BASWG)] in FY 07 funded twelve regionalization projects. At the end of the grant period, the BASWG had spent \$74,993.00 and realized a minimum of \$245,952 in savings, \$17,840.00 in additional savings over those projected in the initial grant application.” (Veazie Project)

Appendix I: Best Practices & Examples

Strong Regional Government – Texas

- The North Central Texas Council of Governments (NCTCOG) serves 240 member governments consisting of 16 counties, 170 cities, 24 school districts, and 30 special districts in regional initiatives to provide a more efficient delivery of public services.
- Former initiatives:
 - Small City Accounting:
 - The Small City Accounting Project was an initiative that never really took off. Seeing the success of a prior shared-services initiative to acquire an enterprise resource planning (ERP) system for a group of municipalities, the Council decided that a similar approach would benefit smaller cities in the region. One shared system for a group of governments would allow the sharing of database and transactional functions related to accounting, purchasing, and human resources. However, because little input was ever received from the actual governments represented by this new idea, the project never progressed. A major takeaway is that not every idea can be form-fitted for every group of governments. Specific input from the participants needs to be considered as no two government economies are the same.
- Benefits:
 - iCommunities:
 - The iCommunities Program created an extensive internet mapping service combined with powerful GIS, database, and internet technologies allowing local governments to distribute key information to participating members. Information that can be accessed by residents ranges from specific neighborhood zoning laws to building and activity characteristics. Participants pay a fee for the service, which includes the base-line system with any enhancements available upon request.
 - Compensation Management Services:
 - Currently, a shared-services initiative is being implemented to assist with compensation analysis, design, and best practices. Although salary costs usually make up around 70% of a local government's budget, the region was lacking tools to quickly and accurately monitor, control, and analyze these costs. Various city managers, through the regional procurement process, have collaborated to purchase a web-based solution to accomplish these tasks. The vendor's web tools have the capability to provide projections of personnel costs using detailed analytics along with current salary data to determine the competitiveness of the region's compensation packages.

Appendix I: Best Practices & Examples

e-Government – Denmark

- From 2006 to 2009 Denmark topped the annual Networked Readiness Index (NRI) global rankings. This index assesses the extent to which different economies across the world leverage information and communication technology (ICT) advances.
- According to The Global Information Technology Report (2006-2007) Denmark's outstanding levels of networked readiness are closely tied to the country's excellent regulatory environment, coupled with clear government leadership and vision in leveraging ICT. During this time period, Denmark dominated the rankings because of heavy investments in these areas:¹
 - Education – they ranked 5th in the world in quality of education and 6th in internet access in schools.
 - Staff training and development – they ranked 2nd in the world in staff training.
 - Business-friendly economic environment – they ranked 3rd in the world in time required to start a business and 4th in total number of procedures required to start a business.
- Since a 2005 E-Government Study by OECD, Denmark has adopted a national e-government strategy covering the period 2007-2010. Goals of this strategy are to work towards a better digital service, increased efficiency, and stronger collaboration in the delivery of public services. Proposals and initiatives in this report yield the following benefits:
- Benefits:²
 - Leverage existing structures to act as a political driver for e-government development. In Denmark's case, the Steering Committee for Cross Governmental Cooperation (STS) would see an expanded role and increased responsibilities in setting priorities, setting mandates, accessing funds, and reporting progress to the government on progress made.
 - Strengthen the sub-national level. Because municipalities appear to have increased their desire towards collaboration, joint-solutions should be encouraged and extended in order to achieve a greater use of digital services. Mapping what the local government is doing in relation to implementation of various initiatives enables the public to gain insight into these municipalities' performance and increase their accountability and transparency.
 - Applying the principle of sharing information and data could mean that re-use could be promoted and applied increasingly and lead to the abolishment of siloed approaches. Governments then avoid duplication of unnecessary data storage within different institutions.

¹ Dutta, Soumitra. "Global information technology: The rankings." INSEAD. Retrieved from: <http://knowledge.insead.edu/contents/soumitra2.cfm>.

² OECD e-Government Studies. "Efficient e-Government for Smarter Public Service Delivery – Denmark 2010." Retrieved from: www.oecd.org.

Appendix I: Best Practices & Examples

Consolidated Health Services – Massachusetts

- Nashoba Associated Boards of Health

- In 1930, a group of area towns joined together under a foundation-funded project to see what rural towns could do to improve their health services delivery by working with neighboring communities. The association is currently made up of 14 towns that pay fees based on an annual assessment of the town's resources (assessment values remain relatively stable from year to year).
- The organization includes an environmental division as well as a nursing service and hospice. A collaborative web site serves as a resource and clearinghouse for member towns and the association's services while acting as a place where local health administrators and residents can download applications for a variety of needs (from food service permits to septic disposal permits). Other additional environmental and health-related resources can be found on the web portal as well.
- Benefits:
 - Services provided by NABH are essential and cost-effective, especially for smaller towns (less than 10,000 residents). Although these services are highly specialized to meet specific needs, the collection of small towns (currently each town has between 3,000-10,000 residents) creates higher economies of scale without sacrificing quality by trying to deliver to too many people.
 - The town of Townsend pays approximately \$20,000/year to NABH for its environmental services which include septic tank and well inspections. According to the town, they couldn't come close to hiring a sanitarian for that price. Similarly, the town pays about \$27,000/year for association nursing services – much less than paying for its own people.
 - However, service quality starts to diminish as populations grow higher than 10,000 in towns. The town of Westford left the association in the 1980s in the midst of a population increase from 10,000 in the 1970s to 20,000 today. After thorough analysis, the town felt that although the association provided great benefits to certain towns, the funding that they were paying didn't get them the commensurate services. They got much more by hiring their own people.

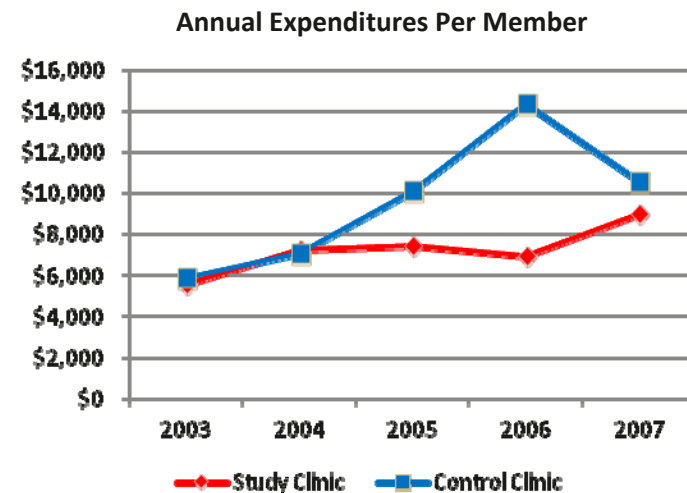
Source: Pioneer Institute. "Regionalization: Case Studies of Success and Failure in Massachusetts." No. 43. October 2008.

Appendix I: Best Practices & Examples

Regional Health Service Delivery – North Dakota

- Six integrated delivery systems provide the majority of health care in North Dakota through regional clinic networks and small rural hospitals linked to urban hospitals. Extensive virtual networks are utilized to integrate telemedicine and telepharmacy concepts while extending the rural workforce and enhancing communication by allowing physically distant providers and facilities to transmit and receive critical patient data instantaneously.
- MeritCare Health System (MCHS) is the largest of these regional delivery systems. In the early 2000s, Blue Cross Blue Shield of North Dakota (insurer of 80% of the state) teamed up with MCHS to conduct a chronic disease management pilot at two of MeritCare's internal medicine clinics (one as a test and one as a control site). This pilot was designed to test the assumption that care for chronic diseases is most efficiently provided in a patient's primary care physician's office.
- Benefits:
 - By 2005, outcomes for patients in the test site were 5-15% better on 4 out of 5 ambulatory measures. Hospital admissions decreased by 6% and ER visits decreased by 24%. Total costs per member/year were \$530 lower than expected, saving an estimated \$102,000 for 192 patients in the pilot. *(See results in the chart below.)*
 - Overall, the pilot enhanced efficiency by shifting care of these patients from specialists to primary care physicians with increased use of midlevel providers including physician assistants and nurse practitioners. It also enhanced effectiveness as major performance measures actually improved since the program's implementation.

Source: McCarthy, Nuzum, Mika, Wrenn, & Wakefield. "The North Dakota Experience: Achieving High-performance Health Care Through Rural Innovation And Cooperation." May 2008.



Appendix I: Best Practices & Examples

Dispatch & Communications Consolidation

- ServiceOntario
 - ServiceOntario was created within the Ministry of Consumer and Business Services (MCBS) in Ontario in 2000. The focus of the organization is to work with ministries to develop a multi-channel service delivery system, with particular emphasis on the electronic channel. Its business model integrates various Ontario Public Services under a common retail face as a part of Ontario's move to modernize government and enhance customer service. ServiceOntario delivers information provisioning and transactional services through four channels: online; in-person; kiosk; and telephone.
 - Benefits:
 - Services included in this consolidated interface include the following lines of business:
 - Personal-property Security
 - Land Registration
 - Vital Events
 - Business
 - Driver & Vehicle
 - Fish & Wildlife
- New York City 311
 - In 2001, New York City decided to merge over 40 city-wide call centers into one single operation in an attempt to provide a centralized point-of-contact for all city-wide services. Call-center-industry best practices were used to ensure consistent operations and customer accessibility. Some practices include investing in technology to support critical customer and employee applications for Customer Relationship Management, Content Management, Workforce Management, and Quality Assurance.
 - Benefits:
 - The implementation of New York City 311 provides the public with quick, easy access to all New York City government services and information while maintaining the highest possible level of customer service, helps agencies improve service delivery by allowing them to focus on their core missions and manage their workload efficiently, and provides insight into ways to improve City government through accurate, consistent measurement and analysis of service delivery Citywide.

Sources: Institute for Citizen-Centred Service. "Case Study #6 – ServiceOntario." & "Case Study #17 – New York City 311." 2008.













Appendix I: Best Practices & Examples

Consolidated Police Departments – New Jersey

■ Mine Hill and Wharton Police Departments

- Mine Hill is a small township of approximately 3,700 residents. In early 2001 substantial internal strife within its police department, caused by the vacancy of a police chief who retired in 1999, was leading to ineffective and inefficient processes. A third-party consulting group came in to make appropriate recommendations regarding how to improve the overall level of public safety while reducing the town's operational budget and long-term capital expenses.
- To accomplish each of these goals, the consultants recommended Mine Hill dissolve its own police department and contract for services with an adjacent agency, the Wharton Police Department. By contracting outside service Mine Hill would expand its nine-person police force and allow at least two officers on patrol on a 24-hour basis. This would eliminate officers from working alone on their respective shifts, thus increasing the effectiveness of the department. At the time they needed three more officers to achieve this.
- Benefits:
 - Implemented in 2002, this plan saved Mine Hill a large sum of money on future capital expenditures (e.g., police equipment and vehicles) and reduced the town's operating budget greatly by not having to add officers to its own force (to increase its effectiveness). Furthermore, the town gained the leadership abilities of an experienced police chief who headed the new consolidated department.
 - Note: Because Mine Hill contracted the services out, this was not a department merger. However, some of Mine Hill's officers were asked to join Wharton to increase its force.

Year-over-year Improvements from 2002-2003 in Various Crime Statistics after New Arrangement

	Mine Hill	Wharton
Larceny	 42%	 36%
Burglary	 36%	 33%
Aggravated Assault	 29%	 42%
Arrests	 58	 49
Accidents Reported	 56	 14
Motor Vehicle Summonses Issued	 839	 608

Costs Associated with Each Major Option for Mine Hill

	Contract w/ Wharton	Previous 9-Officer Force	Proposed 12-Officer Force
Actual Cost	\$918,750	\$1,114,669	\$1,323,811

Appendix I: Best Practices & Examples

Interlocal Revenue Sharing – Maine

- Maine Model

- In 1998 the Maine Legislature created the Kennebec Regional Development Authority, a quasi-municipal self-governing entity having 24 separate and distinct municipal communities as its participating members. These 24 communities vary in size from 530 to over 20,000 people and comprise of entities in two counties.
- At the time, a development project titled FirstPark was to be implemented in the town of Oakland. It was projected that the project would generate between \$25 and \$30 million of real estate and personal property tax revenues to Oakland, so the Town entered into an Interlocal Revenue Sharing Agreement with each of the other 23 participating communities that provides for Oakland to share in perpetuity the real estate and personal property tax revenue that will be generated from the development of the property within the FirstPark project. In return the other 23 communities invest in the project by supporting the initial costs of the operating budget, as well as the debt service on the revenue bonds needed for the development and marketing of the project.
- Benefits
 - Through the FirstPark project, it is expected that approximately 3,000 direct jobs and another 3,000 indirect jobs will be created in the region through the development of the project and the businesses to be located in the Park. The creation of these high-paying, high-quality technology-based jobs, together with the revenue-sharing provisions of the project were motivating factors for the municipalities' cooperation.

Appendix I: Best Practices & Examples

Tax Base Sharing – Minnesota

- A tax-base sharing program exists in the seven-county Minneapolis-St. Paul area of Minnesota.
- Tax base sharing is unique in that involves the actual transfer of a portion of a governmental unit's tax base to a common pool where it is subject to an area-wide tax rate. Unlike the Maine example which designates certain taxes related to a public asset be shared, this establishes a single area-wide tax rate on the shared resource space and is intended to reduce the role of local tax differentials with respect to location decisions made by developers.
- Benefits
 - A group of communities can significantly reduce the impact of current negative fiscal forces they face by entering into regional compacts with neighboring local governmental units. This results in greater delivery efficiencies for public services supported by a partial sharing of either taxes and/or tax base among the participating communities.
 - This region in Minnesota has gained efficiencies of public service delivery in the following areas:
 - Education
 - Fire and police protection
 - Public works
 - Emergency 911 call services

Appendix I: Best Practices & Examples

Shared Actuarial/Pension Services – Texas

- Actuarial Shared Services Project

- Initiated in 2006 by the North Central Texas COG, this project was designed to provide all local governments within the state with access to high-quality, low-cost actuarial valuations, without each government having to write its own request for proposal (RFP) and go through its own selection process.
- A better researched and more demanding RFP could be written, and actuarial costs could be reduced, if multiple governments were involved. NCTCOG discussed this concept with a number of finance officers in the state and determined that 40 to 50 governments would be interested in joining.
- Benefits:
 - With thousands of local governments in Texas, this shared-services approach was particularly beneficial to small or rural governments. Typically governments of this size would have great difficulty getting actuaries to respond to their RFPs or would have to pay exorbitant premiums to get actuaries to travel to their locations from predominantly urban areas. With groups of governments combining their efforts into one RFP, the possibility of attracting a large number of geographically concentrated urban and suburban governments through one RFP makes it likely that the actuarial community would be willing to price the more remote cities on an equivalent basis.
 - Early valuations in Texas had produced drastically different results. A benefit of sharing this service would be to promote both consistency between subsequent valuations of the same entity and comparability between Texas entities. This RFP was for a six-year period, which allows for three biennial valuations by the same actuary. Therefore, differences between valuations should be a direct result of substantive differences in the health plans offered or the demographics of the individual governments, rather than differences in the valuation approach or the assumptions used. Additionally, an effort is being made to look for opportunities to standardize the census and claims data that would be used in the actuarial studies.

Appendix II: Local Spending Trends by State 2002-11

	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Alabama	\$4,281.20	\$4,226.20	\$4,293.50	\$4,282.50	\$4,065.20	\$3,922.90	\$3,686.20	\$3,521.20	\$3,398.00	\$3,271.20
Alaska	\$5,794.40	\$6,146.00	\$6,449.10	\$6,193.30	\$5,653.20	\$5,072.00	\$4,713.40	\$4,499.50	\$4,630.10	\$4,746.50
Arizona	\$4,514.50	\$4,773.10	\$5,066.00	\$5,179.90	\$4,744.10	\$4,274.60	\$3,982.90	\$3,796.70	\$3,758.10	\$3,697.30
Arkansas	\$3,137.50	\$3,017.50	\$3,021.30	\$3,115.30	\$2,994.80	\$2,846.80	\$2,697.40	\$2,506.10	\$2,388.20	\$2,262.90
California	\$6,583.90	\$6,614.70	\$6,809.80	\$7,038.50	\$6,760.60	\$6,137.20	\$5,817.00	\$5,685.80	\$5,423.80	\$5,167.20
Colorado	\$5,145.30	\$4,964.40	\$5,062.00	\$5,339.80	\$5,283.00	\$4,800.30	\$4,658.40	\$4,607.30	\$4,457.40	\$4,298.00
Connecticut	\$4,521.60	\$4,481.20	\$4,498.80	\$4,451.60	\$4,223.40	\$4,038.80	\$3,779.40	\$3,658.00	\$3,448.90	\$3,250.60
Delaware	\$3,588.30	\$3,500.20	\$3,508.30	\$3,540.70	\$3,628.30	\$3,412.30	\$3,124.20	\$2,970.70	\$2,809.30	\$2,639.90
Florida	\$4,893.50	\$5,072.50	\$5,344.60	\$5,509.70	\$5,288.30	\$4,718.30	\$4,407.90	\$4,154.10	\$3,936.30	\$3,687.40
Georgia	\$4,375.50	\$4,469.00	\$4,759.20	\$5,008.70	\$4,581.70	\$4,194.30	\$3,878.60	\$3,766.50	\$3,690.50	\$3,599.30
Hawaii	\$2,085.40	\$2,094.50	\$2,146.00	\$2,125.30	\$1,875.70	\$1,746.60	\$1,782.70	\$1,714.30	\$1,702.70	\$1,687.80
Idaho	\$3,246.70	\$3,293.40	\$3,411.70	\$3,426.30	\$3,385.10	\$3,181.90	\$3,049.40	\$2,989.20	\$2,894.90	\$2,784.90
Illinois	\$5,183.60	\$5,202.70	\$5,281.50	\$5,244.00	\$4,974.50	\$4,665.10	\$4,454.00	\$4,384.30	\$4,238.70	\$4,089.60
Indiana	\$4,197.40	\$4,163.40	\$4,188.70	\$4,140.10	\$4,109.00	\$3,990.10	\$3,788.80	\$3,527.80	\$3,441.20	\$3,353.80
Iowa	\$4,675.30	\$4,532.10	\$4,486.30	\$4,443.30	\$4,222.60	\$3,991.40	\$3,757.50	\$3,635.10	\$3,503.40	\$3,365.10
Kansas	\$4,599.70	\$4,512.20	\$4,530.40	\$4,522.80	\$4,242.50	\$4,086.00	\$3,803.00	\$3,702.90	\$3,528.00	\$3,352.70
Kentucky	\$3,131.70	\$3,112.70	\$3,178.50	\$3,194.80	\$2,960.20	\$2,822.30	\$2,591.10	\$2,569.40	\$2,506.80	\$2,442.20
Louisiana	\$4,140.70	\$4,213.80	\$4,287.10	\$4,181.30	\$3,890.90	\$3,686.80	\$3,474.60	\$3,347.40	\$3,189.50	\$3,026.50
Maine	\$3,318.90	\$3,176.50	\$3,149.80	\$3,281.30	\$3,167.80	\$3,054.60	\$2,895.00	\$2,869.70	\$2,739.60	\$2,616.40
Maryland	\$4,535.50	\$4,469.40	\$4,480.20	\$4,506.50	\$4,169.50	\$3,939.20	\$3,622.80	\$3,399.30	\$3,318.90	\$3,243.60
Massachusetts	\$4,970.20	\$4,879.20	\$4,842.10	\$4,791.20	\$4,507.20	\$4,384.50	\$4,189.30	\$4,002.90	\$3,890.80	\$3,785.20
Michigan	\$4,424.80	\$4,531.80	\$4,637.90	\$4,655.00	\$4,536.60	\$4,193.60	\$4,291.80	\$4,342.60	\$4,146.50	\$3,951.30
Minnesota	\$5,133.70	\$5,153.00	\$5,238.10	\$5,283.80	\$4,980.40	\$4,750.00	\$4,538.30	\$4,518.30	\$4,461.70	\$4,403.50
Mississippi	\$4,085.70	\$3,995.20	\$3,972.80	\$3,950.30	\$3,823.20	\$3,628.90	\$3,204.20	\$3,118.60	\$2,964.00	\$2,798.20
Missouri	\$4,017.50	\$4,020.00	\$4,092.70	\$4,060.70	\$3,817.70	\$3,530.10	\$3,385.80	\$3,262.70	\$3,154.30	\$3,039.20
Montana	\$3,228.40	\$3,069.60	\$3,132.90	\$3,411.40	\$3,214.10	\$3,006.30	\$2,794.70	\$2,659.60	\$2,576.20	\$2,484.80
Nebraska	\$6,530.50	\$6,462.60	\$6,603.00	\$6,613.70	\$6,069.30	\$5,270.90	\$5,004.60	\$5,035.30	\$4,768.40	\$4,499.00
Nevada	\$4,980.10	\$5,361.90	\$5,735.70	\$5,665.10	\$5,262.80	\$5,019.60	\$4,896.80	\$4,484.60	\$4,356.70	\$4,176.90
New Hampshire	\$3,754.70	\$3,761.80	\$3,739.20	\$3,661.70	\$3,495.20	\$3,357.80	\$3,135.80	\$3,071.30	\$2,883.40	\$2,691.90
New Jersey	\$5,048.80	\$5,004.80	\$5,019.40	\$5,028.60	\$4,756.30	\$4,554.70	\$4,368.10	\$4,171.90	\$3,930.20	\$3,691.80
New Mexico	\$3,710.40	\$3,764.70	\$3,913.60	\$3,919.90	\$3,751.40	\$3,489.30	\$3,460.10	\$3,211.30	\$3,061.60	\$2,904.30
New York	\$8,158.10	\$8,193.70	\$8,302.90	\$8,185.80	\$7,682.10	\$7,294.30	\$6,966.30	\$6,733.60	\$6,438.90	\$6,142.90
North Carolina	\$4,009.20	\$4,047.00	\$4,199.60	\$4,281.70	\$4,074.10	\$3,880.20	\$3,670.30	\$3,495.30	\$3,444.80	\$3,386.70
North Dakota	\$4,090.60	\$3,886.00	\$3,731.50	\$3,491.10	\$3,383.40	\$3,151.60	\$3,154.50	\$2,988.70	\$2,889.80	\$2,770.80
Ohio	\$4,685.40	\$4,628.90	\$4,646.00	\$4,623.30	\$4,507.20	\$4,322.50	\$4,163.20	\$4,053.60	\$3,883.70	\$3,714.80
Oklahoma	\$3,662.80	\$3,476.00	\$3,396.00	\$3,352.10	\$3,320.90	\$3,048.10	\$2,840.40	\$2,742.60	\$2,718.60	\$2,692.90
Oregon	\$4,569.80	\$4,656.10	\$4,797.00	\$4,769.30	\$4,521.40	\$4,248.50	\$4,068.90	\$3,935.60	\$3,940.40	\$3,956.30
Pennsylvania	\$4,841.90	\$4,678.90	\$4,622.50	\$4,596.20	\$4,440.10	\$4,229.40	\$4,083.90	\$3,976.50	\$3,754.10	\$3,530.70
Rhode Island	\$3,865.80	\$3,840.50	\$3,835.70	\$3,851.70	\$3,713.30	\$3,399.90	\$3,228.40	\$3,158.10	\$2,929.00	\$2,714.00
South Carolina	\$3,712.00	\$3,604.40	\$3,733.10	\$3,999.80	\$3,809.50	\$3,588.90	\$3,431.70	\$3,137.80	\$3,077.20	\$3,005.90
South Dakota	\$3,731.10	\$3,569.40	\$3,532.20	\$3,531.60	\$3,381.20	\$3,037.70	\$3,000.00	\$2,839.60	\$2,744.00	\$2,638.00
Tennessee	\$4,734.80	\$4,753.30	\$4,827.40	\$4,746.30	\$4,944.10	\$4,348.00	\$4,115.90	\$4,225.30	\$3,934.70	\$3,633.60
Texas	\$4,163.30	\$4,252.60	\$4,512.70	\$4,746.40	\$4,326.50	\$4,049.60	\$3,871.50	\$3,771.80	\$3,645.80	\$3,513.50
Utah	\$3,986.10	\$3,942.50	\$4,083.70	\$4,183.40	\$3,847.40	\$3,563.90	\$3,436.90	\$3,290.30	\$3,279.80	\$3,249.90
Vermont	\$3,827.90	\$3,755.40	\$3,701.90	\$3,678.60	\$3,546.70	\$3,322.50	\$3,184.80	\$3,040.40	\$2,834.30	\$2,627.20
Virginia	\$4,492.50	\$4,366.80	\$4,360.20	\$4,417.50	\$4,235.20	\$4,063.70	\$3,778.70	\$3,514.40	\$3,408.00	\$3,296.50
Washington	\$5,632.20	\$5,528.00	\$5,557.10	\$5,550.40	\$5,316.80	\$4,816.90	\$4,866.00	\$4,653.50	\$4,549.70	\$4,433.20
West Virginia	\$3,130.90	\$2,955.40	\$2,865.60	\$2,838.10	\$2,710.00	\$2,549.20	\$2,444.40	\$2,359.10	\$2,290.60	\$2,224.20
Wisconsin	\$4,850.50	\$4,796.60	\$4,795.40	\$4,747.70	\$4,540.30	\$4,429.80	\$4,234.30	\$4,206.80	\$4,128.40	\$4,045.60
Wyoming	\$7,835.60	\$7,719.90	\$7,874.90	\$7,786.30	\$7,091.80	\$6,294.60	\$5,828.90	\$5,343.90	\$5,059.90	\$4,755.50

Note: Red print indicates estimated/budgeted amount

Appendix II: CT Per-capita Local Spending Line Items

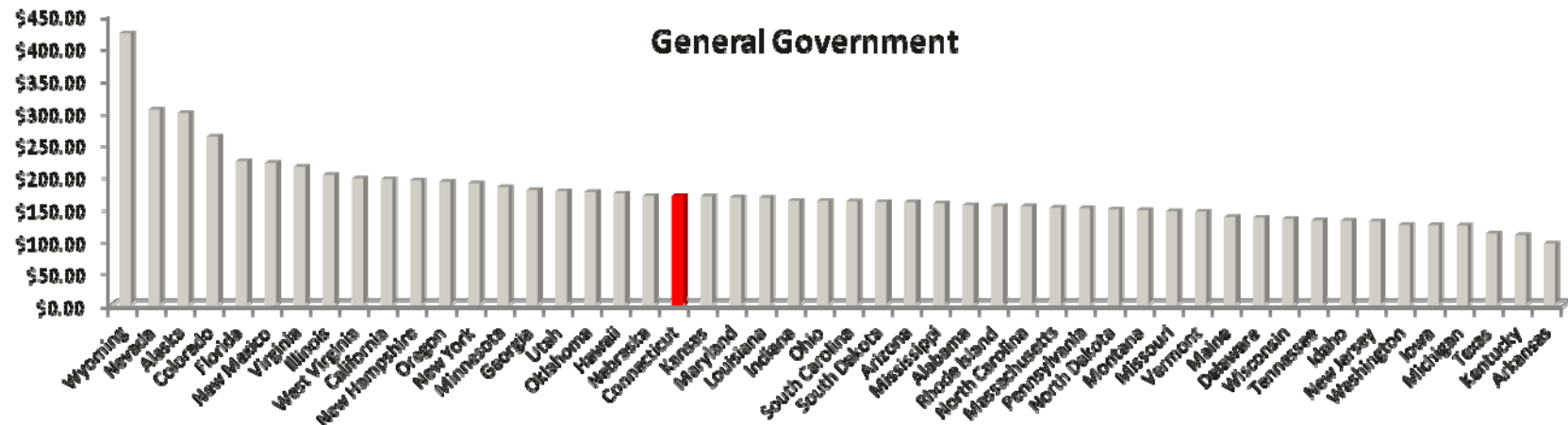
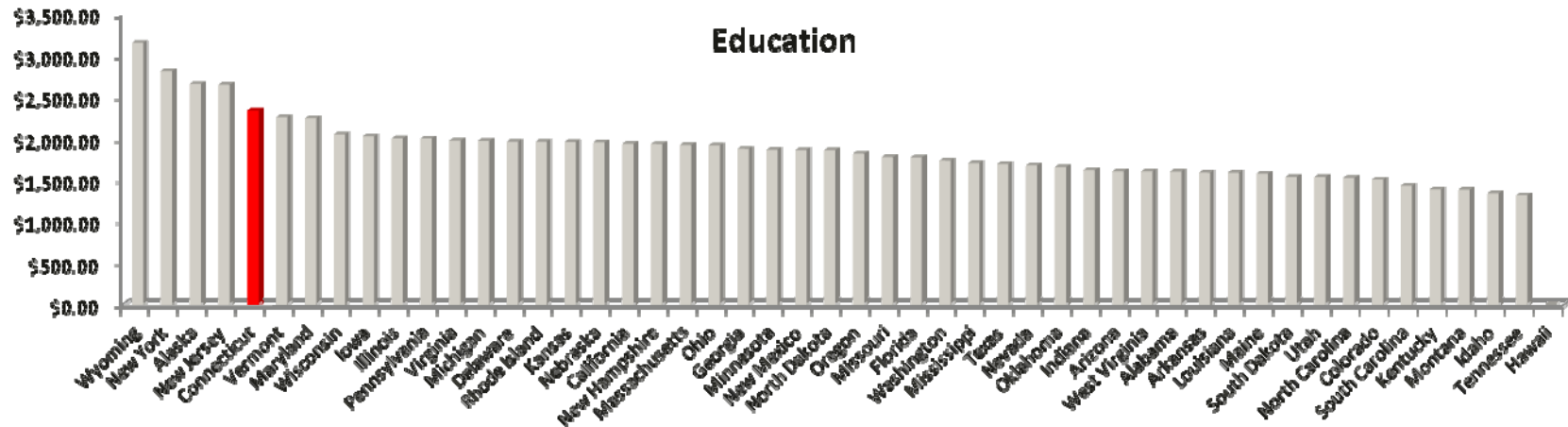
Category	Per-capita Spend	Category	Per-capita Spend
Education	\$ 2,341.90	Interest	\$ 107.00
Education not definable by level	\$ 42.00	Public debt transactions	\$ 107.00
Construction - Libraries (F52)	\$ 1.70	General - Interest on Debt (I89)	\$ 107.00
Current Operations - Libraries (E52)	\$ 38.60	Other Spending	\$ 950.60
Other Capital Outlay - Libraries (G52)	\$ 1.70	Agriculture, forestry, fishing and hunting	\$ 2.20
Pre-primary thru secondary education	\$ 2,299.90	Construction - Natural Resources - Other (F59)	\$ 0.80
Construction - Elementary and Secondary Education (F12)	\$ 191.40	Current Operations - Natural Resources - Other (E59)	\$ 1.40
Current Operations - Elementary and Secondary Education (E12)	\$ 2,081.00	Community development	\$ 7.60
Other Capital Outlay - Elementary and Secondary Education (G12)	\$ 27.50	Economic affairs n.e.c.	\$ 0.60
General Government	\$ 174.30	Fuel and energy	\$ 118.80
Executive and legislative organs, finance	\$ 174.30	Construction - Electric Utilities (F92)	\$ 9.30
Construction - Central Staff Services (F29)	\$ 0.10	Current Operations - Electric Utilities (E92)	\$ 103.60
Construction - Financial Administration (F23)	\$ 0.10	Current Operations - Gas Utilities (E93)	\$ 4.70
Construction - General Public Buildings (F31)	\$ 2.90	Electric Utilities - Interest on Debt (I92)	\$ 0.80
Current Operations - Central Staff Services (E29)	\$ 72.50	Other Capital Outlay - Electric Utilities (G92)	\$ 0.40
Current Operations - Financial Administration (E23)	\$ 72.20	General public services n.e.c.	\$ 497.90
Current Operations - General Public Buildings (E31)	\$ 22.40	Recreational and sporting services	\$ 72.80
Other Capital Outlay - Central Staff Services (G29)	\$ 0.70	Waste management	\$ 62.10
Other Capital Outlay - Financial Administration (G23)	\$ 0.70	Construction - Solid Waste Management (F81)	\$ 0.10
Other Capital Outlay - General Public Building (G31)	\$ 2.70	Current Operations - Solid Waste Management (E81)	\$ 61.70
Health Care	\$ 40.70	Other Capital Outlay - Solid Waste Management (G81)	\$ 0.30
Medical service	\$ 40.70	Waste water management	\$ 106.90
Construction - Health - Other (F32)	\$ 1.00	Construction - Sewerage (F80)	\$ 26.20
Current Operations - Health - Other (E32)	\$ 39.60	Current Operations - Sewerage (E80)	\$ 73.00
Other Capital Outlay - Health - Other (G32)	\$ 0.10	Other Capital Outlay - Sewerage (G80)	\$ 7.70
		Water supply	\$ 81.70

Appendix II: CT Per-capita Local Spending Line Items

Category	Per-capita Spend	Category	Per-capita Spend
Pensions	\$ 120.20	Transportation	\$ 197.00
Old age	\$ 120.20	Transit	\$ 23.80
Employee Retirement - Benefit Payments (X11)	\$ 118.60	Current Operations - Transit Utilities (E94)	\$ 22.90
Employee Retirement - Withdrawals (X12)	\$ 1.60	Other Capital Outlay - Transit Utilities (G94)	\$ 0.90
Protection	\$ 376.60	Transport	\$ 173.20
Fire-protection services	\$ 142.80	Construction - Regular Highways (F44)	\$ 23.60
Construction - Local Fire Protection (F24)	\$ 1.50	Current Operations - Air Transportation (E01)	\$ 1.60
Current Operations - Local Fire Protection (E24)	\$ 138.30	Current Operations - Regular Highways (E44)	\$ 141.50
Other Capital Outlay - Local Fire Protection (G24)	\$ 3.00	Current Operations - Sea and Inland Port Facilities (E87)	\$ 0.20
Law courts	\$ 12.00	Other Capital Outlay - Air Transportation (G01)	\$ 0.10
Current Operations - Judicial and Legal Services (E25)	\$ 12.00	Other Capital Outlay - Regular Highways (G44)	\$ 6.00
Police services	\$ 215.10	Other Capital Outlay - Toll Highways (G45)	\$ 0.20
Construction - Police Protection (F62)	\$ 0.80	Welfare	\$ 190.30
Current Operations - Police Protection (E62)	\$ 211.30	Housing	\$ 160.70
Other Capital Outlay - Police Protection (G62)	\$ 3.00	Construction - Housing and Community Development (F50)	\$ 12.10
Public order and safety n.e.c.	\$ 6.70	Current Operations - Housing and Community Development (E50)	\$ 146.00
Current Operations - Protective Inspection and Regulation, NEC (E66)	\$ 6.70	Other Capital Outlay - Housing and Community Development (G50)	\$ 2.60
		Social exclusion n.e.c.	\$ 29.60
		Construction - Public Welfare - Other (F79)	\$ 0.30
		Current Operations - Public Welfare - Other (E79)	\$ 29.10
		Current Operations - Public Welfare Institutions (E77)	\$ 0.20

TOTAL PER-CAPITA LOCAL SPENDING = \$4,498.60

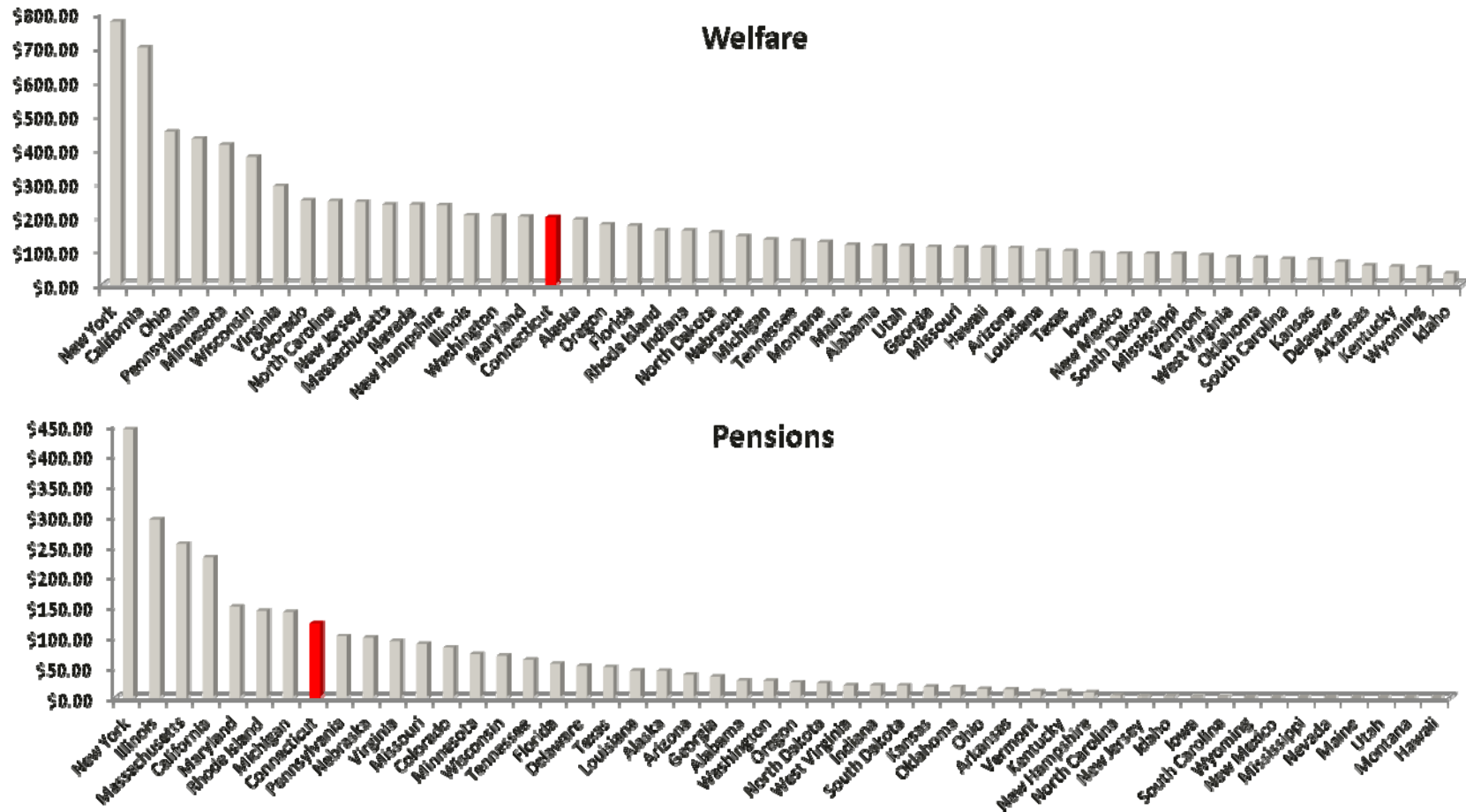
Appendix II: CT Per-capita Local Spending Line Items



Note: Data from www.usgovernmentspending.com estimated based on projecting latest change in reported number forward to future years. GSP deviation from national GDP growth cut by 40% per year. (Based on 2008 last reported data.)

2008 Data Source: U.S. Census Bureau - 2008 State & Local Government. "State & Local Government Finance Summary Report - State by Level of Government."

Appendix II: CT Per-capita Local Spending Line Items



Note: Data from www.usgovernmentpending.com estimated based on projecting latest change in reported number forward to future years. GSP deviation from national GDP growth cut by 40% per year. (Based on 2008 last reported data.)

2008 Data Source: U.S. Census Bureau - 2008 State & Local Government. "State & Local Government Finance Summary Report - State by Level of Government."

Appendix III: Overlap of Regional Districts

Northeastern Connecticut Council of Governments - “A State Divided”

Appendix IV: CCM Benefits & Services

Benefits & Services Provided to Towns & Cities *by the* Connecticut Conference of Municipalities



January 2012

Appendix IV: CCM Benefits & Services

CCM Service	Benefit		CCM Service	Benefit	
	CCM MEMBER	NON-MEMBER		CCM MEMBER	NON-MEMBER
ADVOCACY (STATE LEVEL)			ADVOCACY (FEDERAL LEVEL)		
Legislative Advocacy			<ul style="list-style-type: none"> Assist in determining CCM's federal legislative program Receive information on status of any Federal legislation in which it is interested Opportunity to participate in meetings with entire Congressional delegation Benefits from results of CCM's lobbying of Congress (Free-rider issue for non-members) 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> N/A N/A N/A ✓
<ul style="list-style-type: none"> Propose recommendations for CCM's annual state legislative program Vote on CCM's annual state legislative program Information on status of any bill Individualized estimates of state aid under legislative proposals and acts Frequent faxed and emailed updates on the latest developments at the Capitol Benefits from results of CCM's extensive lobbying of legislature (Free-rider issue for non-members) 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> N/A N/A N/A N/A N/A ✓ 			
Executive branch advocacy			Advocacy (Legal)		
<ul style="list-style-type: none"> Help in setting CCM priorities for lobbying state agencies Receive notification of proposed state regulations affecting municipalities Town officials may be appointed to state commissions and task forces for which CCM designates or recommends members Benefits from results of CCM's extensive lobbying with executive branch (Free-rider issue for non-members) 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> N/A N/A N/A ✓ 	<ul style="list-style-type: none"> Request CCM intervention as amicus curiae on important town litigation which has state-wide municipal impact Benefits from CCM's intervention in state regulatory proceedings and court cases. Benefits include dollars saved and/ or new rights for local governments (Free-rider issue for non-members) 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> N/A ✓
			REPRESENTATION ON CCM POLICY COMMITTEES AND TASK FORCES	✓	N/A
			UNLIMITED RESEARCH & INFORMATION SERVICE		
			<ul style="list-style-type: none"> Researcher assigned to each municipality Unlimited research by CCM on any topic of interest to any town official Information kits on topics of municipal interest Use of CCM's extensive library 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> N/A N/A N/A N/A
			<ul style="list-style-type: none"> ✓ - Receives benefit ✕ - Fee for benefit ◆ - Receives benefit at higher cost than for CCM members N/A - Benefit not available to non-members 		

Appendix IV: CCM Benefits & Services

CCM Service	Benefit		CCM Service	Benefit	
	CCM MEMBER	NON-MEMBER		CCM MEMBER	NON-MEMBER
TRAINING AND WORKSHOPS			MEDIA RELATIONS		
• Leading-edge workshops and seminars for municipal officials and employees. Regularly scheduled workshops and customized workshops held in requesting towns.	✓	×	• Publicize issues of common concern to municipalities in local media throughout the state	✓	N/A
			• Arrange news conferences for municipal officials at the Capitol	✓	N/A
			• Help write and place newspaper op-ed articles for local officials	✓	N/A
			• Organize meetings between municipal officials and editorial boards of newspapers	✓	N/A
ANNUAL CONVENTION AND TRADE SHOW			CCM WEB SITE		
• Workshops help municipal officials become better administrators and effective policy makers	×	◆	• Members Only Section with extensive content	✓	N/A
• Exhibition and trade shows feature the latest products, services and resources to help municipalities function better and save money	×	◆	• CCM Job Bank	✓	◆
• Local officials have the opportunity to network with and learn from their peers	×	◆	• CCM, State & Local News (Free-rider issue for non-members)	✓	✓
			• Legislative Action Center: up-to-date legislative information and political intelligence gathered by CCM staff (Free-rider issue for non-members)	✓	✓
ANNUAL SPRING SYMPOSIUM			ONE-ON-ONE — STAFF VISITS TO TOWNS		
• Emergency Management and Preparedness	✓	✓	• Meet with CEOs, department heads and other officials	✓	N/A
			• Presentation of CCM Municipal Service Awards	✓	N/A
BULLETINS AND PUBLICATIONS			• Presentations to local legislative bodies, civic groups	✓	N/A
• Connecticut Town & City (bimonthly magazine)	✓	N/A	ENERGY PROGRAM		
• Management Bulletins (periodic)	✓	N/A	• Energy purchasing to achieve significant savings on the price of electricity and natural gas	×	N/A
• Municipal Labor Relations Bulletins (periodic)	✓	N/A	• Energy efficiency services for municipal and school buildings	×	N/A
• Environmental Management Bulletins (periodic)	✓	N/A	• Streetlight management and maintenance services	×	N/A
• Federal Issues Bulletins (periodic)	✓	N/A			
• Legislative Updates (periodic)	✓	N/A			
• Bulletins on Proposed State Regulations (periodic)	✓	N/A			
• Public Policy Reports (periodic)	✓	N/A			
• Innovative Ideas for Managing Local Governments	✓	N/A			

✓ - Receives benefit × - Fee for benefit
 ◆ - Receives benefit at higher cost than for CCM members
 N/A - Benefit not available to non-members

Appendix IV: CCM Benefits & Services

CCM Service

Benefit

CCM Service

Benefit

TRAINING AND WORKSHOPS

- Leading-edge workshops and seminars for municipal officials and employees. Regularly scheduled workshops and customized workshops held in requesting towns.

CCM MEMBER
NON-MEMBER

✓ ✗

ANNUAL CONVENTION AND TRADE SHOW

- Workshops help municipal officials become better administrators and effective policy makers
- Exhibition and trade shows feature the latest products, services and resources to help municipalities function better and save money
- Local officials have the opportunity to network with and learn from their peers

✗ ◆

✗ ◆

✗ ◆

ANNUAL SPRING SYMPOSIUM

- Emergency Management and Preparedness

✓ ✓

BULLETINS AND PUBLICATIONS

- Connecticut Town & City (bimonthly magazine)
- Management Bulletins (periodic)
- Municipal Labor Relations Bulletins (periodic)
- Environmental Management Bulletins (periodic)
- Federal Issues Bulletins (periodic)
- Legislative Updates (periodic)
- Bulletins on Proposed State Regulations (periodic)
- Public Policy Reports (periodic)
- Innovative Ideas for Managing Local Governments

✓ N/A
✓ N/A
✓ N/A
✓ N/A
✓ N/A
✓ N/A
✓ N/A
✓ N/A
✓ N/A

MEDIA RELATIONS

- Publicize issues of common concern to municipalities in local media throughout the state
- Arrange news conferences for municipal officials at the Capitol
- Help write and place newspaper op-ed articles for local officials
- Organize meetings between municipal officials and editorial boards of newspapers

CCM MEMBER
NON-MEMBER

✓ N/A

✓ N/A

✓ N/A

✓ N/A

CCM WEB SITE

- Members Only Section with extensive content
- CCM Job Bank
- CCM, State & Local News (Free-rider issue for non-members)
- Legislative Action Center: up-to-date legislative information and political intelligence gathered by CCM staff (Free-rider issue for non-members)

✓ N/A

✓ ◆

✓ ✓

✓ ✓

ONE-ON-ONE — STAFF VISITS TO TOWNS

- Meet with CEOs, department heads and other officials
- Presentation of CCM Municipal Service Awards
- Presentations to local legislative bodies, civic groups

✓ N/A

✓ N/A

✓ N/A

ENERGY PROGRAM

- Energy purchasing to achieve significant savings on the price of electricity and natural gas
- Energy efficiency services for municipal and school buildings
- Streetlight management and maintenance services

✗ N/A

✗ N/A

✗ N/A

✓ - Receives benefit ✗ - Fee for benefit

◆ - Receives benefit at higher cost than for CCM members

N/A - Benefit not available to non-members

Appendix IV: CCM Benefits & Services

CCM Service	Benefit		CCM Service	Benefit	
	CCM MEMBER	NON-MEMBER		CCM MEMBER	NON-MEMBER
MUNICIPAL LABOR RELATIONS DATA SERVICE All the following benefits for <u>one</u> subscription fee: <ul style="list-style-type: none"> • Customized computer reports on request (wage, fringe benefit and socioeconomic information) • Data Service Reporter -- latest contract settlement and arbitration awards (monthly) • Use or obtain information from CCM's files of collective bargaining agreements, pension agreements, ability-to-pay data, etc. • Town receives information and results of research on labor relations and personnel issues • Response by CCM to inquiries on labor relations and personnel issues 	×	N/A	DRUG & ALCOHOL TESTING CONSORTIUM <ul style="list-style-type: none"> • Testing, training, and management services for public works, police and other public employees 	×	N/A
NATIONALLY RECOGNIZED INSURANCE PROGRAMS <ul style="list-style-type: none"> • CIRMA Workers' Compensation Pool (service program of CCM) • CIRMA Liability-Automobile-Property Pool (service program of CCM) • CIRMA Self-Insured Services (service program of CCM) <p>Note: These insurance services are provided to municipalities, school districts and other local public agencies.</p>	×	×	NATIONAL LEAGUE OF CITIES <ul style="list-style-type: none"> • Town is eligible for membership in NLC • Town officials receive NLC publications and other services • Town officials may serve on NLC committees • Town officials may attend Congressional City Conference, Congress of Cities, and NLC workshops 	✓ ✓ ✓ ✓	N/A N/A N/A ◆

✓ - Receives benefit × - Fee for benefit
 ◆ - Receives benefit at higher cost than for CCM members
 N/A - Benefit not available to non-members

Appendix IV: CCM Benefits & Services

CCM - THE STATEWIDE ASSOCIATION OF TOWNS AND CITIES



The Connecticut Conference of Municipalities (CCM) is Connecticut's statewide association of towns and cities. CCM is an inclusionary organization that celebrates the commonalities between, and champions the interests of, urban, suburban and rural communities. CCM represents municipalities at the General Assembly, before the state executive branch and regulatory agencies, and in the courts. CCM provides member towns and cities with a wide array of other services, including management assistance, individualized inquiry service, assistance in municipal labor relations, technical assistance and training, policy development, research and analysis, publications, information programs, and service programs such as workers' compensation and liability-automobile-property insurance, risk management, and energy cost-containment. Federal representation is provided by CCM in conjunction with the National League of Cities. CCM was founded in 1966.

CCM is governed by a Board of Directors, elected by the member municipalities, with due consideration given to geographical representation, municipalities of different sizes, and a balance of political parties. Numerous committees of municipal officials participate in the development of CCM policy and programs. CCM has offices in New Haven (headquarters) and in Hartford.

900 Chapel Street, 9th Floor
New Haven, Connecticut 06510-2807
Tel: (203) 498-3000 Fax: (203) 562-6314
E-mail: ccm@ccm-ct.org
Web Site: www.ccm-ct.org