RESEARCH TO DATE ON

Shared Service Arrangements & Their Potential for Green Infrastructure Maintenance

PRESENTED BY

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Green Infrastructure Maintenance

- Funding
- Governance
- Equipment
- Workforce
- Capacity
- Expertise
Green Infrastructure Maintenance

Our Hypothesis

There are economies of scale to be gained in a shared service arrangement for maintaining green infrastructure across municipalities in the Calumet region.
Shared Service

Definition

The act of providing a service to customers. Government provides services that otherwise would not be provided by individual citizens or by the private sector, because there is not sufficient financial incentive.

Our Goal

To determine how best to align green infrastructure maintenance with the right governance and service model to optimize efficiency and quality of service delivery.

Continuum of Shared Services

Informal Agreements
- Verbal or hand-shake agreements
- MOUs
- Sharing Information
- Sharing Equipment
- Coordination

Service Contracts
- Another govt provides
- Sharing Facilities
- Joint Ownership
- Mutual Aid (MAAs)
- Inter-state compacts

Interlocal Agreements
- Joint powers & authority
- Functional consolidation (merged dept)
- Special districts
- Regional councils
- COGs
- Shared purchasing

Consolidation
- City/County mergers
- Annexation

Regionalization
- Merger across county lines
- Merger across state lines

Shared Services

Arrangements

Fee

Service

Muni

Muni

Muni

Muni
Shared Services

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3rd Party Entity
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Shared Services

Service Transfer & Centralization

- Specialized Regional Agency
  - Fee → Muni
  - Service → Muni

- Higher Govt Authority
  - Fee → Muni
  - Service → Muni
Shared Services

Motivators

• Cost savings
• Fiscal stress on local budget
• Maintaining service quality
• Local leadership and trust
• Most effective use of labor
• Service coordination across municipalities
• Past experience with sharing agreements
• Gaining purchasing and bargaining power in the market
• Community pressure or expectation
• Unable to provide important services without sharing
• Regional equity in service delivery

Shared Services

Reported Benefits

- Regulatory compliance
- Operational efficiency
- Cost savings
- Addressed new service needs
- Better coordination
- Reduce impact of capital costs

## Shared Services

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Service Function</th>
<th>Costs</th>
<th>Skills</th>
<th>Timing</th>
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Shared Services

Proposed Green Infrastructure Maintenance Arrangement

Muni Muni Fee Service 3rd Party Entity Service
Shared Services

Challenges

• Liability and risk concerns
• Accountability concerns in sharing arrangements
• Trust and compromise between municipalities
• Loss of local control and community identity
• Vendor capacity to service a larger project

Shared Services

Best Practices

- Ensure Clarity
- Go Formal
- Start Small
- Don’t Overpromise
- Consider All Costs
- Build Trust

Research Next Steps

What Is Up Next

• National case studies
• Local insights on shared services
• Draft shared service agreement language
Discussion Questions

Inviting CSC Insights On

Context
• Funding streams for GI maintenance used today?
• Relevant shared service agreements used today?
• Potential relevance to ongoing efforts of MWRD? Others?

Advocacy
• Political will and appetite in the Calumet region?
• How might we make the case for sharing GI maintenance?

Pitfalls
• What issues do you foresee? How might this fail?
• Other critical governance issues?
• Who else should we talk to and learn from?
Green Infrastructure Maintenance