

RESEARCH TO DATE ON

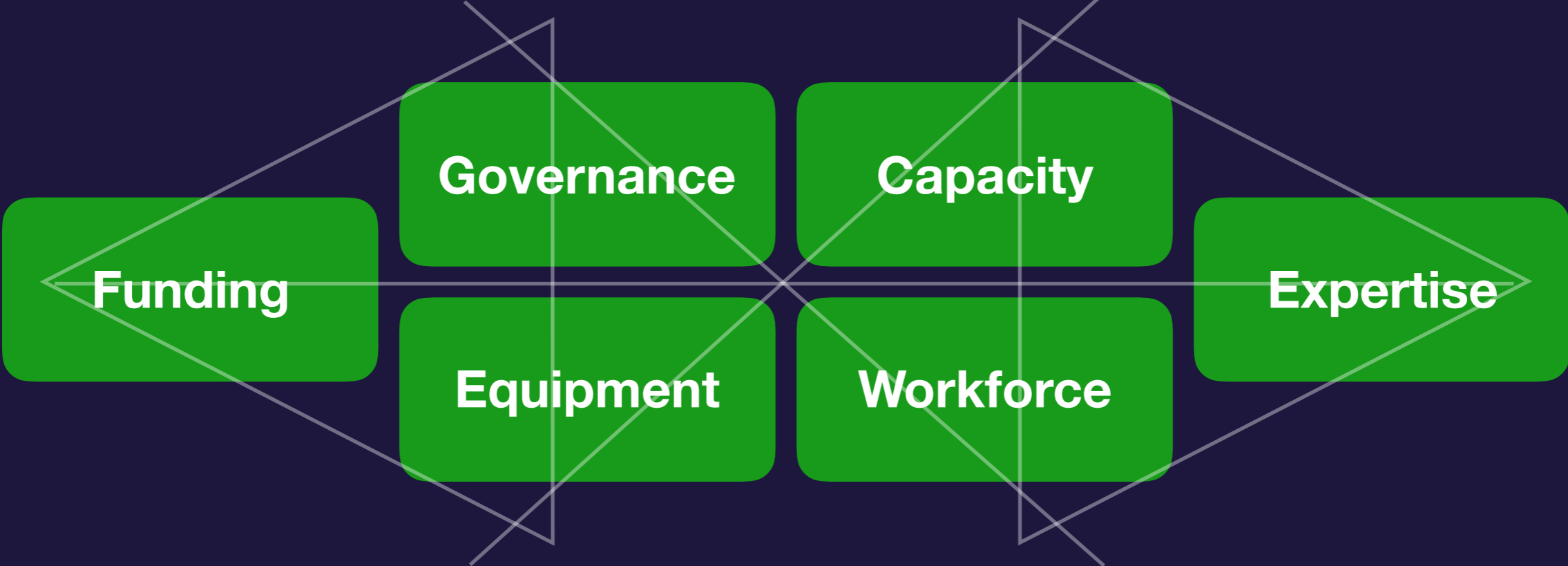
Shared Service Arrangements & Their Potential for Green Infrastructure Maintenance

PRESENTED BY

Lyndon Valicenti, Co-Founder of Daylight
& Strategy Consultant to MPC

NOVEMBER 1, 2019

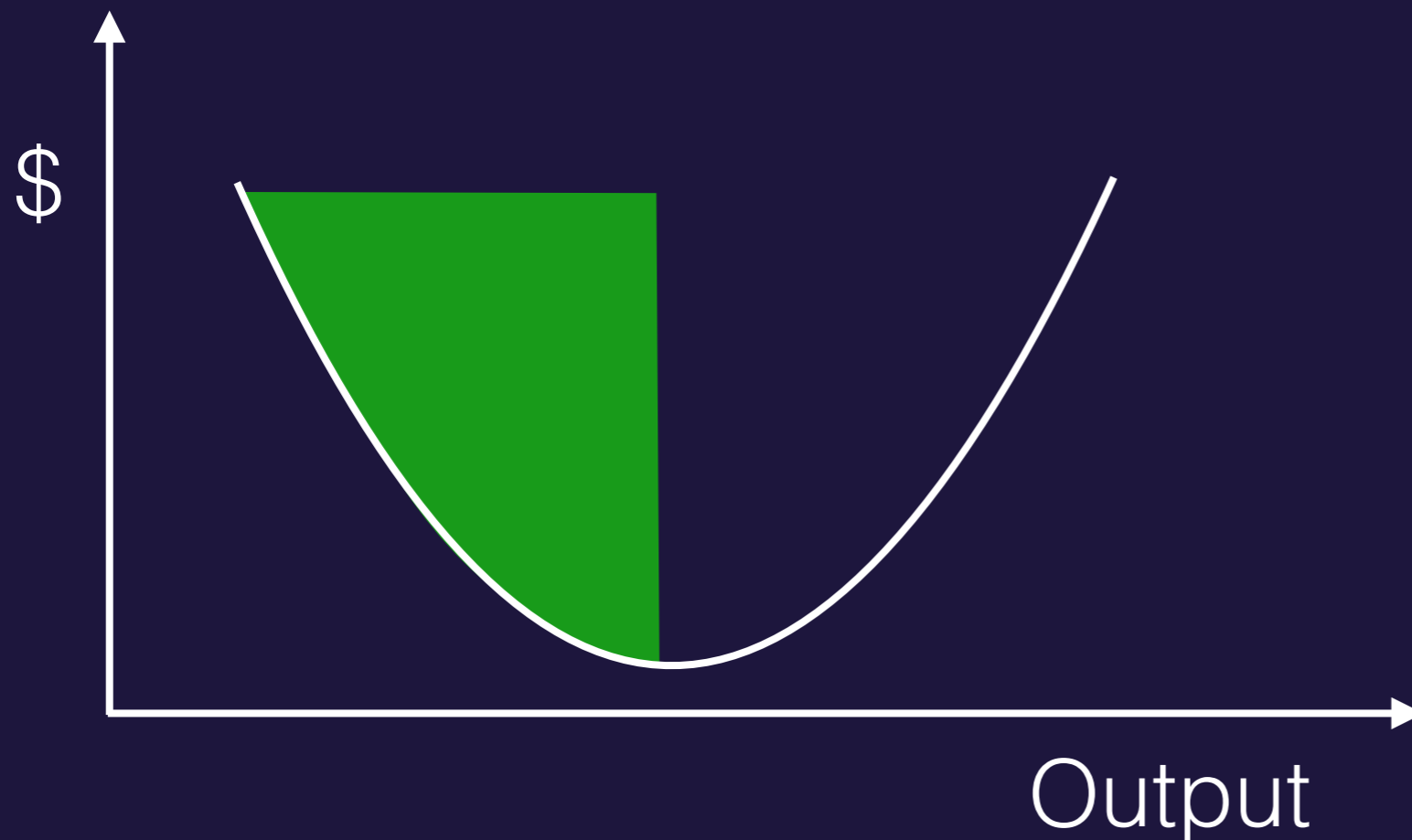
Green Infrastructure Maintenance



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

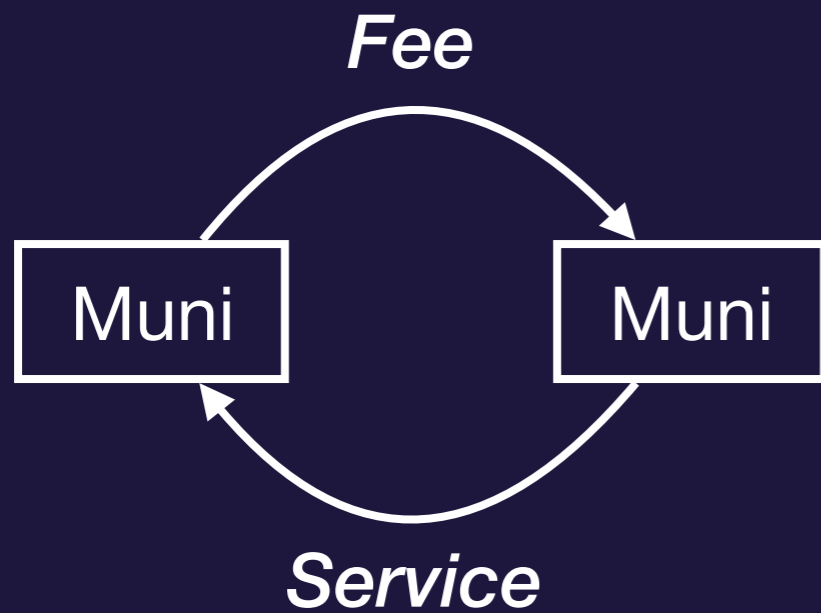
- Merger across county lines
- Merger across state lines



Source: Center for Sharing Public Health Services. 2014. Adapted from: Kaufman, N. (2010); Ruggini, J. (2006); and Holdsworth, A. (2006).

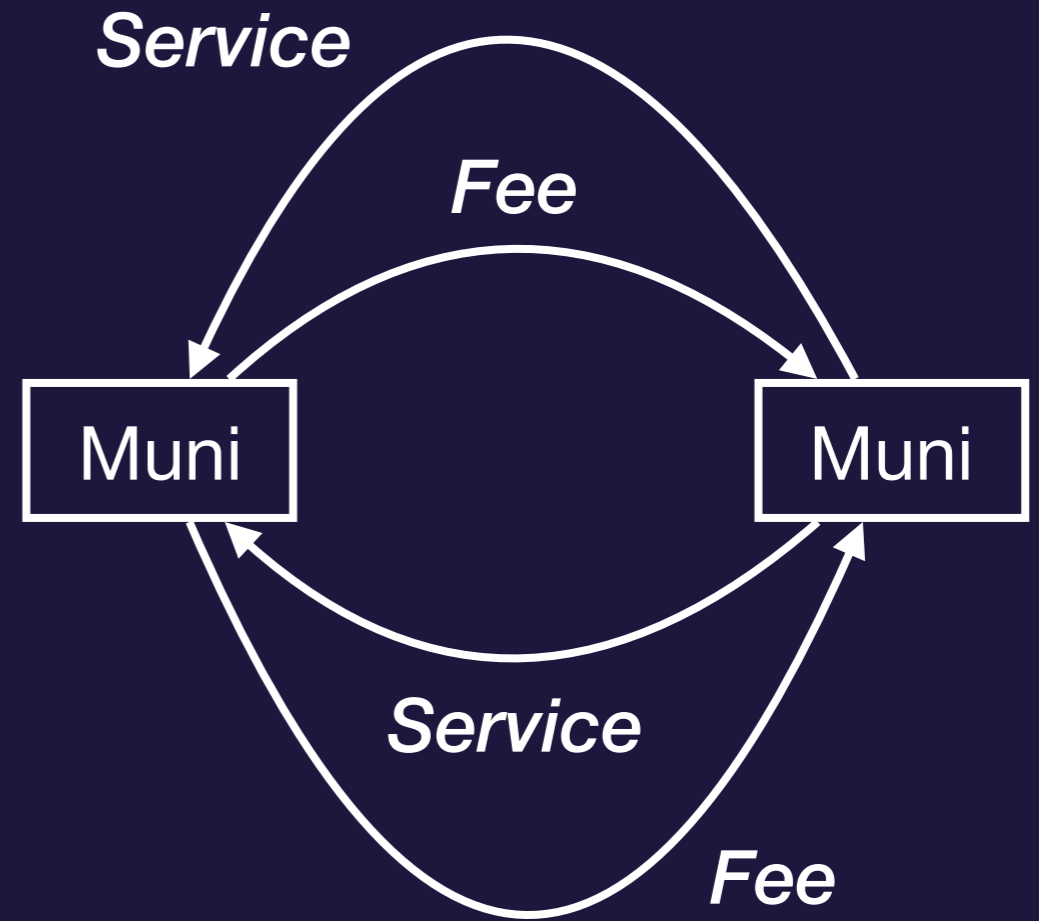
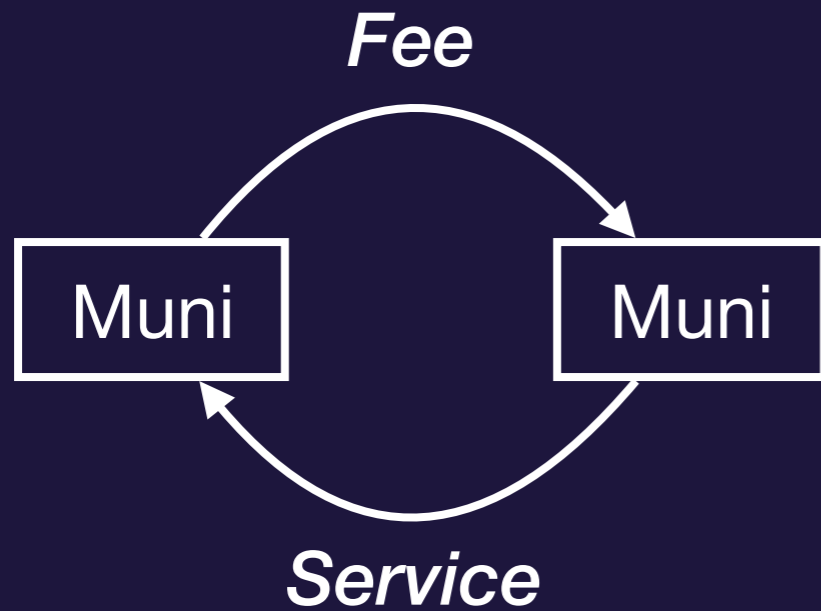
Shared Services

Arrangements



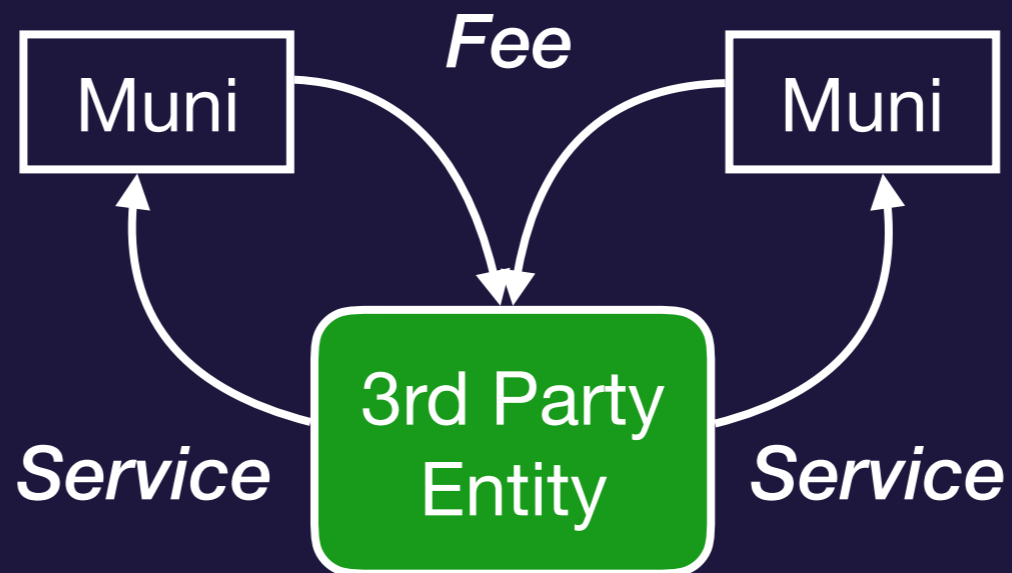
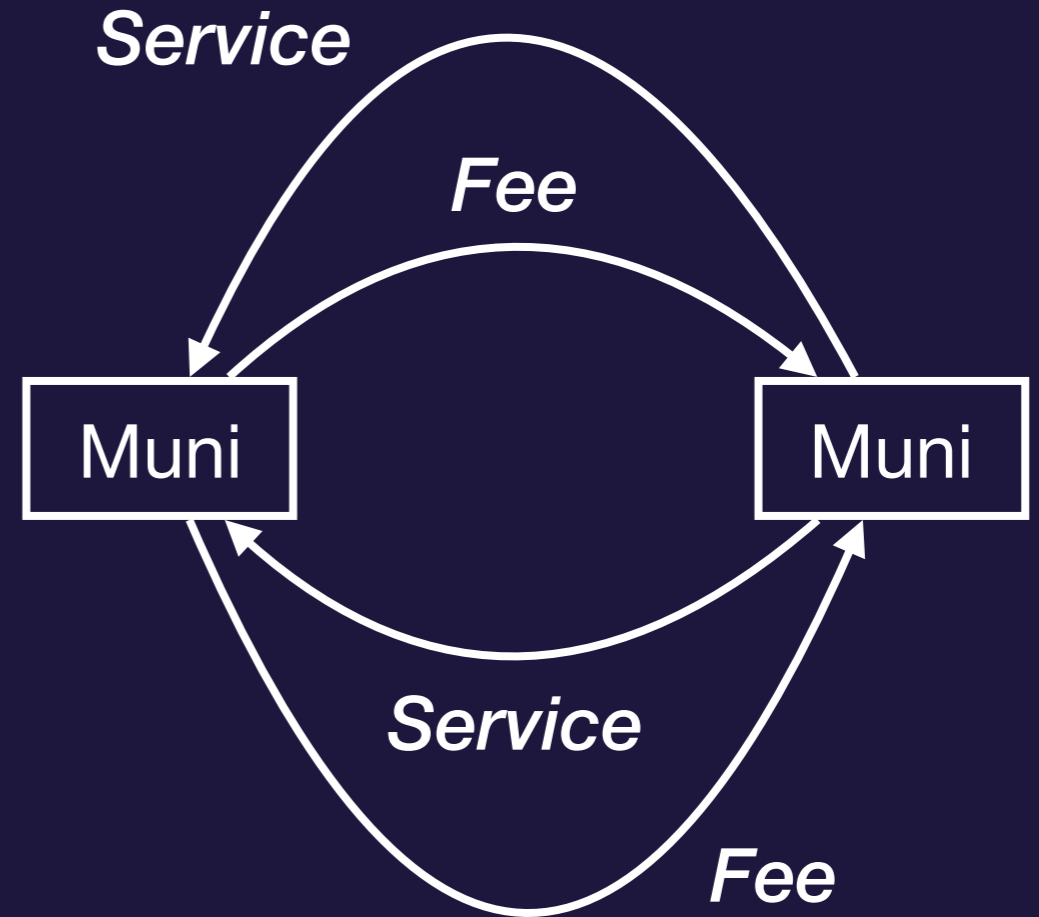
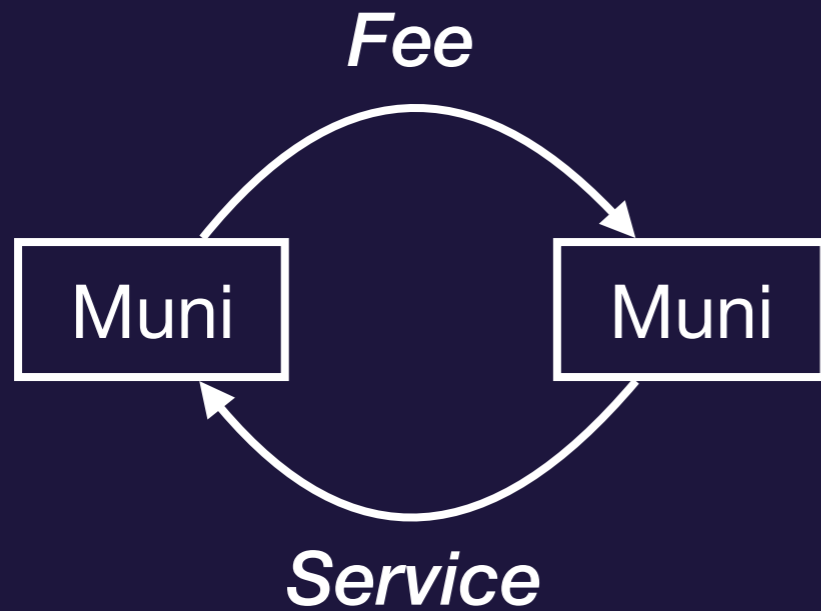
Shared Services

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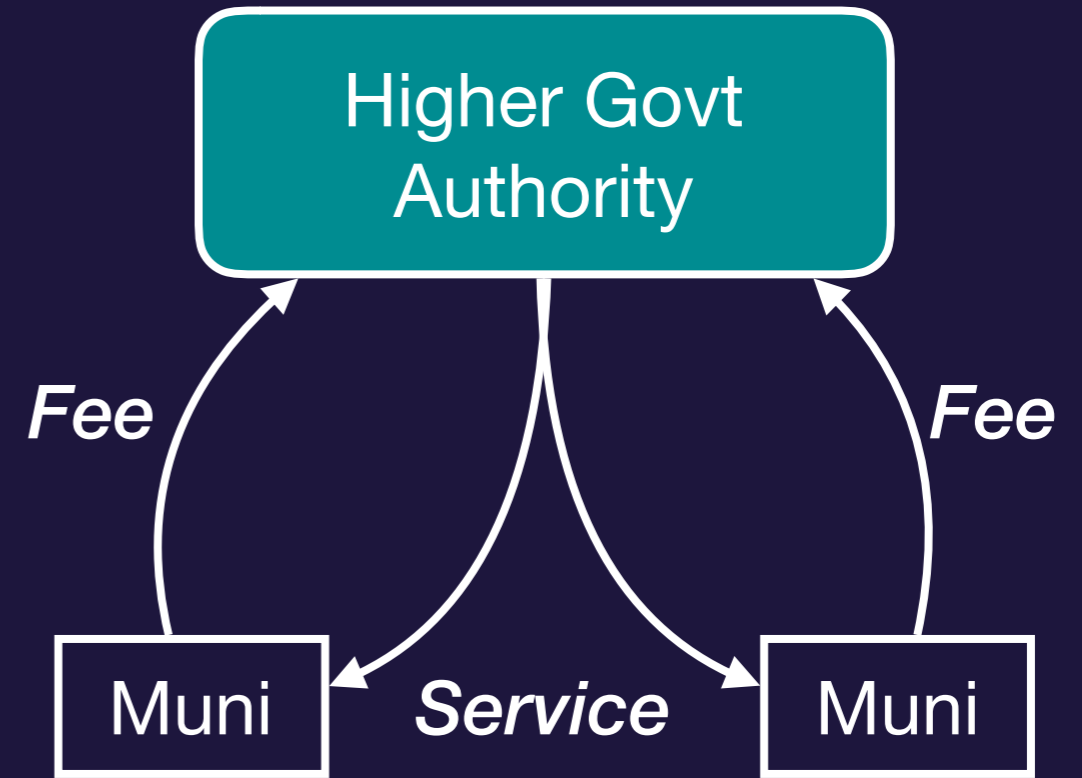
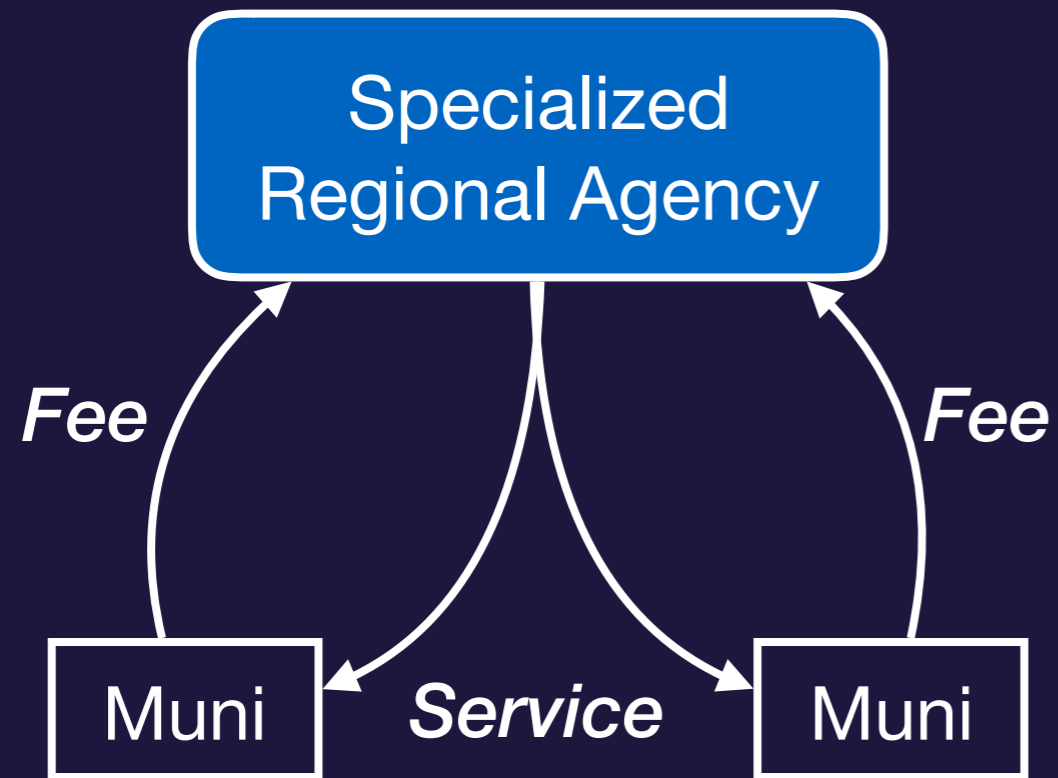
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Shared Services

Service Transfer & Centralization



Shared Services

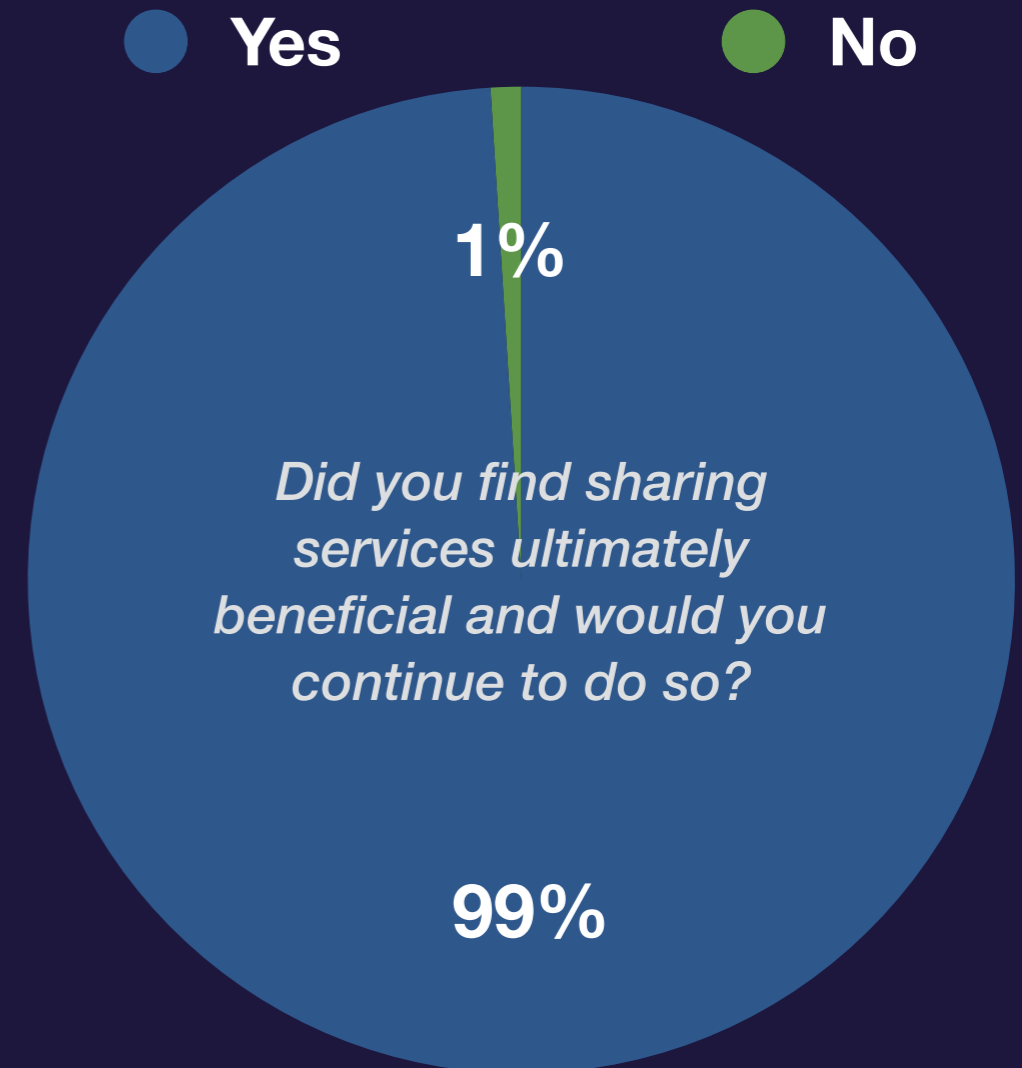
Motivators

- 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

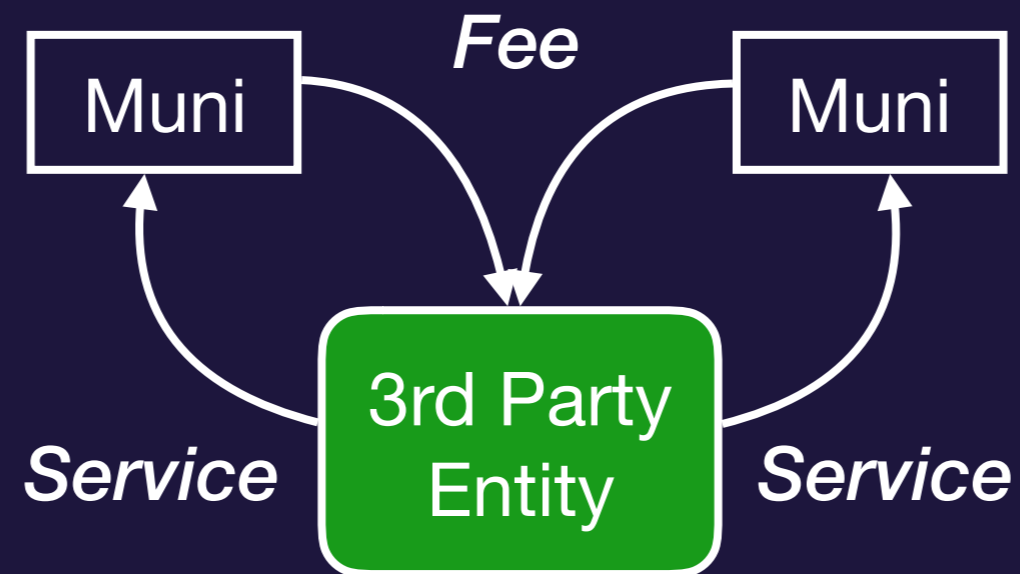
Service Type	Service Function	Costs			Skills		Timing		Misc	
		Labor Intensive	Capital Intensive	Equipment Costs	Public Interaction	Special Expertise	On-Demand	Concurrent Demand	Infrequent Demand	Regional Outlook
Public Works	Snow Removal	Y		Y			Y	Y		
Public Works	Leaf Removal	Y		Y				Y		
Public Works	Parks — grounds maintenance	Y								
Public Works	Stormwater (grey) and pollution control systems maintenance	Y		Y		M				M
Public Works	Forestry	Y		Y		M		M		
Public Works	Waste water systems maintenance	Y		Y		M				
Public Works	Infrastructure development and replacement		Y			Y			Y	Y
Construction	Inspection	Y				Y				
Fire	Response			Y		M	Y			
Management	Human Resources	Y				Y				
Elections						M	Y	Y	M	Y
Transportation	Parking, buses, airports	M	Y							Y

Shared Services

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Public Works	Leaf Removal	Y		Y				Y		
Public Works	Parks – grounds maintenance	Y								
Public Works	Stormwater (grey) and pollution control systems maintenance	Y		Y		M				M
Public Works	Green stormwater infrastructure maintenance	Y		Y		M		?		?
Public Works	Forestry	Y		Y		M		M		
Public Works	Waste water systems maintenance	Y		Y		M				
Public Works	Infrastructure development and replacement		Y			Y			Y	Y
Construction	Inspection	Y				Y				
Fire	Response			Y		M	Y			
Management	Human Resources	Y				Y				
Elections						M	Y	Y	M	Y
Transportation	Parking, buses, airports	M	Y							Y

Shared Services

Proposed Green Infrastructure Maintenance Arrangement



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



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

