

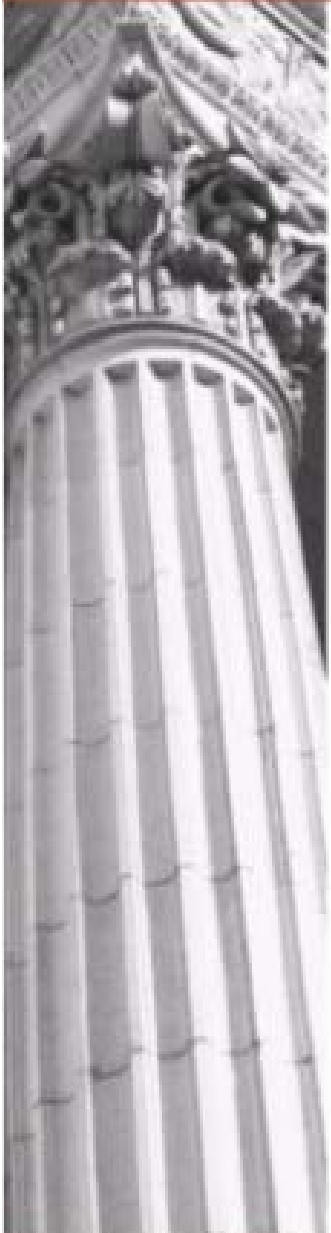




# Opportunities for Collaboration in the Kalamazoo Communities

Portage, Kalamazoo, Kalamazoo County  
April 14, 2011

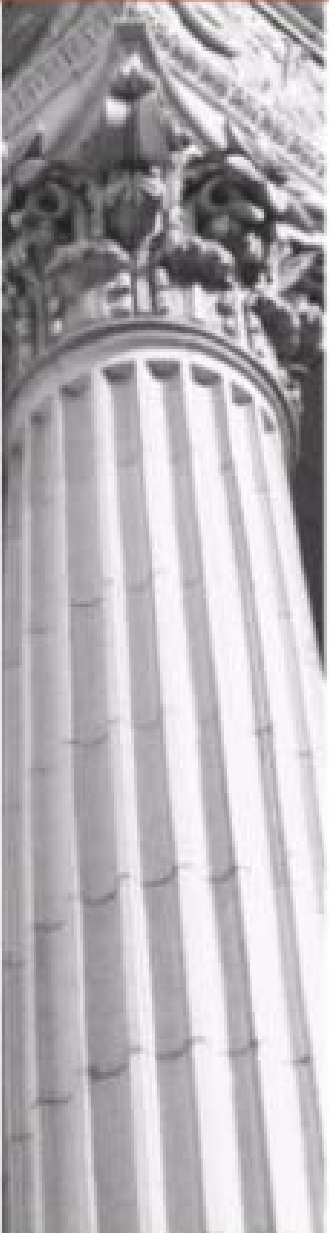
Eric Lupher  
Director of Local Affairs  
[elupher@crcmich.org](mailto:elupher@crcmich.org)





## Citizens Research Council of Michigan

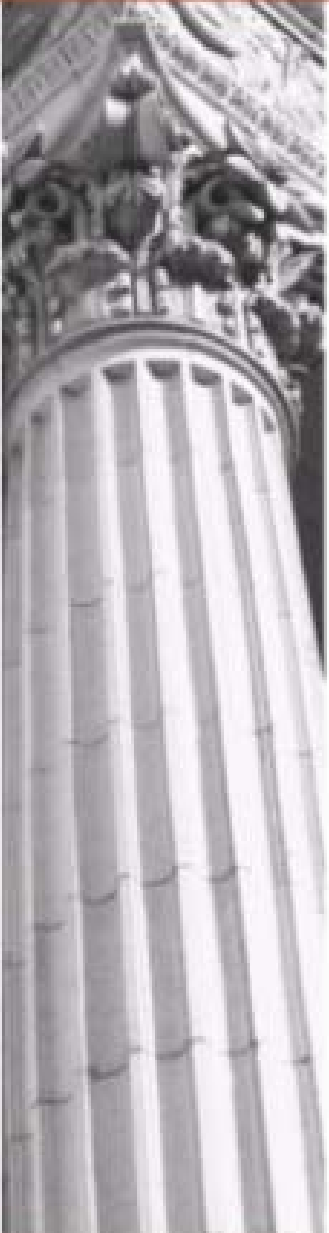
- Founded in 1916
- Statewide
- Nonpartisan
- Private not-for-profit
- Promotes sound policy for state and local governments through factual research
- Relies on charitable contributions from Michigan foundations, businesses, organizations, and individuals





## Governor Snyder's Message to the Legislature

- **Emphasis on quality of place in state-local interactions**
- **New hoops for CVTs to jump through to get state revenue sharing**
  - **Statutory revenue sharing only**
  - **Only for cities and charter townships still qualifying**
  - **After adjusting for new census numbers**





## Revenue Sharing Hoops

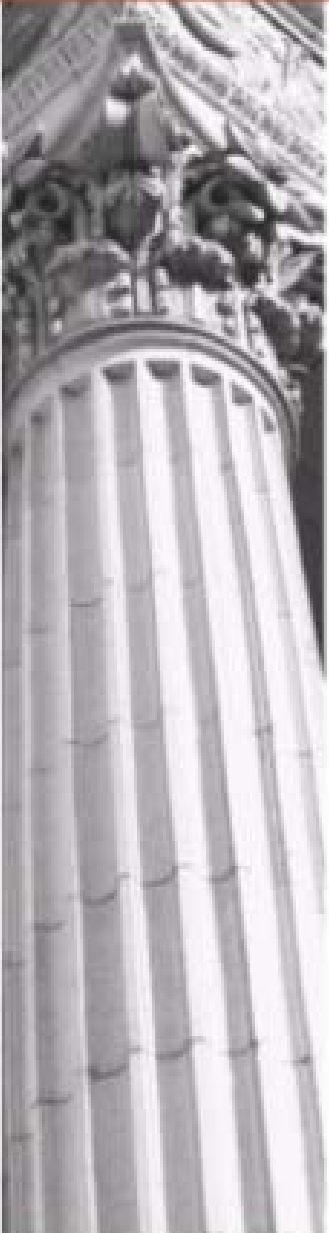
- **Accountability and Transparency**
  - [www.michigan.gov/documents/snyder/LocalGovernmentDashboard\\_348149\\_7.pdf](http://www.michigan.gov/documents/snyder/LocalGovernmentDashboard_348149_7.pdf)
- **Also look to:**
  - **GASB – Service Effort and Accomplishment Reporting for Government**  
[www.seagov.org/index.shtml](http://www.seagov.org/index.shtml)
  - **AGA – Performance and Accountability**  
[www.agacgfm.org/performance/performancedefault.aspx](http://www.agacgfm.org/performance/performancedefault.aspx)
  - **National Performance Management Advisory Commission**  
<http://pmcommission.org/>





## Revenue Sharing Hoops

- **Plans to Consolidate Services**
  - Existing collaboration counts
  - “Good Faith Effort”
  - Otherwise undefined





## Revenue Sharing Hoops

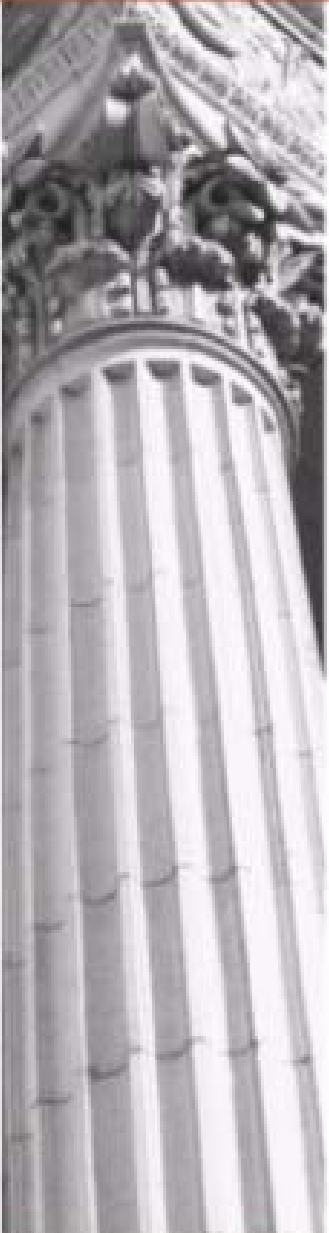
- **Address Employee Compensation**
  - **All new hires in defined contribution or hybrid retirement plan**
  - **1.5% multiplier (2% w/o social security benefits)**
  - **Controls to avoid pension spiking**
  - **All new hires on an 80/20 employer to employee health care premium split**

4/13/11 Gongwer News Service – SJR C and SB 7 to require public employees to contribute at least 20% of health care costs won approval from the Senate Reforms, Restructuring and Reinventing Committee on party-line votes. The measures would impact cities, townships, counties, villages, school districts, intermediate school districts, charter schools, public universities, community colleges, the state and any other public employee.



## Governor Snyder's Message to the Legislature

- **Other parts of message**
  - **Enable consolidation of jurisdictions**
  - **Ensure collective bargaining at right time**
  - **Amend PERA**
  - **Reform PA 312 Binding Arbitration**
  - **Prohibit minimum staffing requirements**
  - **Local pension best practices**
  - **Unfunded Mandate reform**

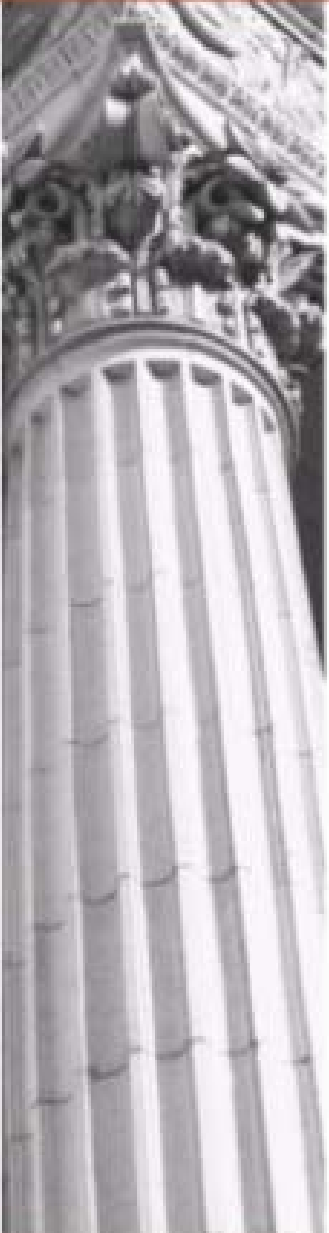






## 2005 CRC Survey

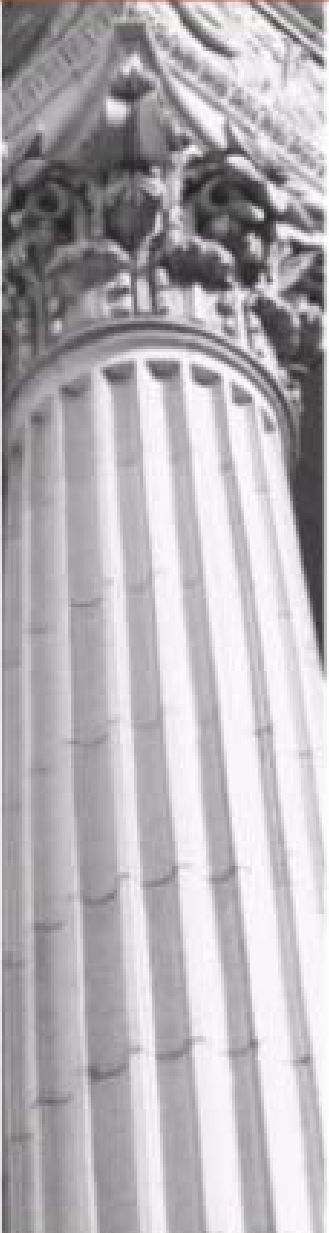
- **Governor Granholm's State of the State address**
- **Every CVT in 25 of 83 counties**
- **Listed 116 functions and services**
- **Offered variety of service delivery methods**
- **15 of 23 CVTs in Kalamazoo County + the County responded**





## Greater Understanding of Intergovernmental Collaboration

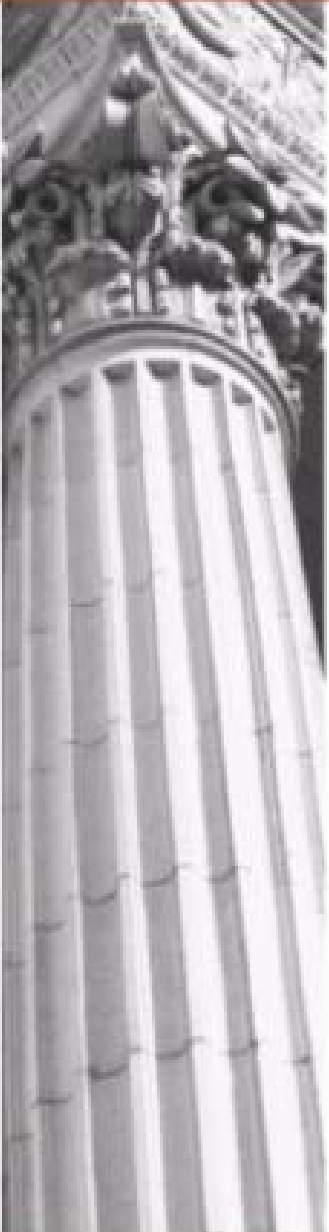
- **Horizontal**
  - 2 or more CVTs jointly provide a service
  - Economies of Scale
  - Capital Intensive Services
- **Vertical**
  - CVTs rely on/collaborate with County
  - Economies of Skill
  - Technically Intensive Functions
- **Third Party** – two or more governments gaining benefits of collaboration by contracting with a private party
  - Any and all functions and services





## **Kalamazoo County Response Highlights**

- **Very little horizontal collaboration**
- **Plenty of examples of county government providing services for/with local governments**
- **Cities of Kalamazoo and Portage provide most services independently or through private provider**

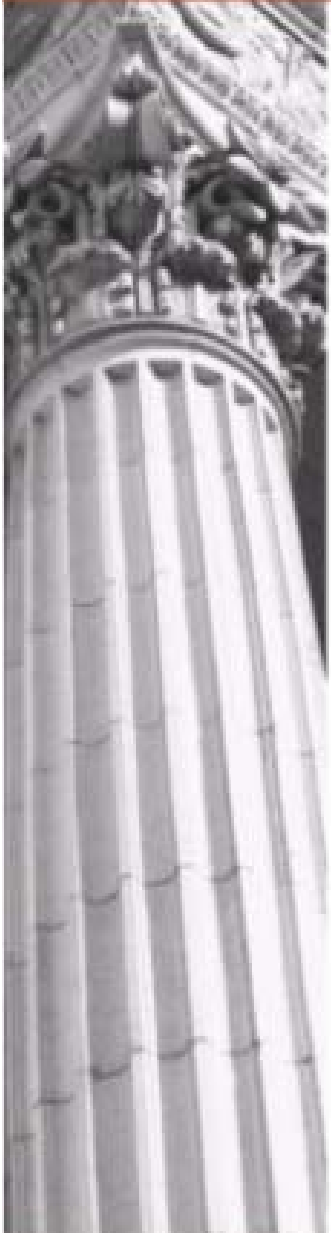




## 2008 Metropolitan Grand Rapids Project

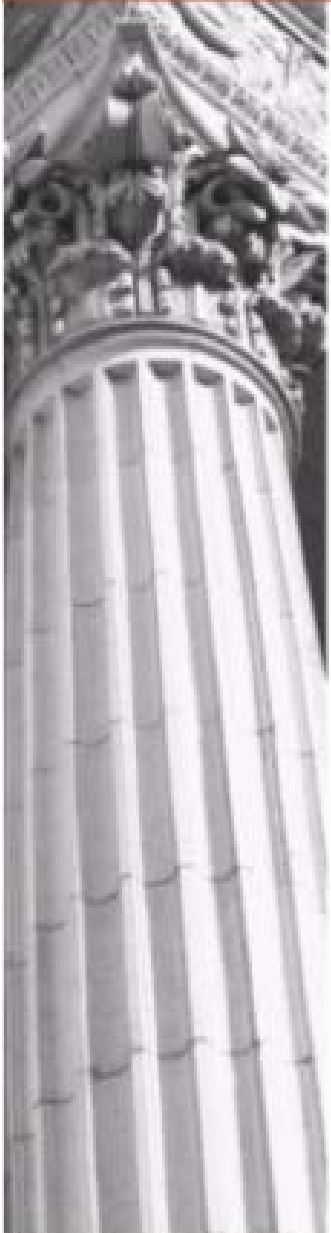
- **Initiated by cities and funded by businesses**
- **Grand Rapids, East Grand Rapids, Grandville, Kentwood, Walker, Wyoming and Kent County**
- **Where are communities collaborating currently?**
- **Where are opportunities for expanded collaboration?**
- **What state or local law changes could facilitate expanded collaboration?**





## Kent County Project

- **Collaboration is a state of mind in Grand Rapids area**
  - **Economic development benefits the whole area**
- **Extensive horizontal collaboration between individual cities and among all 6 cities**
- **Kent County and Grand Rapids collaborate as equals**
- **Opportunities for expanded county service provision**



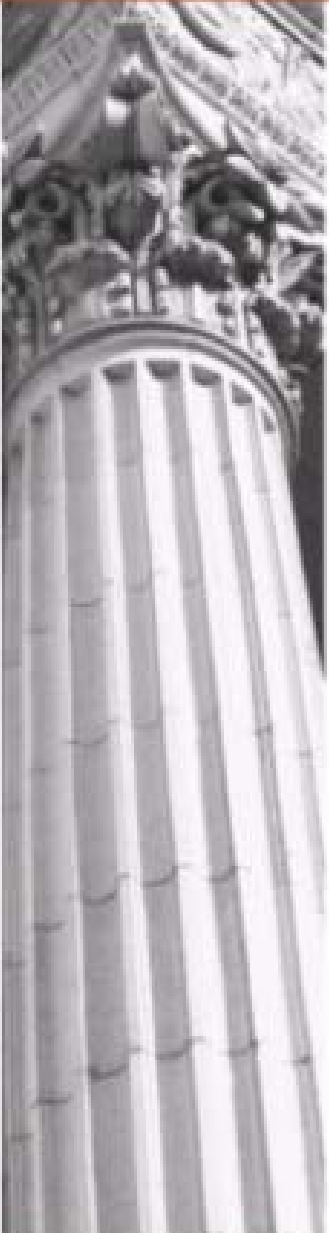
## Lenawee County Project

- **Initiated by businesses and concerned citizens**
- **Status quo will not be an option. How can Lenawee County governments be proactive in restructuring service delivery?**
  - **Economic development**
  - **Quality of place**
- **33 CVTs + county government**



## Holland/Ottawa County Future Search

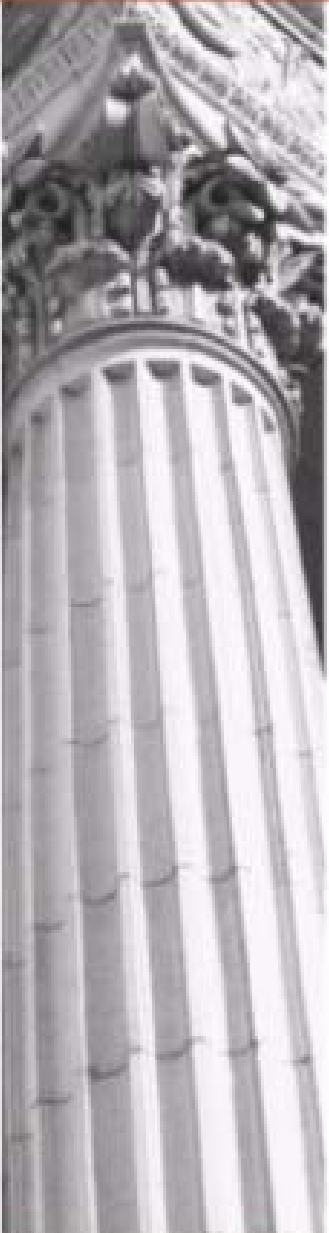
- 3 day session with leaders of business, local governments, schools, citizens, non-profits
- How to position the region to compete in new economy
  - Continued quality of life
  - Governance reform to break down silos that separate governments





## Common Threads

- **Inventory to understand where current collaboration exists**
  - **Governments can build on strengths**
- **Recognition that regions will rise or fall together**
  - **People steering economic development are not big on dotted lines that separate local governments**

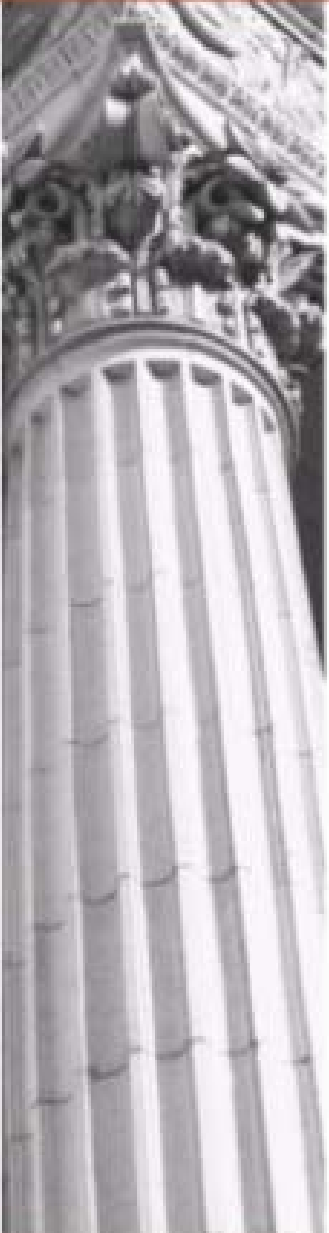






## County Intergovernmental Collaboration Meetings

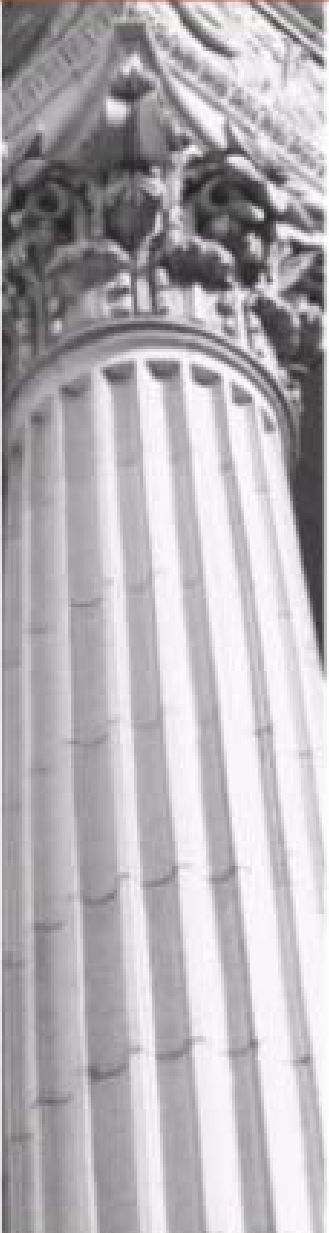
- A number of counties
- Regular meetings with elected officials of cities, villages, townships
- Improve current collaboration
- Expand collaboration into new service areas
- Network to build familiarity so local officials can initiate collaboration on their own





## One Kent

- **An attempt to emulate city-county consolidations that have occurred in other states (Indianapolis, Louisville, Jacksonville, etc.)**
- **Metropolitan government authorized in Michigan Constitution**
- **New statute would be necessary to fully accomplish consolidation**
- **Major break from status quo**



# Shared Public Services Initiative (SPSI)

## What is it?

- Provides access to consulting services to build a business case, communication strategies and implementation plan
- Provides a dynamic web site of tools and a Statewide Shared Public Services Catalog
- A sustainable program: program administration and fiduciary oversight provided through the Michigan Municipal League Foundation (MMLF)



# Driving Principles

- **Planning & Development Regions, ISDs, and Local Governments/School Districts**
  - own the effort
  - identify the service(s) to be shared
- **Advisors/MMLF will assist, as requested by regional entities, in preparing the business case(s) and implementation plan(s) through use of consulting services**
- **Local Governments will make “go or no go” decision**
- **To provide 50% of the cost for consulting services**
- **Implementation is the responsibility of the local governments**



# Resources

- **Funding for each project will be shared by**
  - State
  - Local governments and schools
  - Foundations
- **It provides for**
  - Facilitation
  - Development of the business case
  - Implementation plan
  - Communications plan
- **Administered through the Michigan Municipal League Foundation**





**Thank You for your attention**

**Questions**

**Eric Lupher**

**[elupher@crcmich.org](mailto:elupher@crcmich.org)**

**734.542.8001**

