



Streamlining Local Government Service Delivery in Lenawee County

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CRC's Director of Local Affairs**

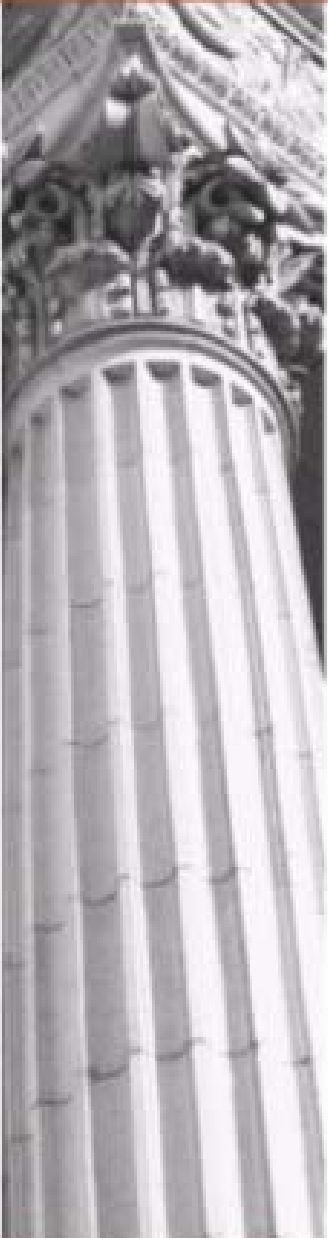
**Local Governmental Summit on
Efficiency Creation and Cost Saving**

December 11, 2012



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





Options to Streamline Local Government

- **Consolidate Individual Units** – 2 or more governments reorganize as a single government
- **City/County Consolidation** – largest city and county consolidate folding in other governments
- **Intergovernmental Collaboration** – Consolidate providers of individual services but leave same number of governments collaborate to achieve economies of scale



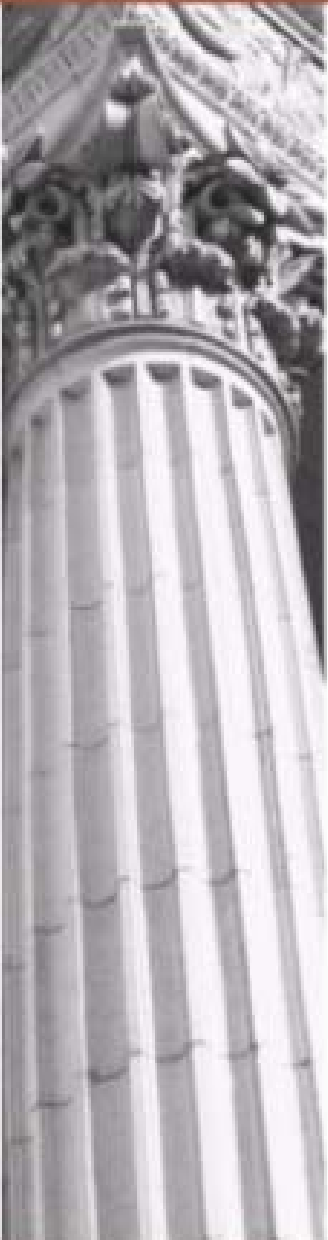
Consolidate Whole Governments

- Are there adjoining governments that are more alike than different?
- Is the menu of services provided alike?
- Is there duplication?
- Are services provided at same levels?
- Are there similarities in tax base/tax effort?
- Are the people of a common character?



City/County Consolidation

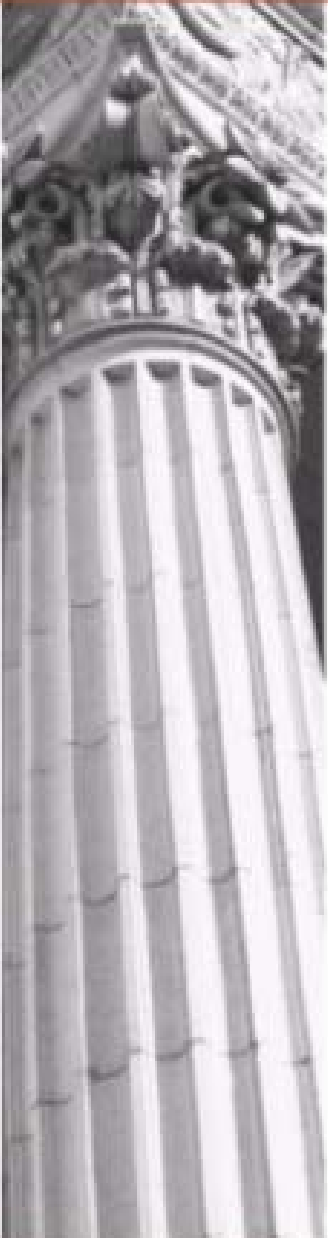
- Is there duplication in county and municipal services?
- Are services well suited to countywide provision?
- Does Adrian/Lenawee County seek to increase its stature to better compete for development?





Consolidate Service Providers

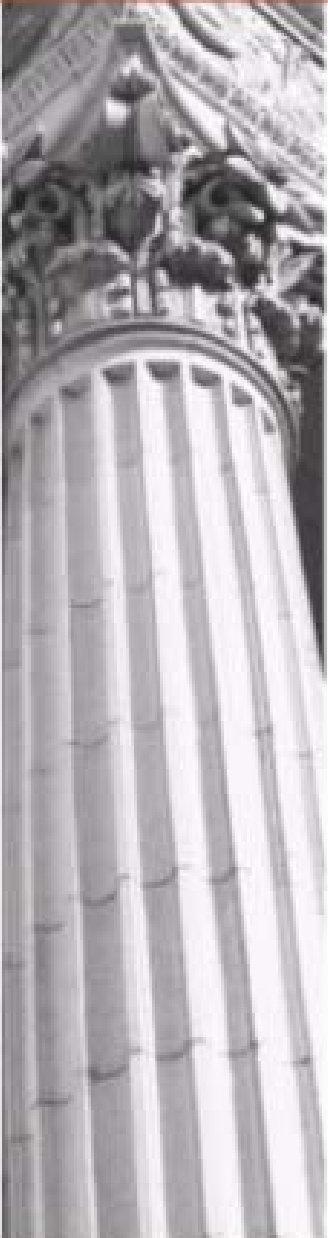
- **Is there duplication in the provision of individual services?**
 - Among municipalities?
 - Between County and municipalities?
- **Are there achievable economies of scale that could help reduce the cost of provision for these services?**





How Homogonous are the Lenawee County communities?

- Is there reason to expect there is uniformity of service provision?
- Do local governments operate in similar manner for the provision of existing services?
- Are taxes uniformly applied by local governments?



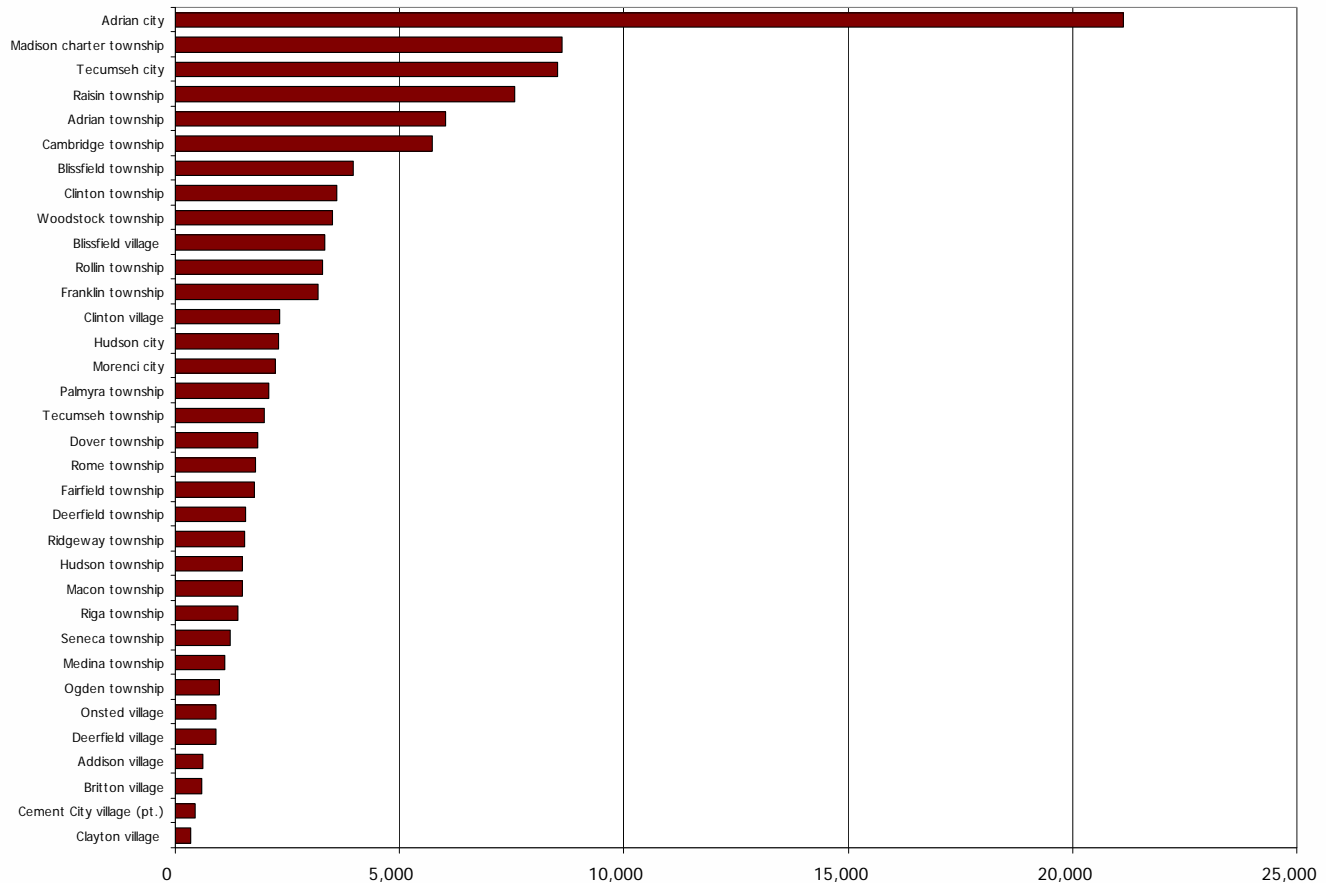


People in Lenawee County and Michigan, 2010

	<u>Lenawee County</u>	<u>Michigan</u>
Population	99,892	9,883,640
Race/ Ethnicity		
Black Persons	2.5%	14.2%
Persons of Hispanic/Latino Origin	7.6%	4.4%
White Persons not Hispanic	87.6%	76.6%
Median Household Income	\$46,684	\$45,254
Percent of Persons below Poverty Level	13.3%	16.1%
Median Age	38.9 years	37.7 years
Percent under 18	23.2%	23.6%
Percent over 65	14.5%	13.4%

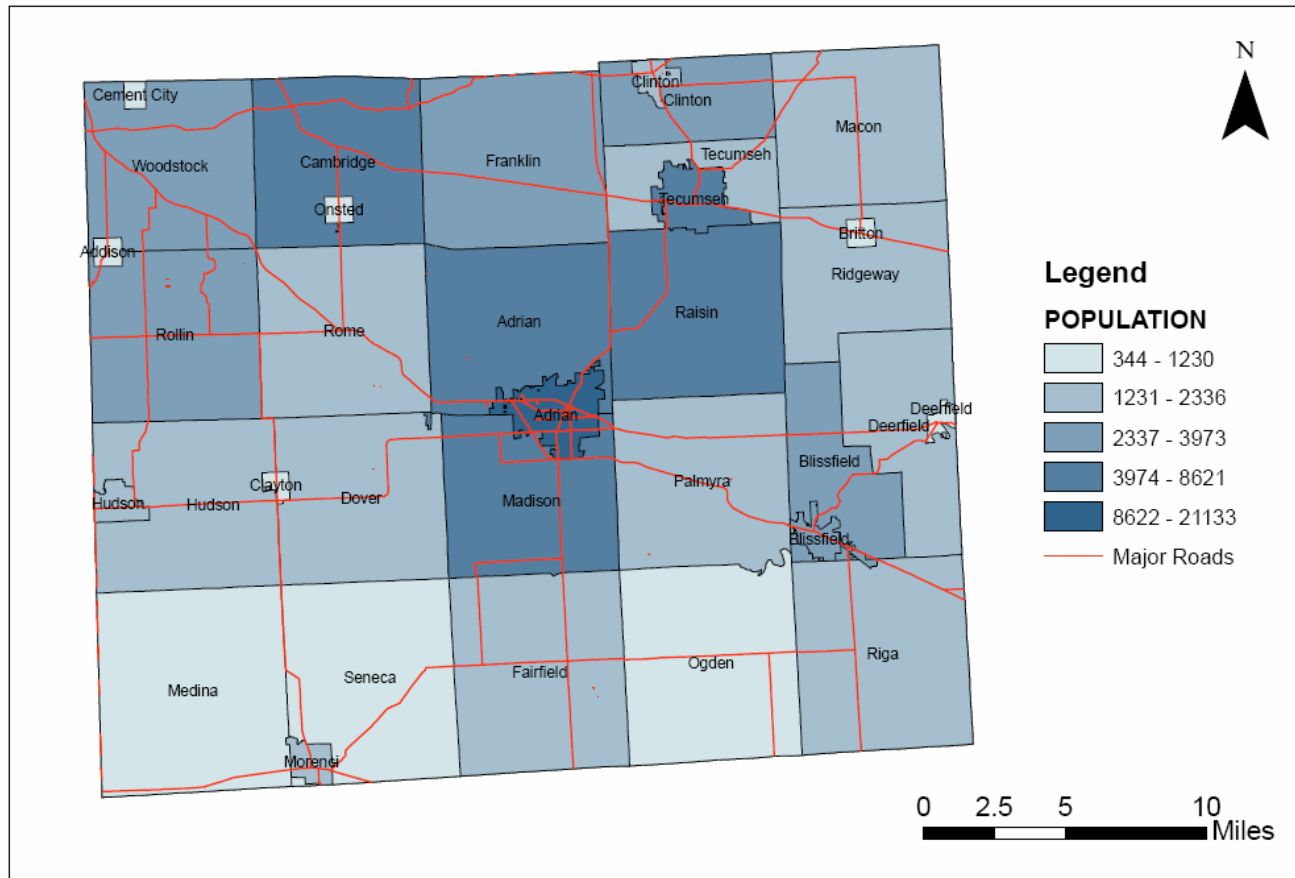


Population of Lenawee County Municipalities, 2010



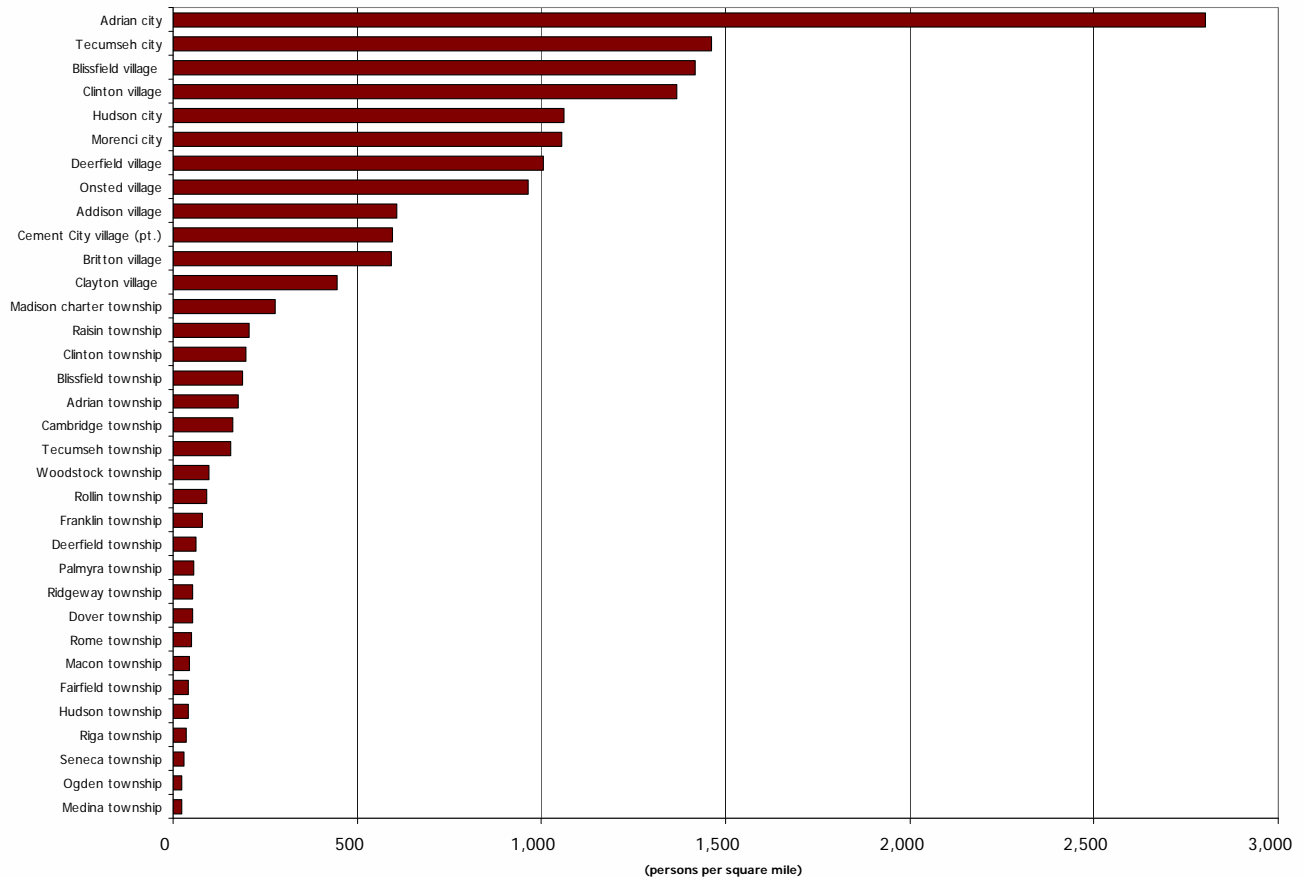


Total Population, 2010 Lenawee County, MI



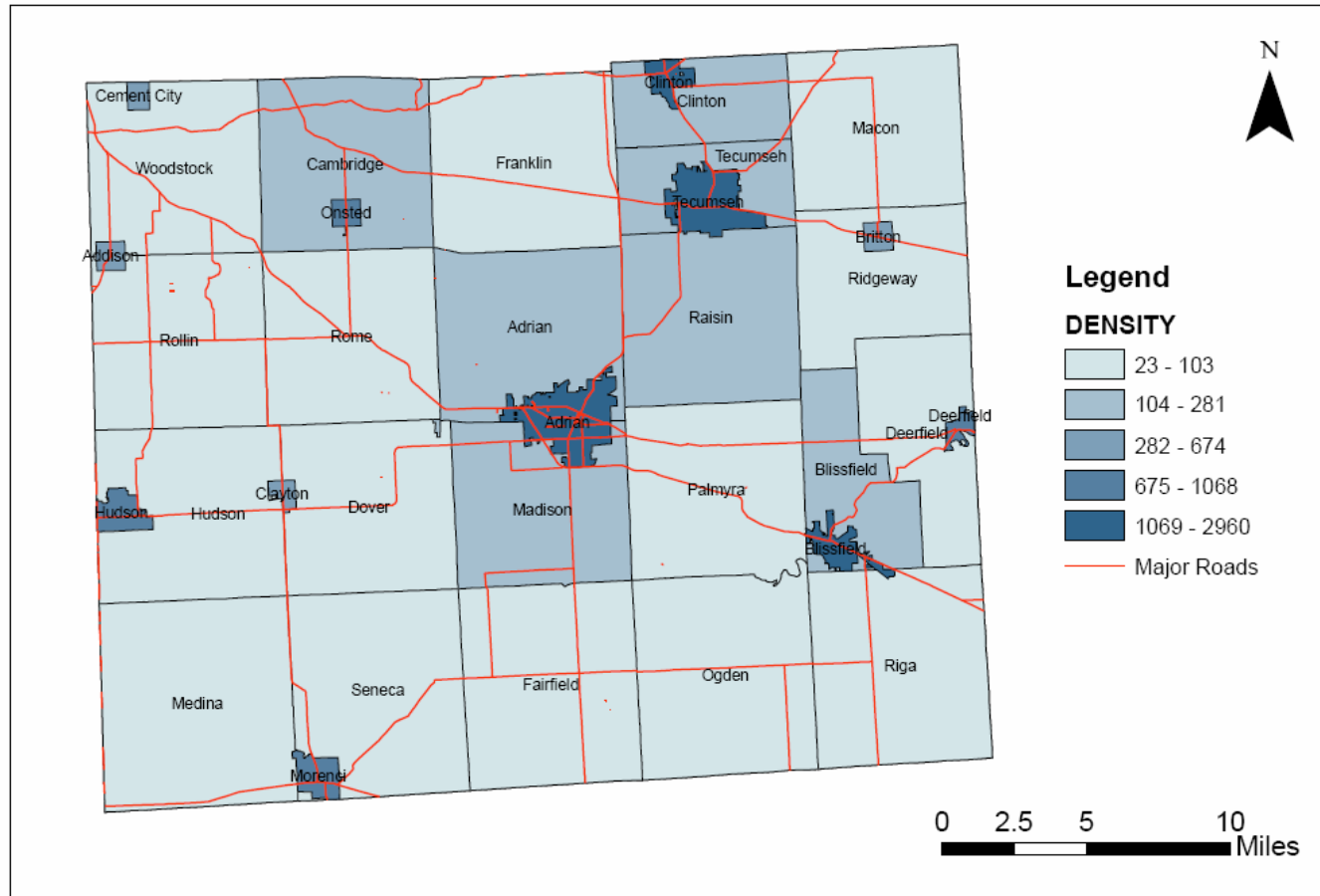


Population Density in Lenawee County Municipalities, 2010



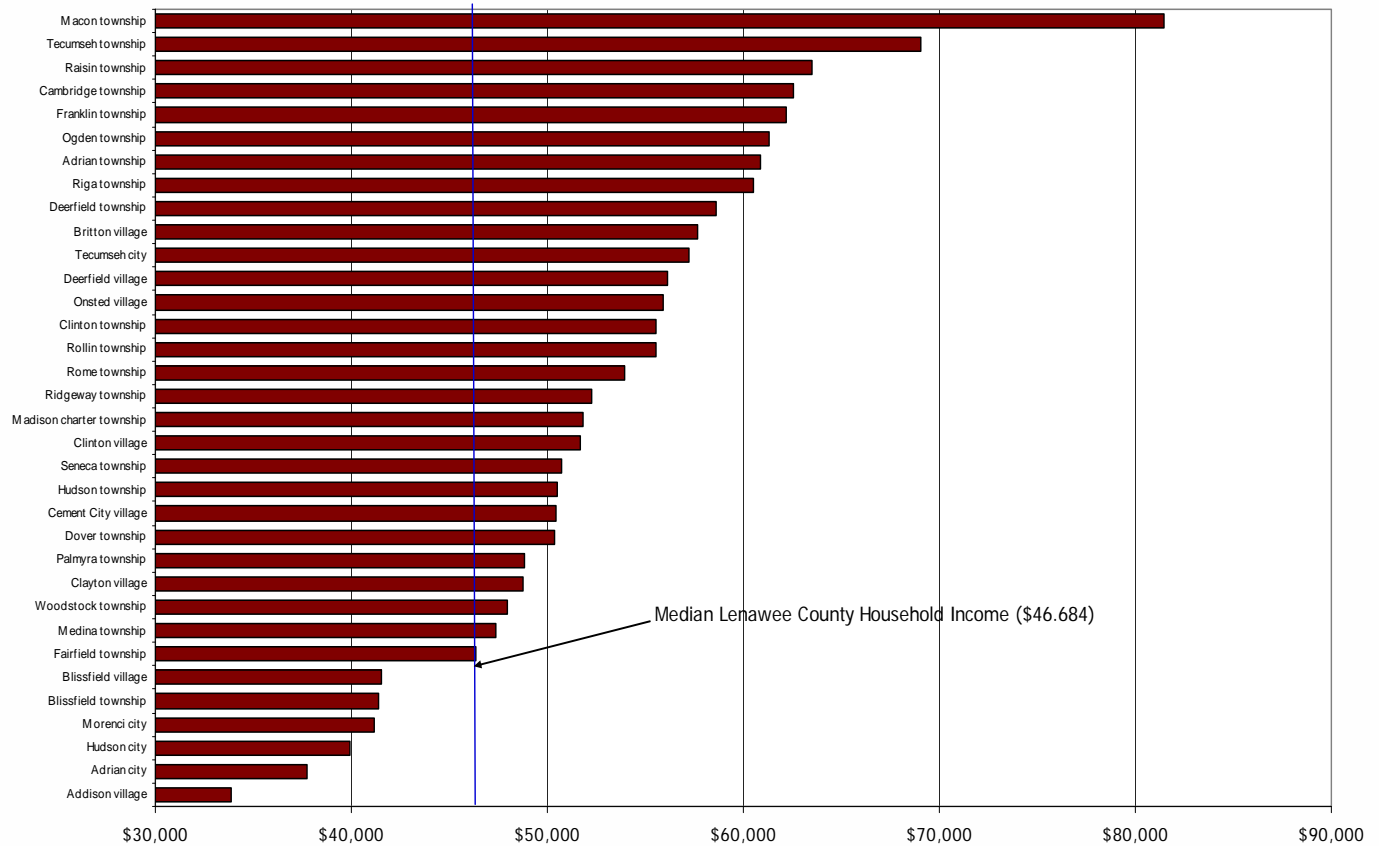


Persons per Square Mile, 2010 Lenawee County, MI



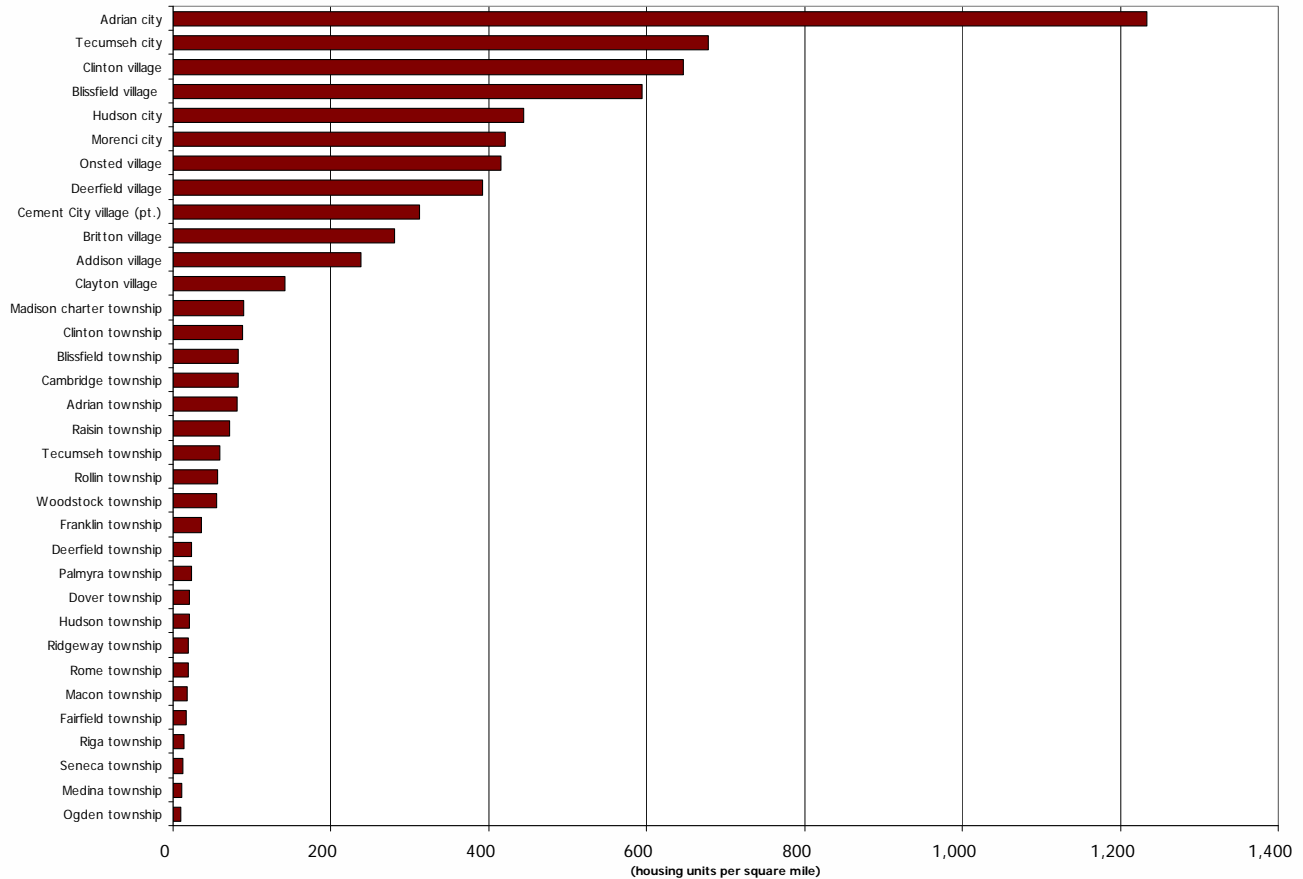


Household Income in Lenawee County by Municipality, 2009



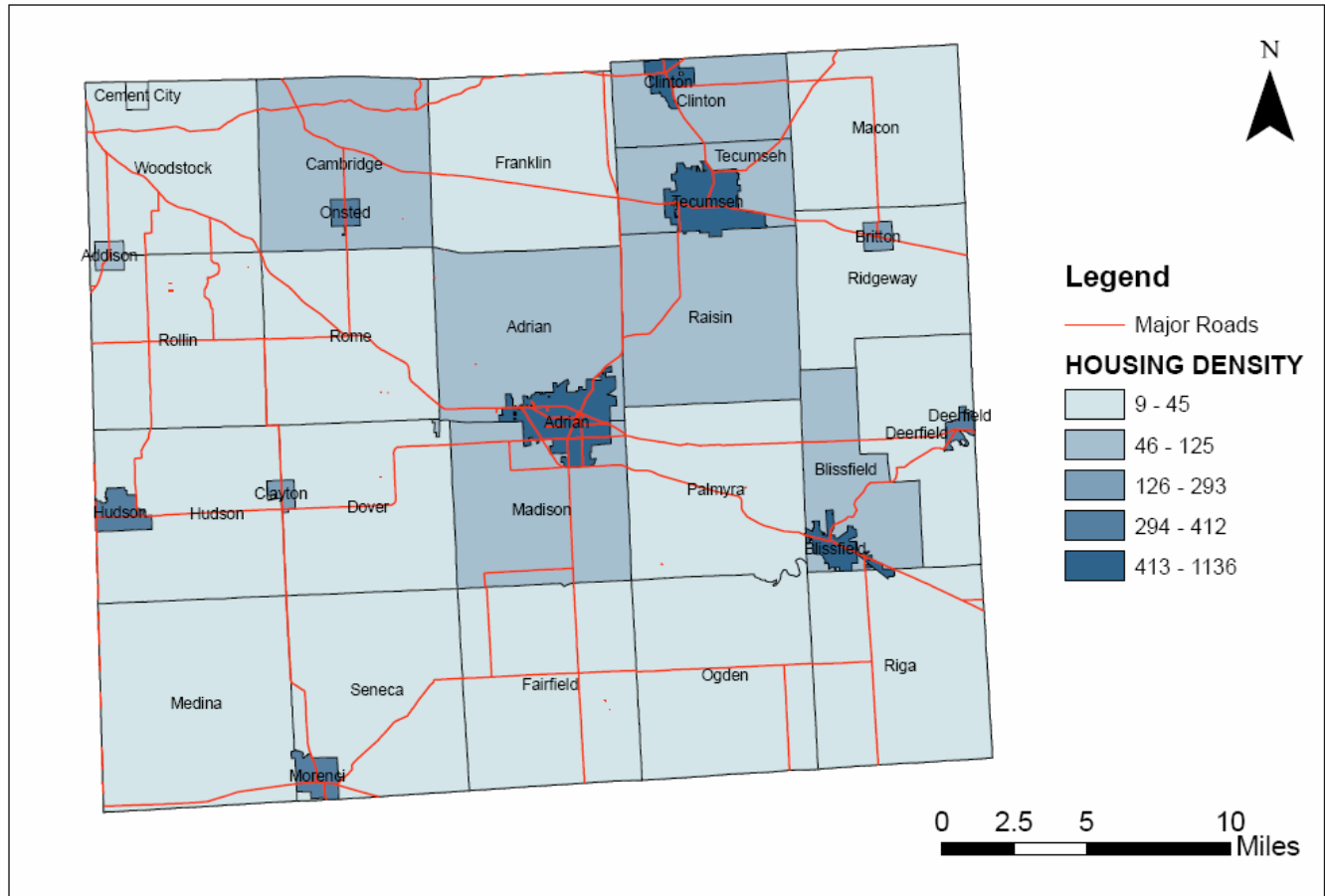


Housing Unit Density in Lenawee County Municipalities, 2010



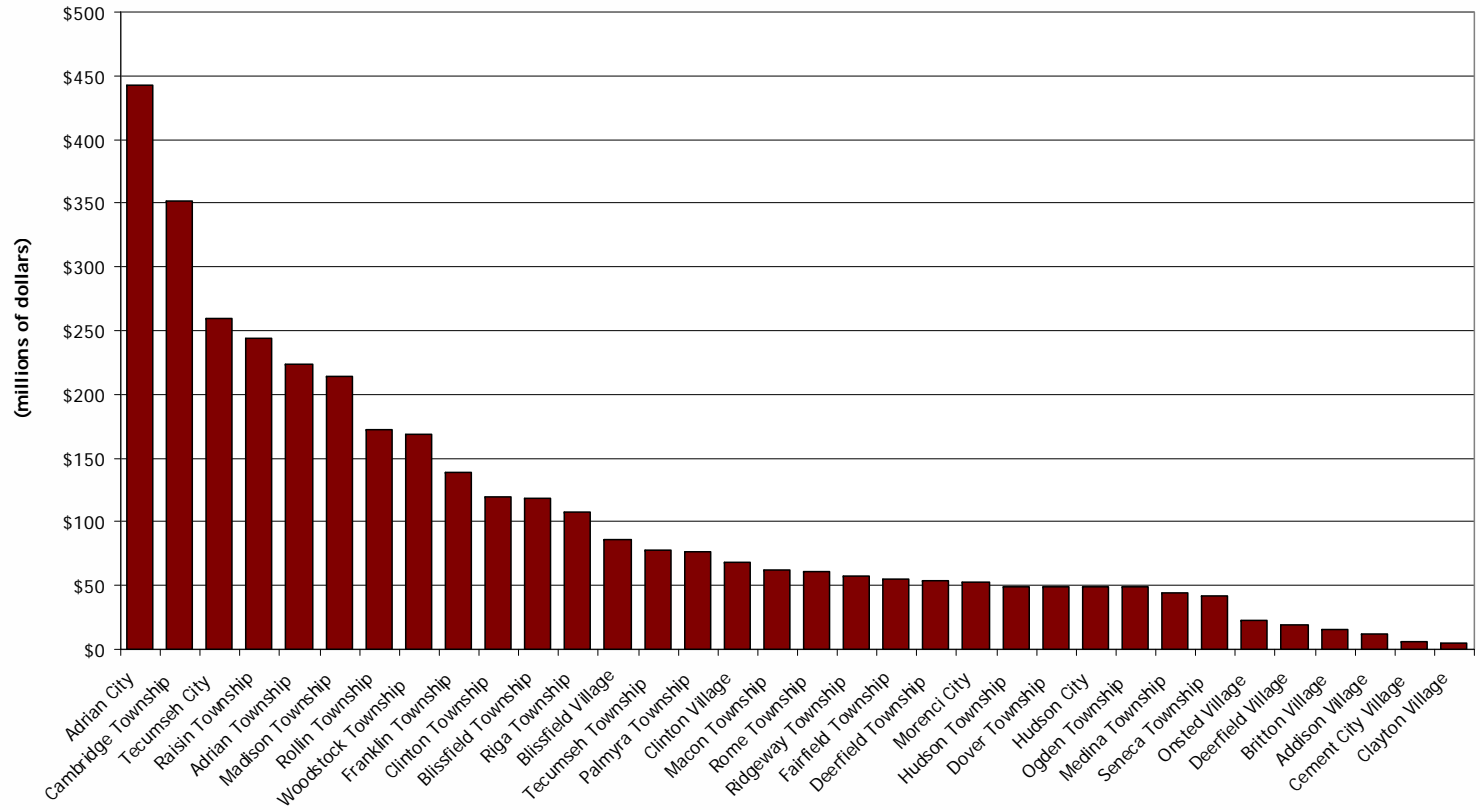


Houses per Square Mile, 2010 Lenawee County, MI



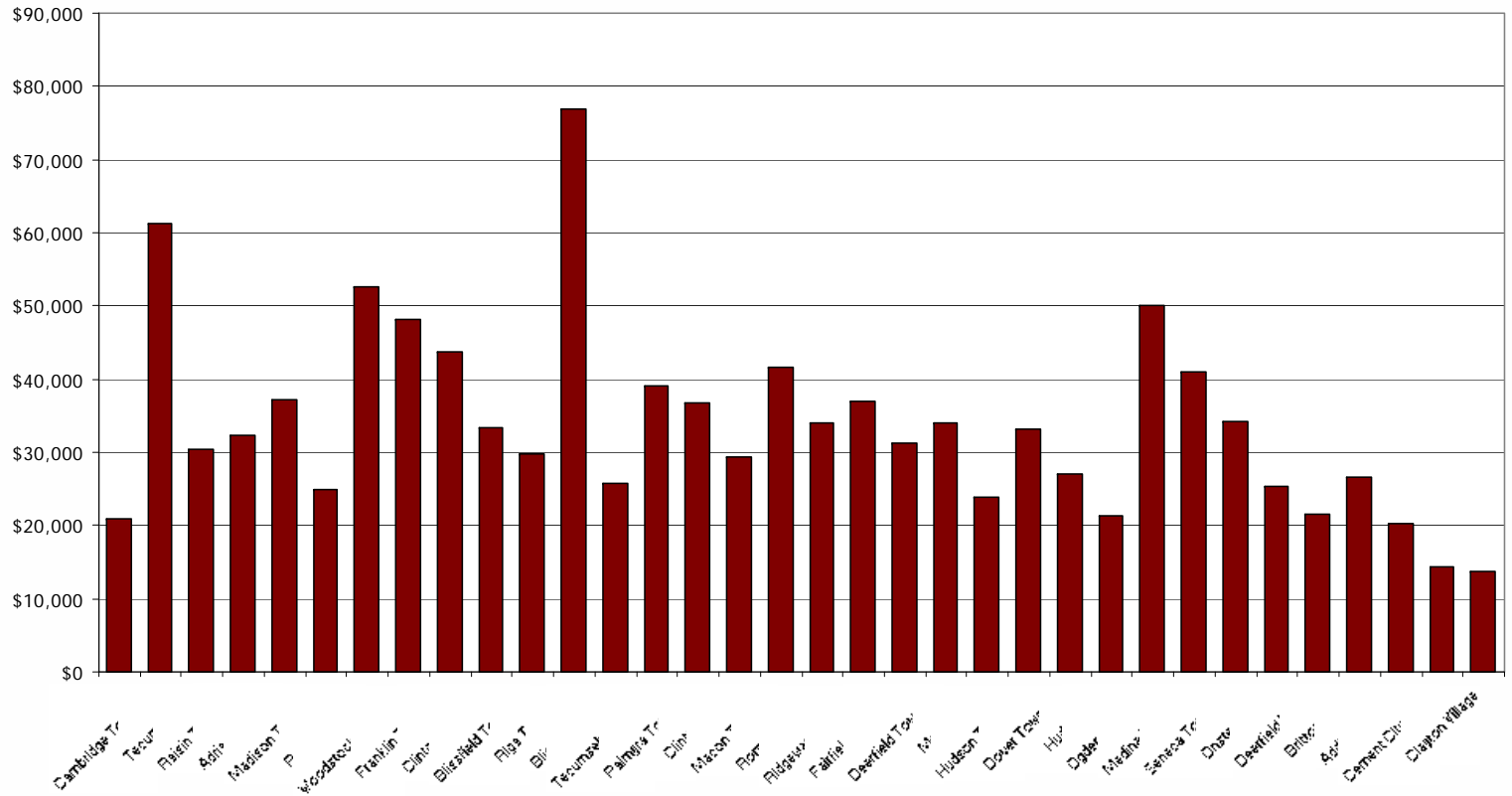


Taxable Value, 2010 Lenawee County Governments



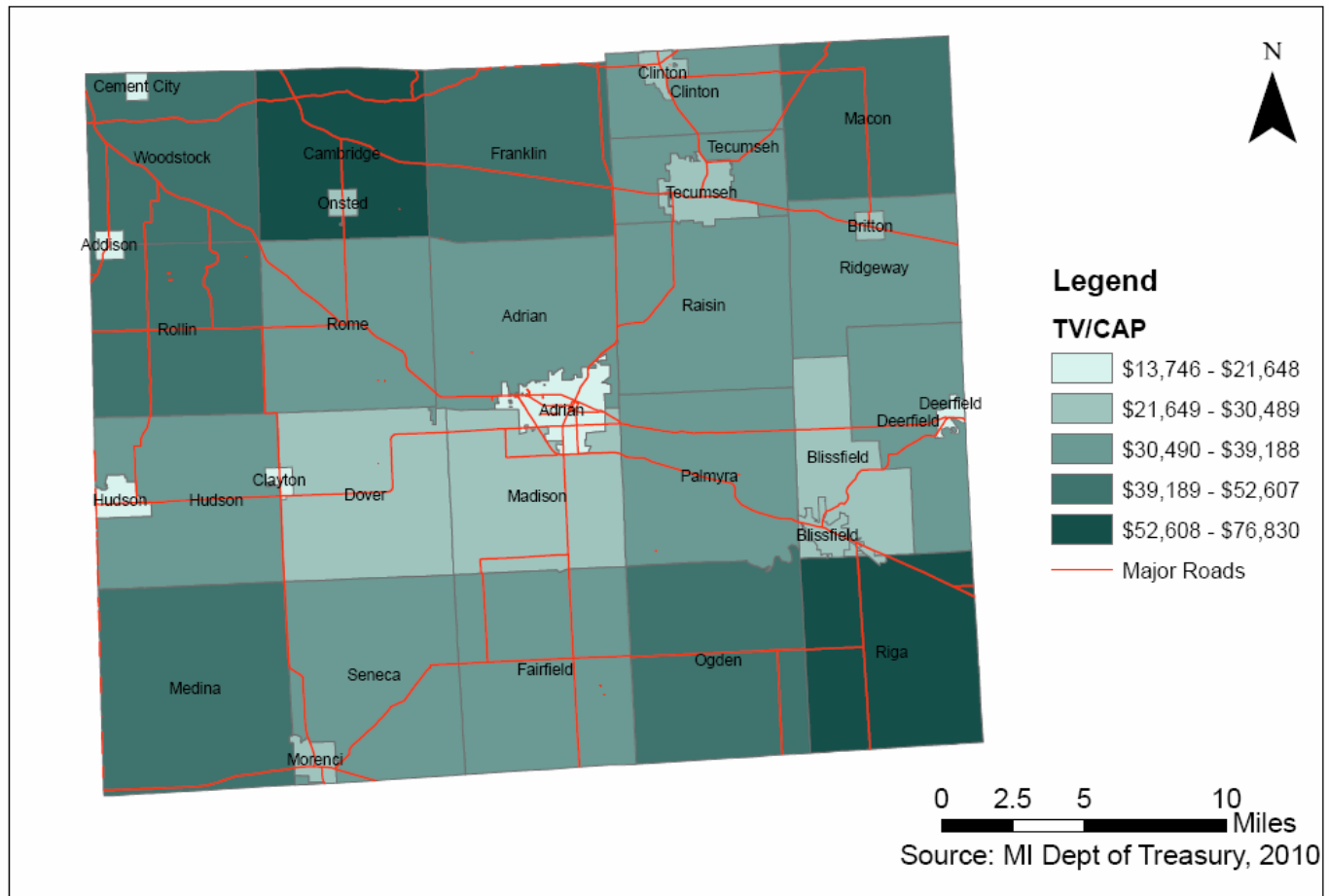


Taxable Value per Capita, 2010 Lenawee County Governments



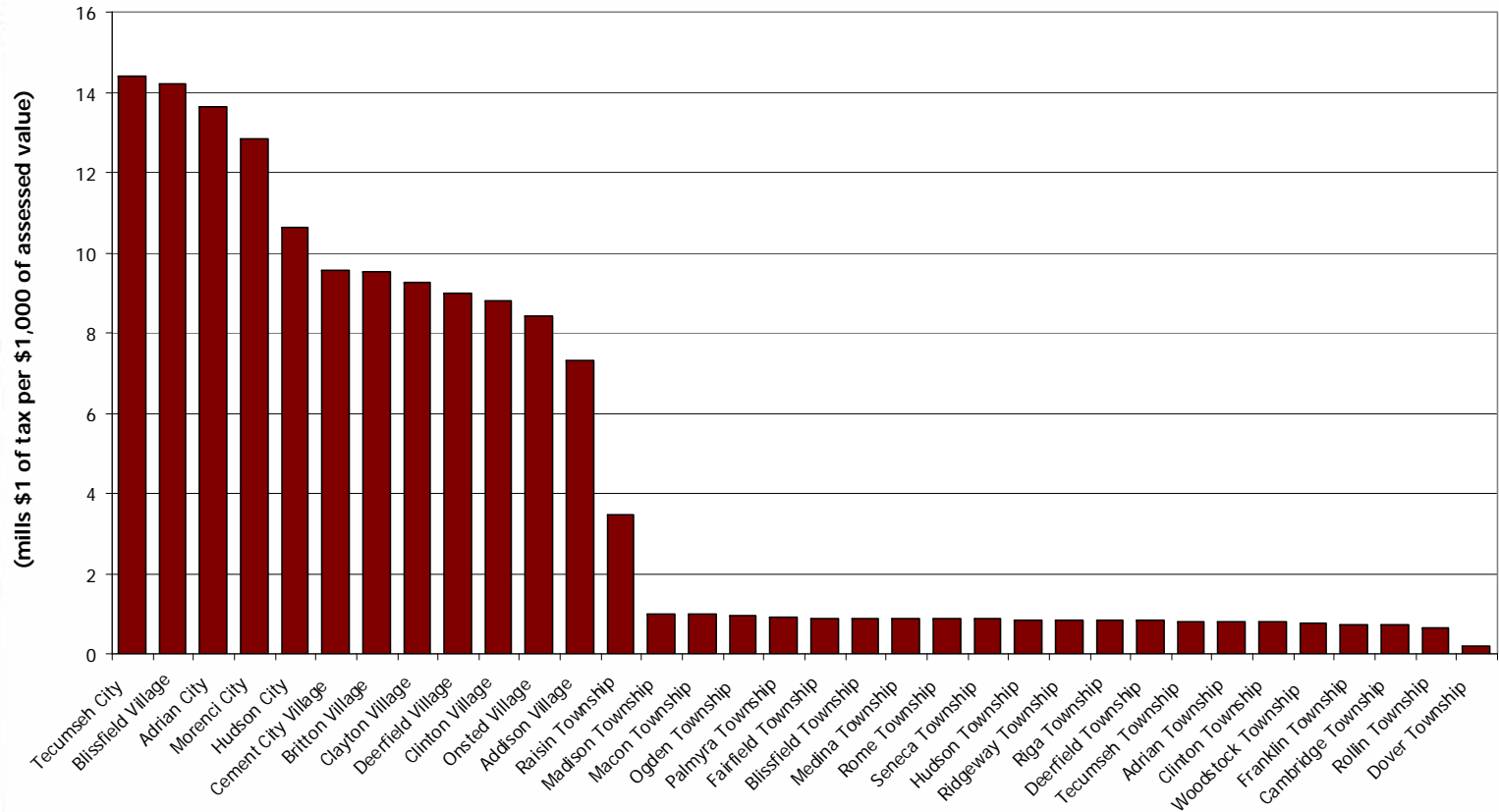


Taxable Value per Capita, 2010 Lenawee County, MI



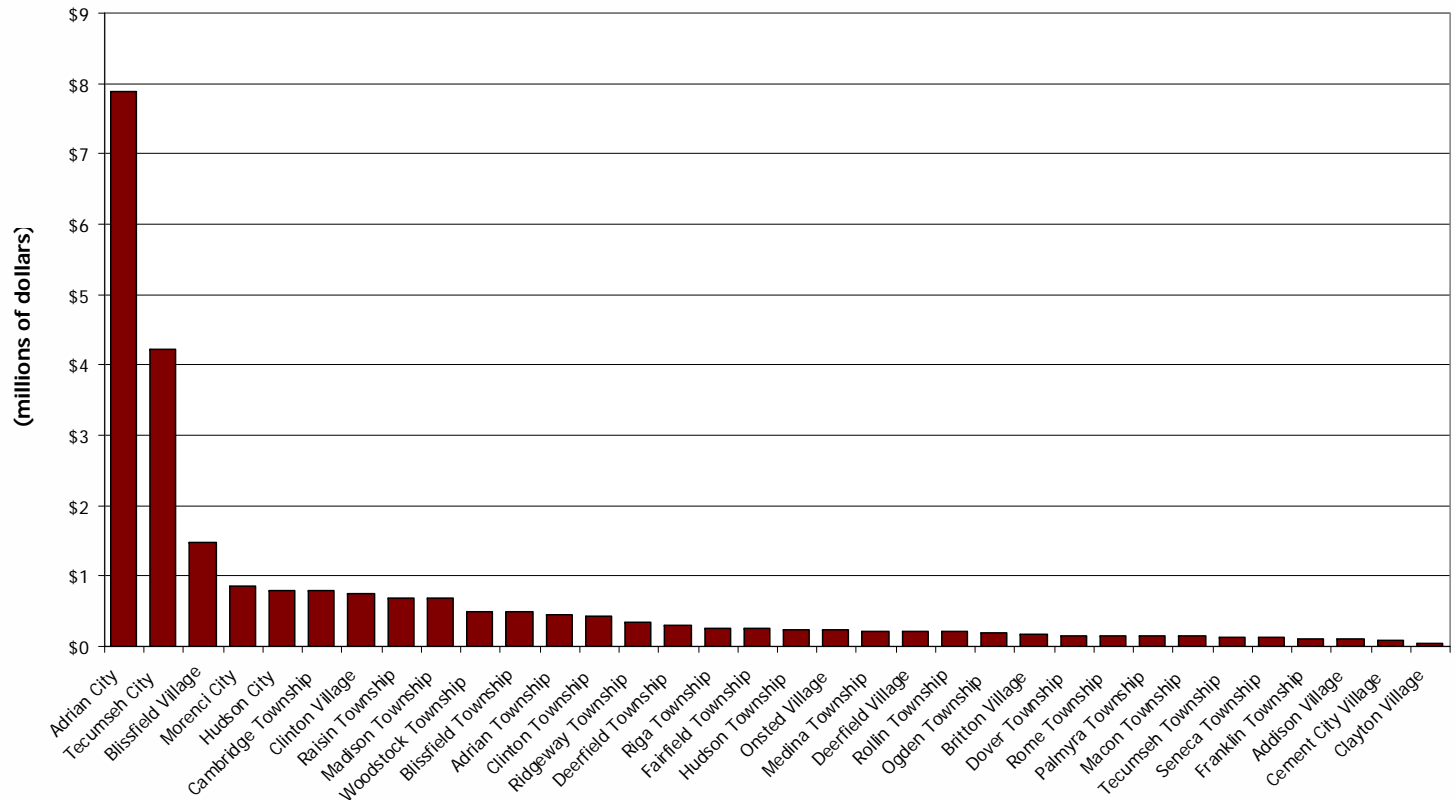


Property Tax Rate, 2010 Lenawee County Governments





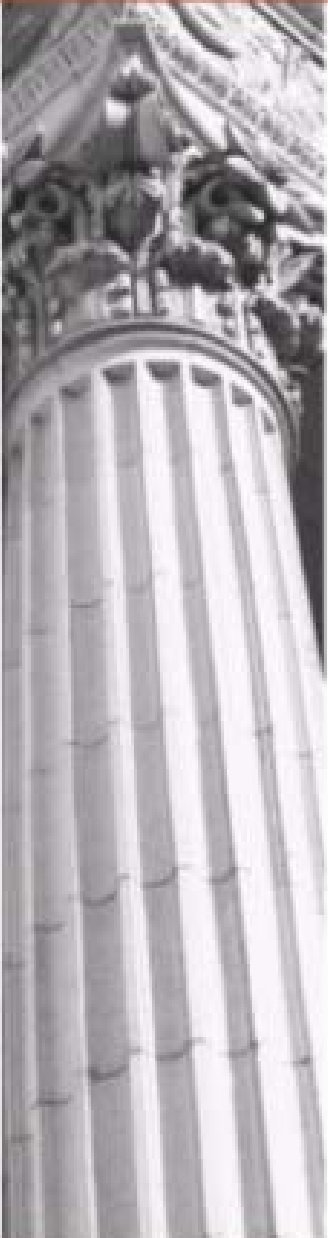
Property Tax Revenue, 2010 Lenawee County Governments





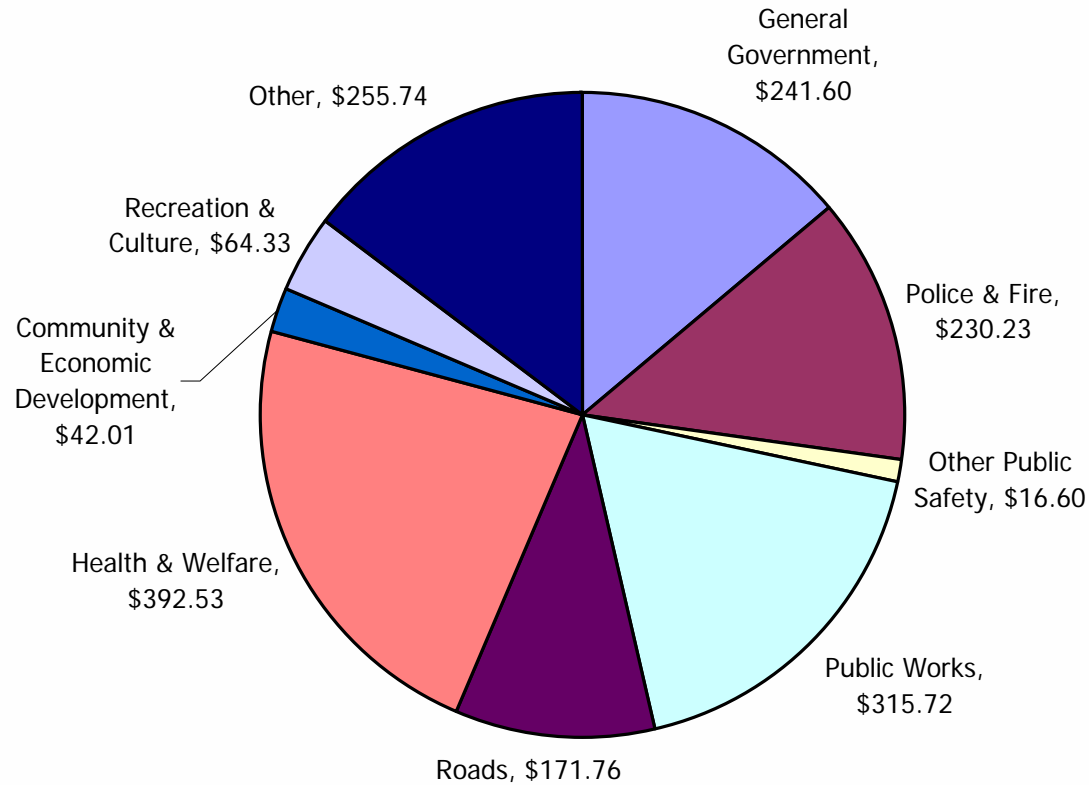
Recap

- **Vast differences in**
 - Where people live
 - How closely together people live
 - Household income
 - Taxable Value of Property
 - Tax Rates levied on property
 - Self-generated property tax revenue





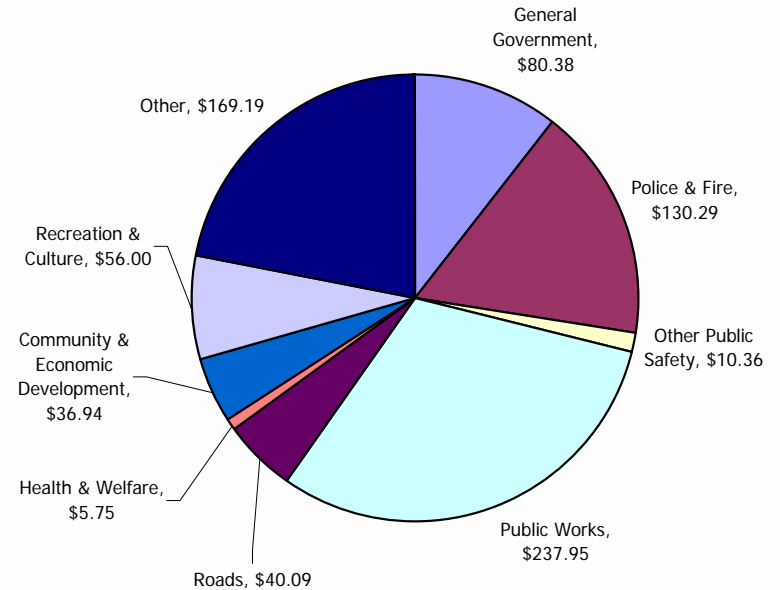
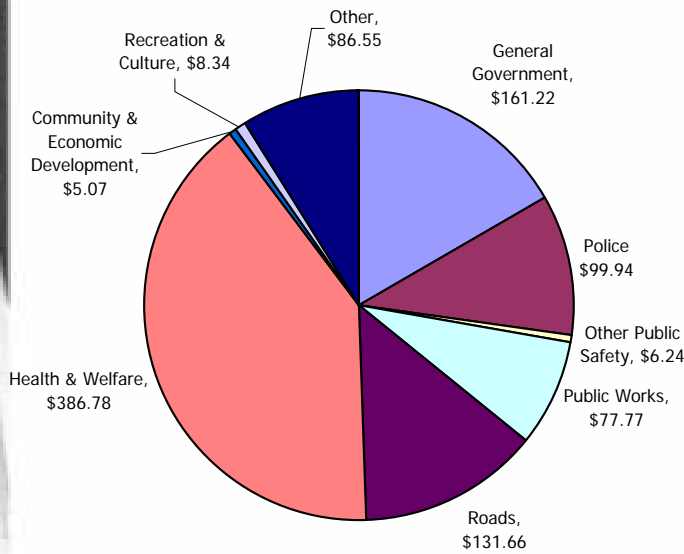
2010 Expenditures by Category County, Cities, Villages, & Townships





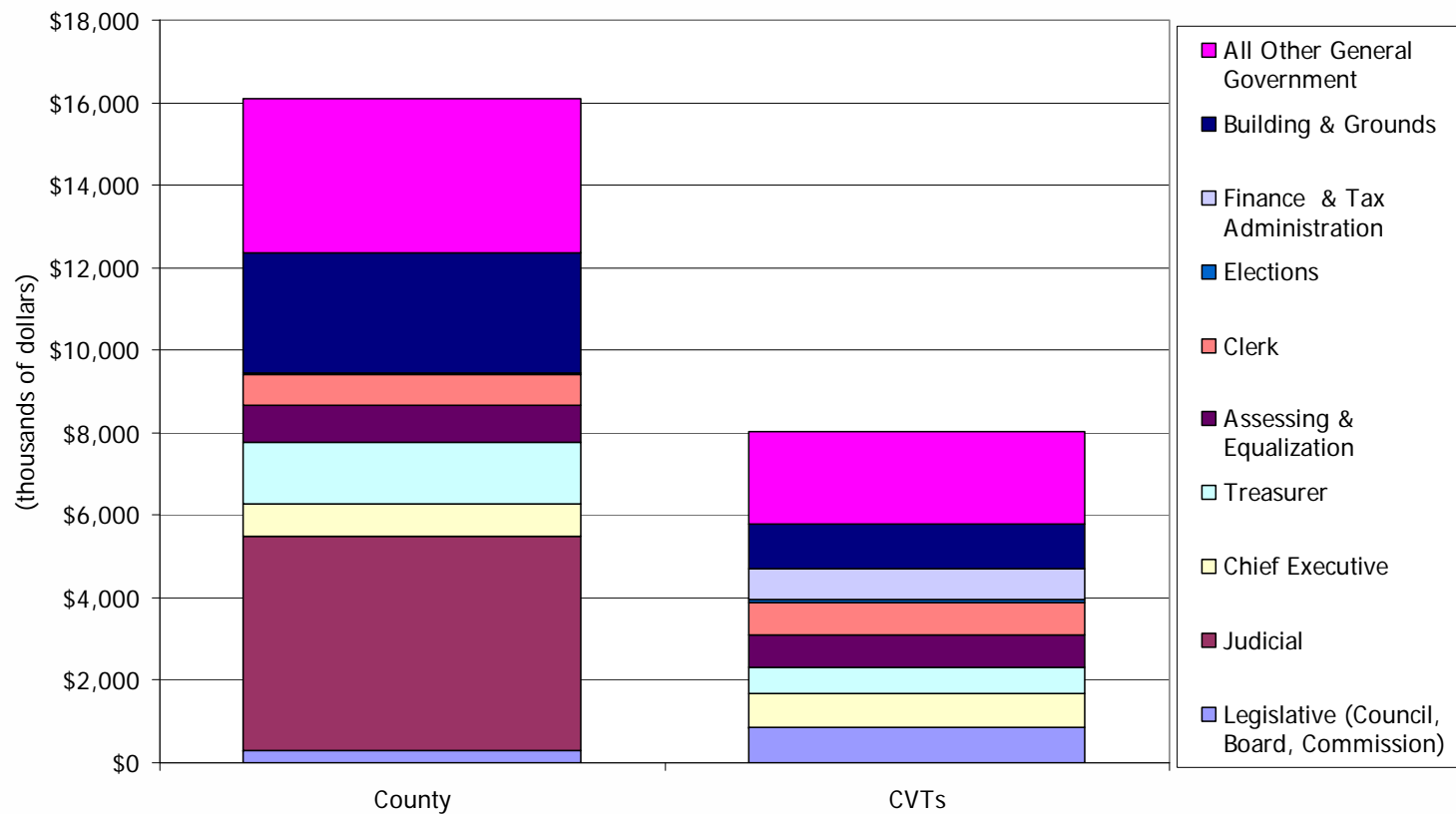
2010 Expenditures for: County

CVTs



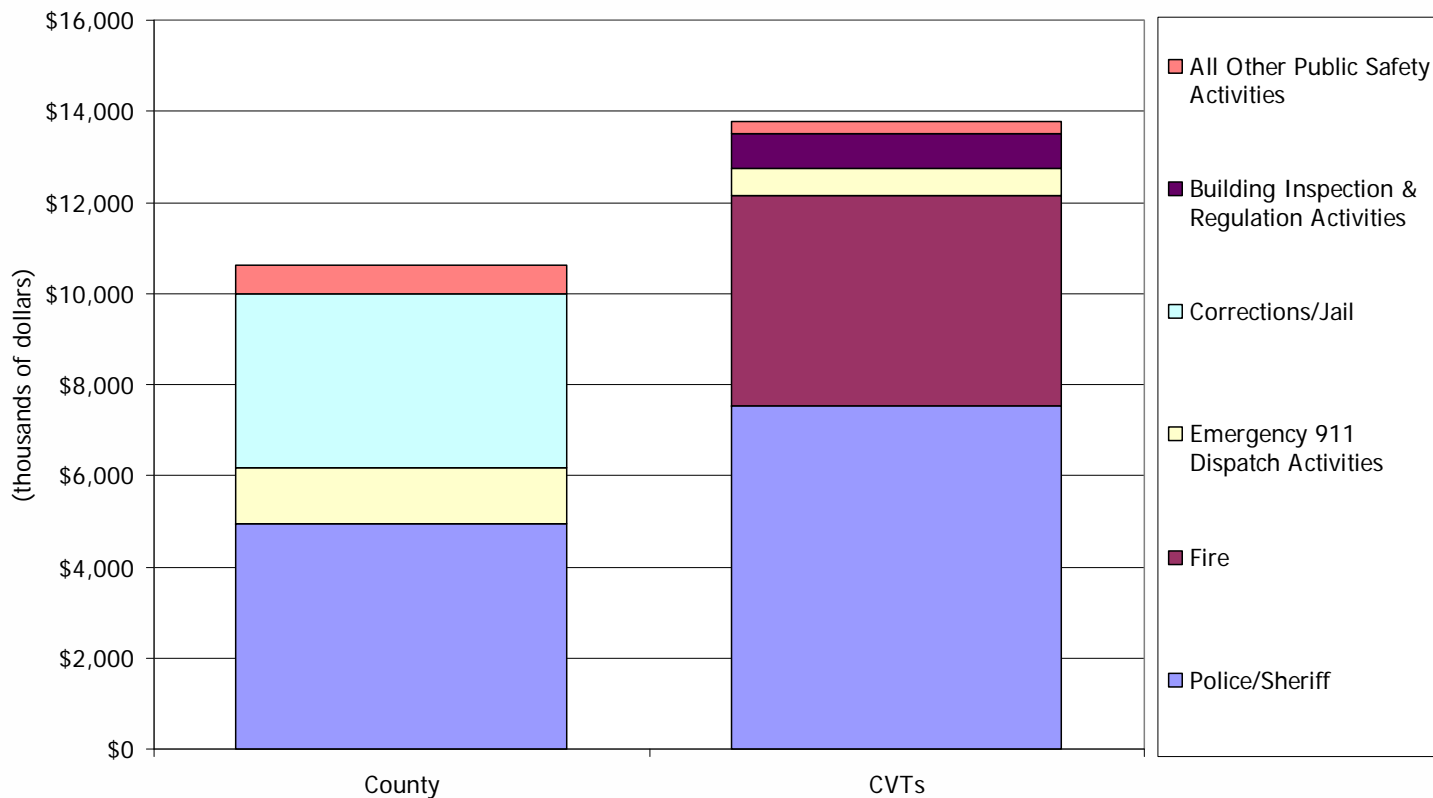


General Government



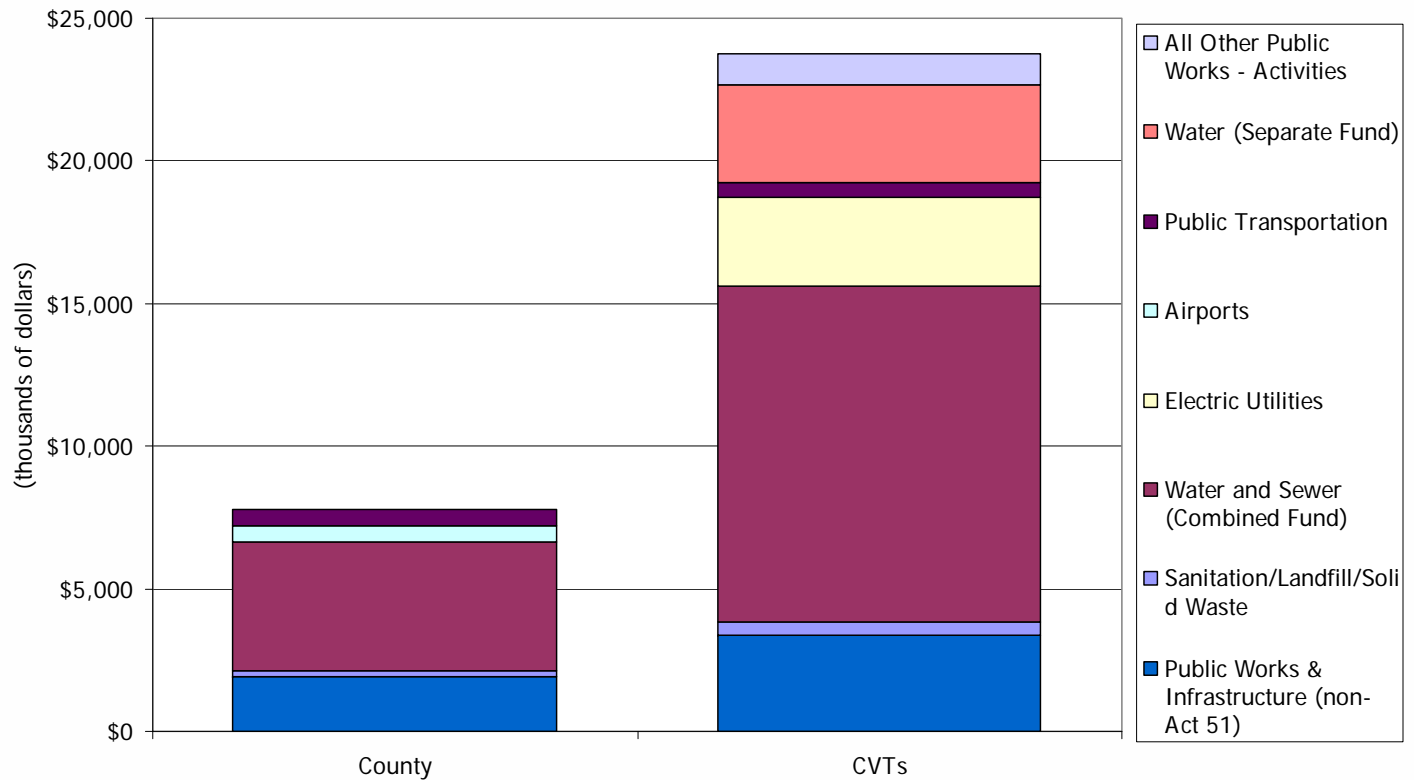


Public Safety



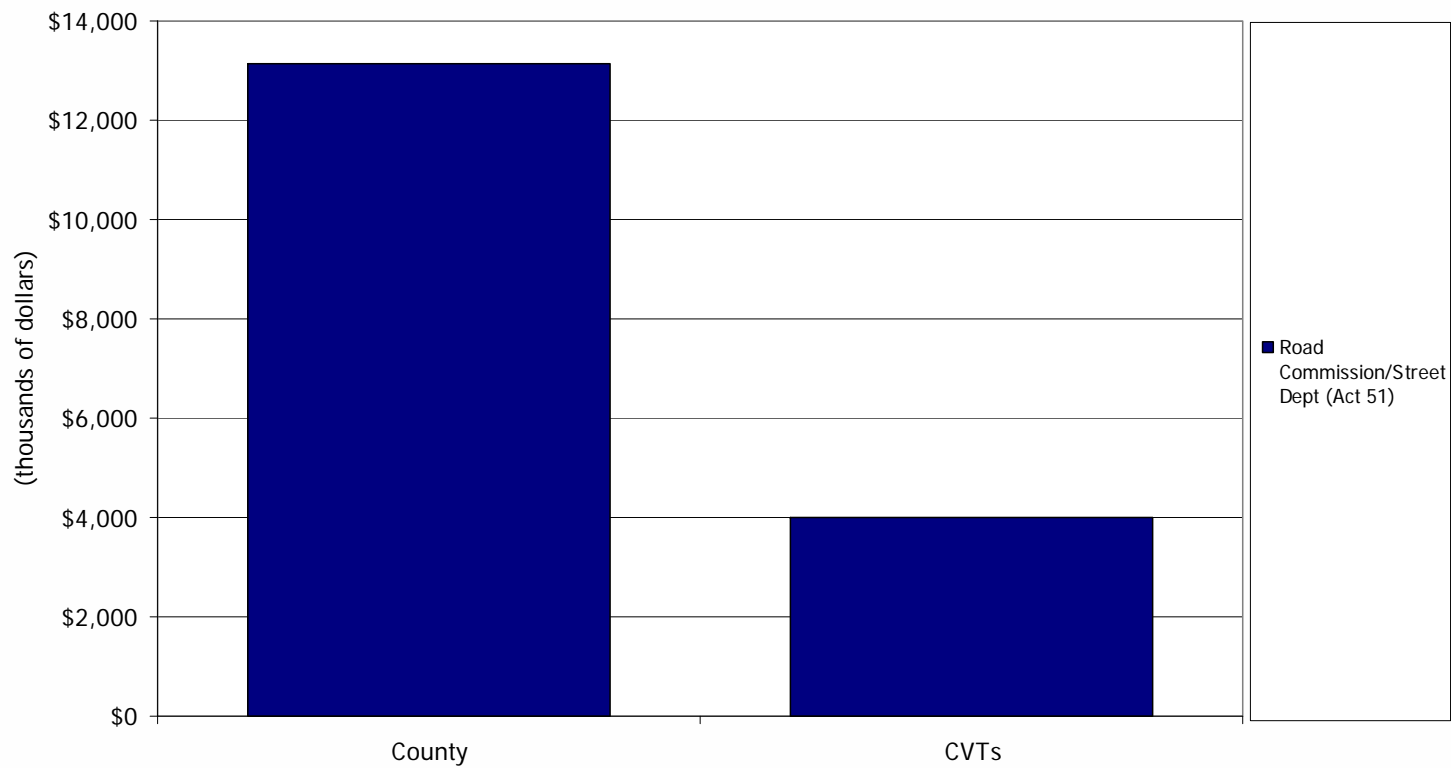


Public Works



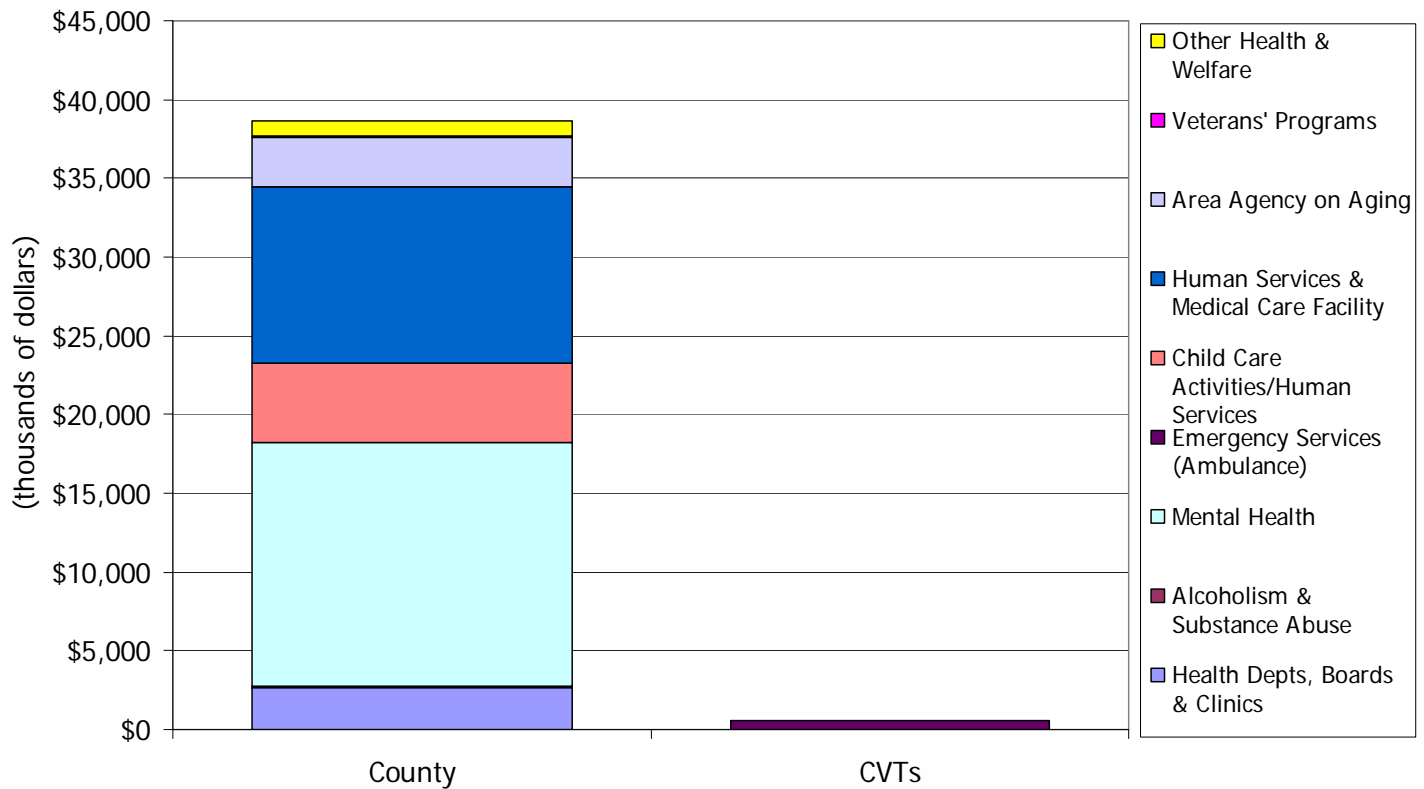


Roads



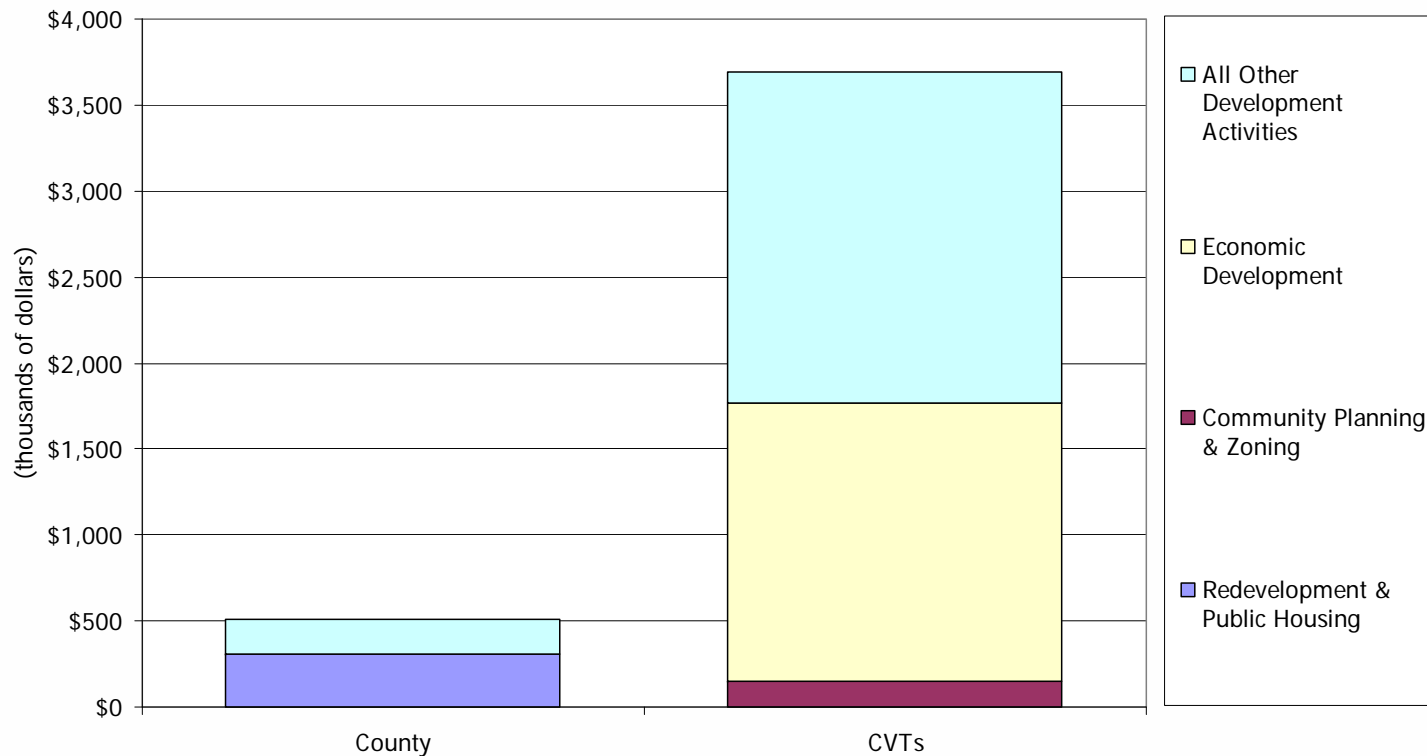


Health and Welfare



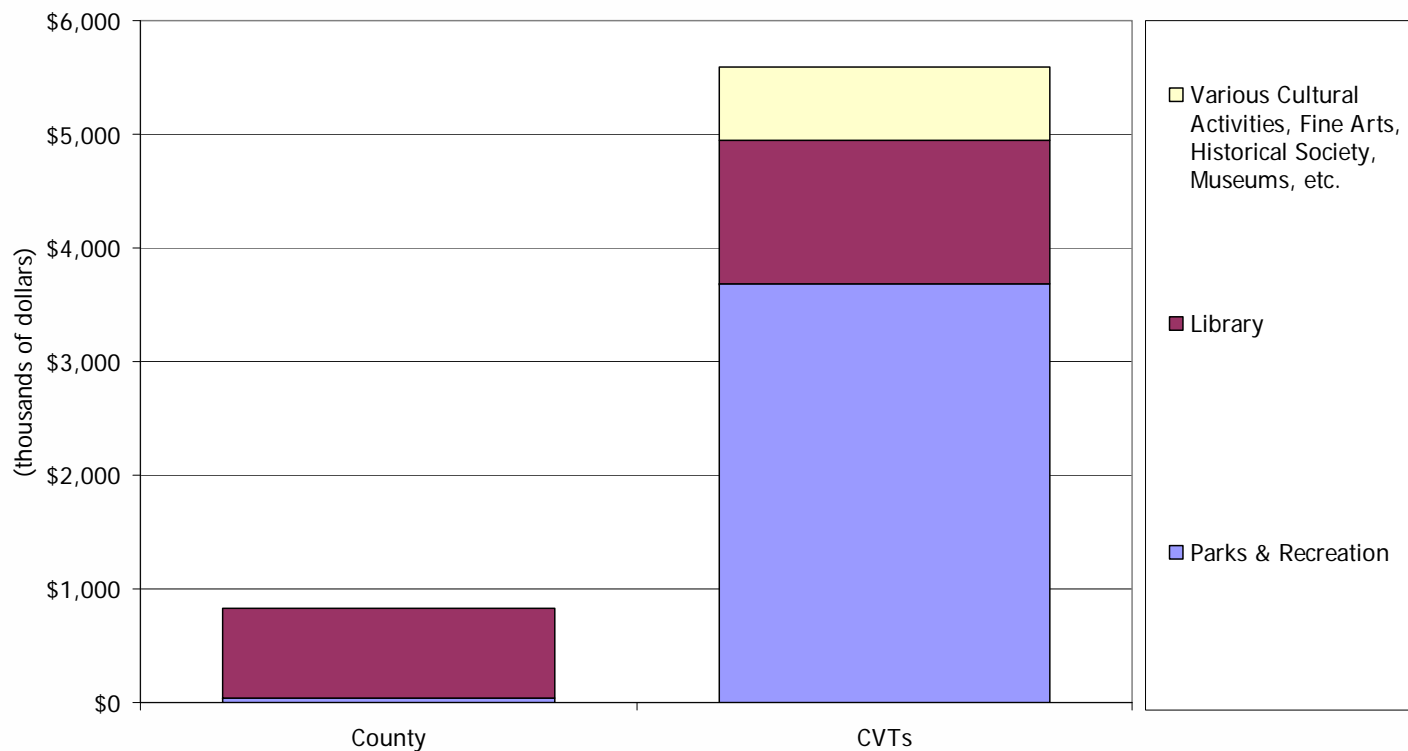


Community & Economic Development





Recreation & Culture





Let's Evaluate

- **Local Government Consolidation**

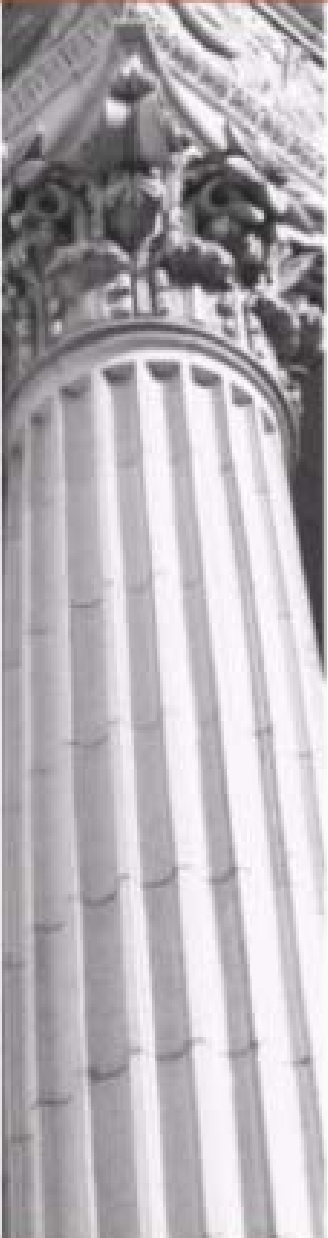
- Some duplication of services among CVTs
- Vast differences between individual governments in size of population, population density, housing density, tax capacity
- Concentrations of needs are spread throughout the county
- Opportunities to consolidate local governments are limited



More Evaluation

- **City/County Consolidation**

- Some duplication in police, roads, library, general government
- No duplication in several services: health and welfare, courts, jails, water and sewer, fire protection, building inspection
- Population shift out of Adrian into nearby townships and Tecumseh

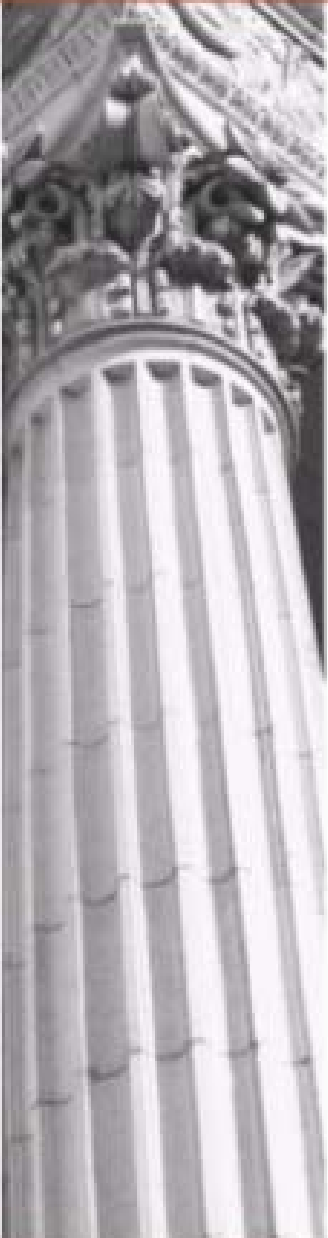




Evaluation

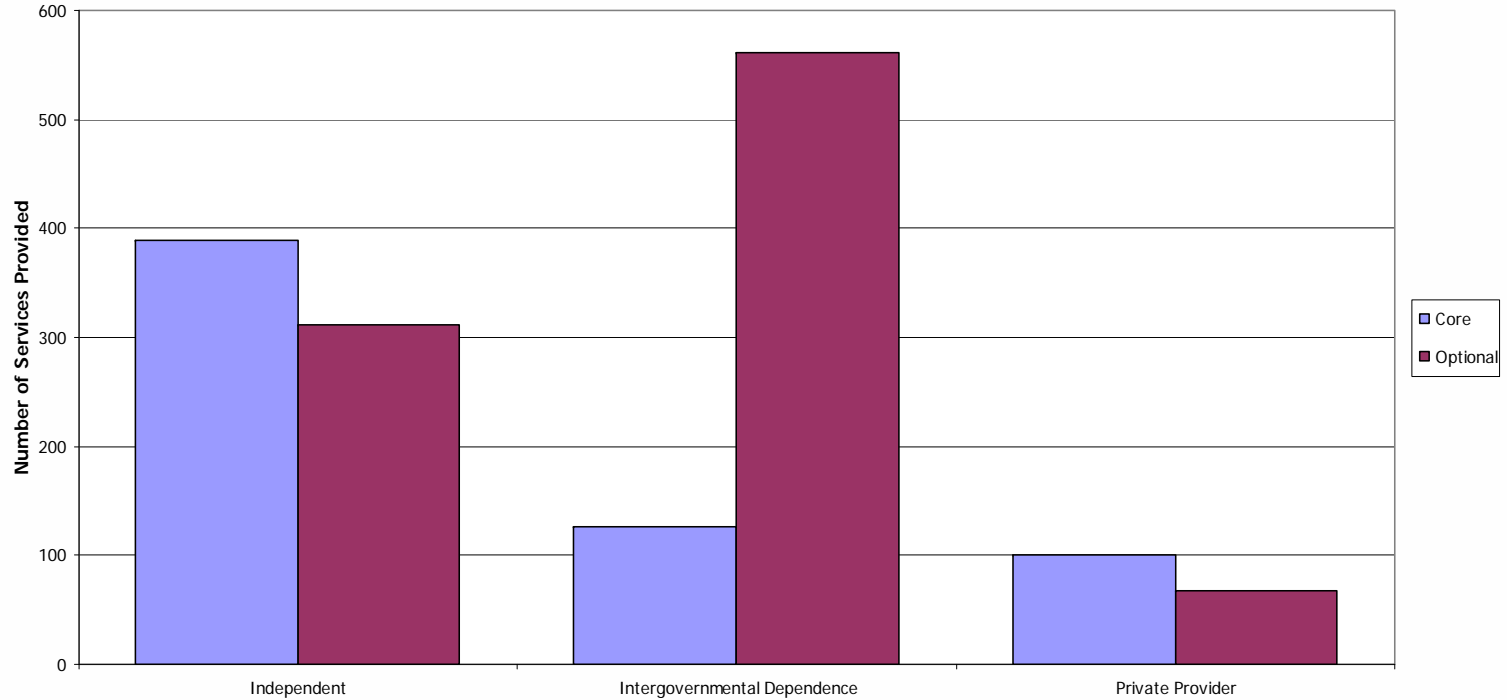
- **Intergovernmental Collaboration**

- Duplication evident in provision of services between county and CVTs and among CVTs
- Opportunity to address this and create some savings with targeted intergovernmental collaboration





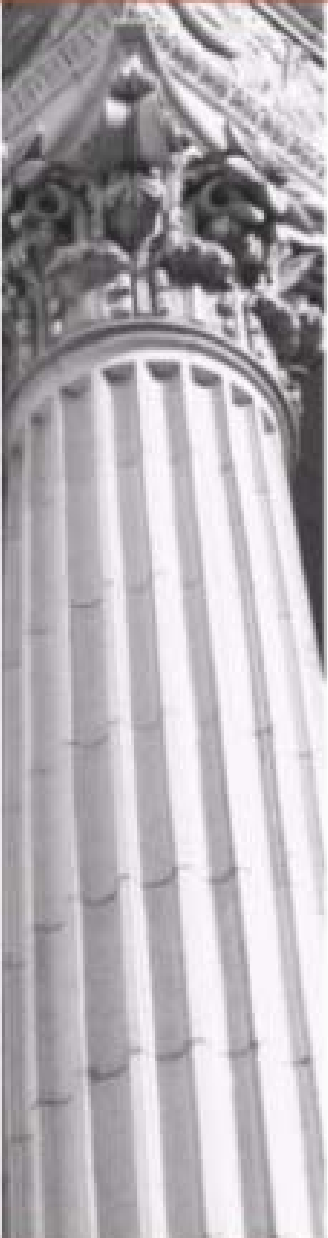
Service Delivery Method





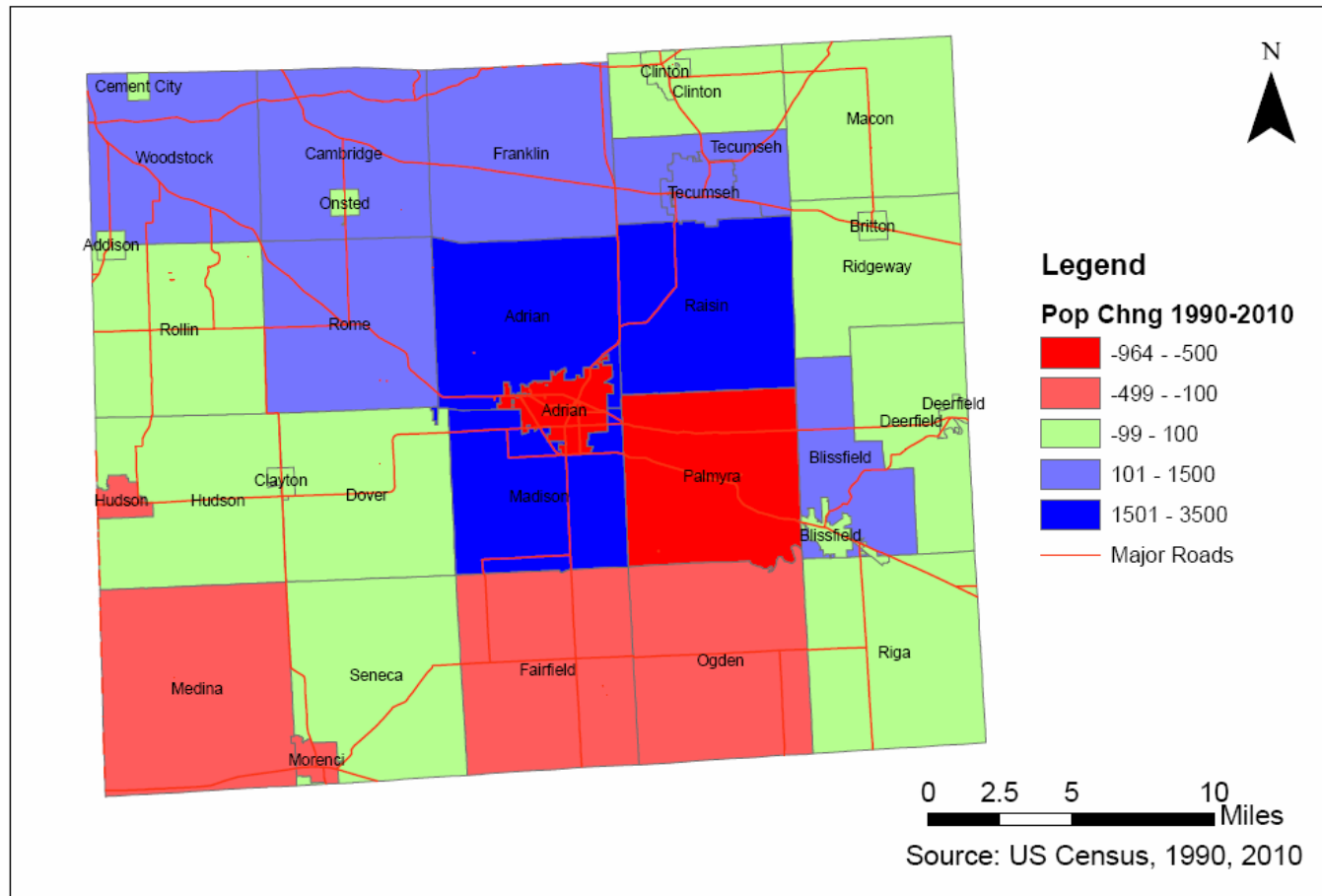
Recommendation: Control Sprawl

- While City of Adrian lost nearly 1,000 people from 2000-2010, townships of Madison, Raisin, and Adrian gained almost 7,000 people
- If governments exist to manage the interaction between people, it is obvious that these townships will be offering more and more municipal services to meet growing needs
- Meanwhile, Adrian sits with unused capacity





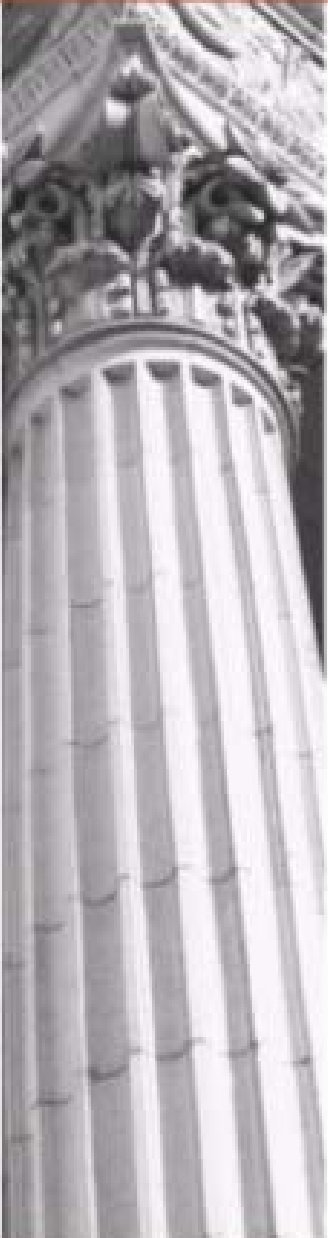
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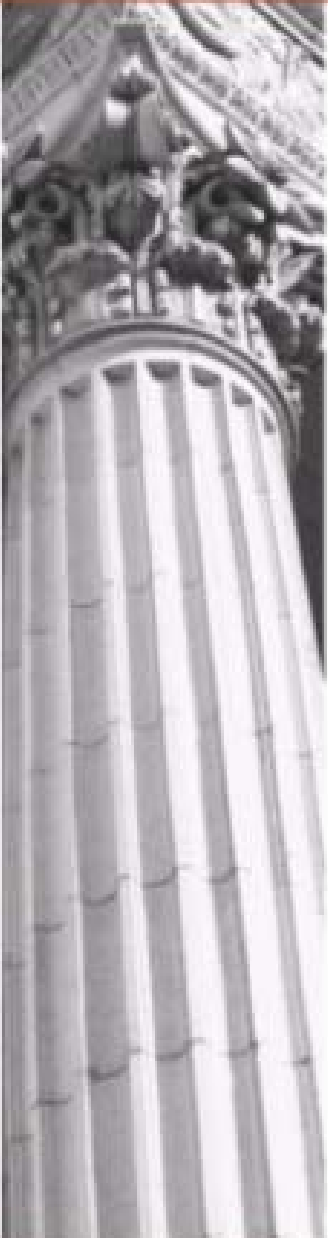
- Empower the county to be more powerful in land use planning and economic development
- Funnel development to where governments have existing capacity to meet the needs





Recommendations to Reshape Local Government Service Delivery

- **Potential to streamline/improve service provision**
- **Recommendations to enhance**
 - Vertical Collaboration
 - Horizontal Collaboration
 - Contracting





Vertical Collaboration

- **County performs functions on behalf of municipalities**
 - Costs may be shared between counties and CVTs
- **Municipalities contract with the county or the state to have functions performed**
- **The county and state governments simply assume responsibility for the performance of specific functions, thus relieving the municipalities of any performance duties**



Recommendation 1: Reform Structure of County Government

- **The following reforms call on the county to do more to help CVTs**
- **More effective if county is capable of taking leadership role**
- **Creation of County Executive**
 - Optional Unified model – Oakland, Bay
 - Charter model – Wayne, Macomb





Recommendation 2: Police Protection

- **Options range from full merger into county sheriff to collaboration in back office and auxiliary functions**
- **Position County Sheriff to provide support services countywide**
 - 911/Radio Communication
 - Officer Training
 - Detective/Crime Investigation
 - Emergency/Disaster Response Planning
 - Records/Archives
- **Frees CVTs to provide patrol/emergency response services**



Recommendation 3: Fire Protection

- **Options range from treatment similar to police to better horizontal collaboration**
 - County sheriff provide support services, freeing firefighters to fight fires
- **Half the respondents said they collaborate in fire fighter training and response**
 - Typical model would seek to build on this
 - But fire protection is provided at different intensities in cities and rural townships



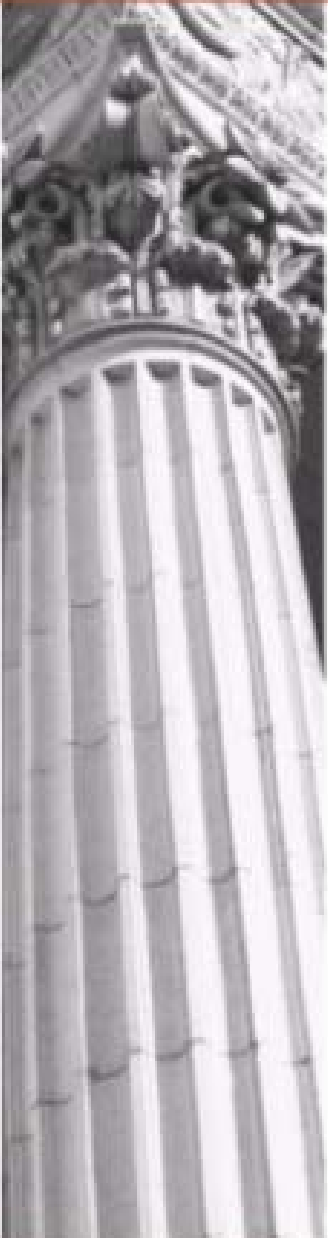
Recommendation 4: Roads

- **Governor Snyder recommendation to concentrate road functions in those agencies currently eligible for at least \$50,000/yr in Act 51 funding**
- **Use same logic to concentrate this capital intensive service with county**
 - Cities and village contract to have LCRC perform work on their behalf
 - Concentrate purchase of heavy equipment with LCRC



Recommendation 5: Create “Cloud Computing ”

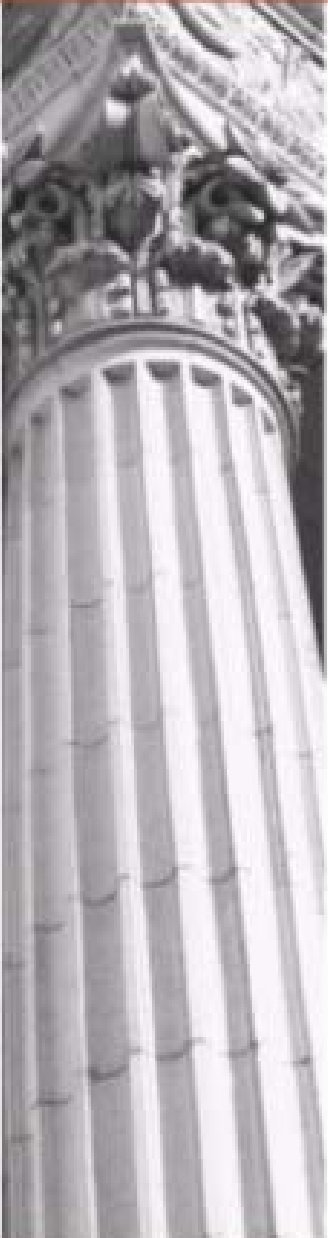
- **Integrate county and local government communication infrastructure**
 - Broadband system to connect governments to the county and to each other
 - County creates databases and computer capacity to house electronic records for local governments





Immediate Effect of the “Cloud Computing” Initiative

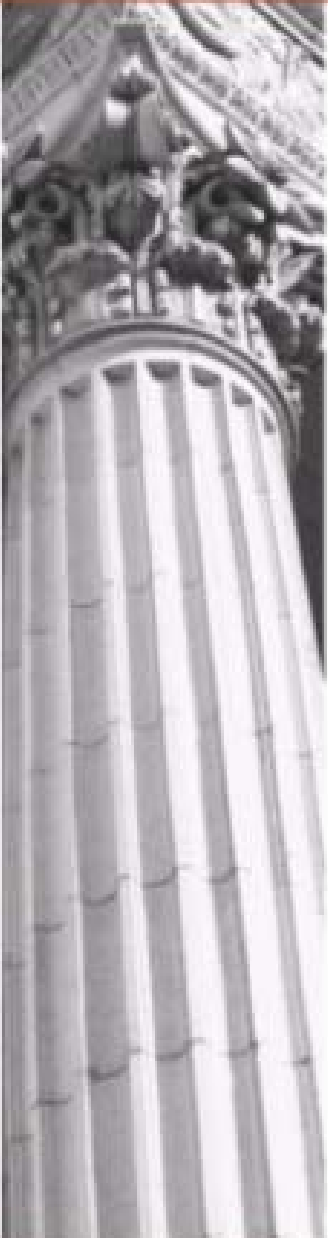
- **All records in a common format on a single platform**
- **County officials have immediate access to local government records**
- **County positioned to immediately provide support to any or all local governments**
- **Local governments have high speed Internet for more efficient business/communications**





Recommendation 6: Information Technology

- **Websites**
 - Increase from 21 to all 33 CVTs
 - Adopt UM students' recommendations
- **Geographic Information Systems (GIS)**
 - Already a practice
 - Expand to others
 - County assistance as needed





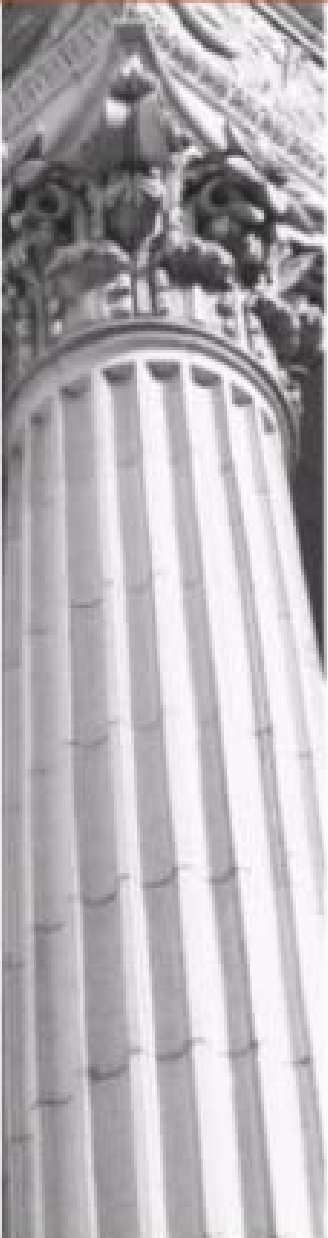
Recommendation 7: Document Services

- **Forms**

- Zoning, business licensing, animal licensing, property assessment appeals, parks facility reservation, etc.
- Standardized and available for download through web portal

- **Printing Municipal Documents**

- **Records/Archives**





Recommendation 8: Business Services

- **Fiscal Services**
 - Property Assessing
 - Tax Collection
 - Accounting
 - Purchasing
- **Human Resources**
 - Payroll and benefit management
 - Training





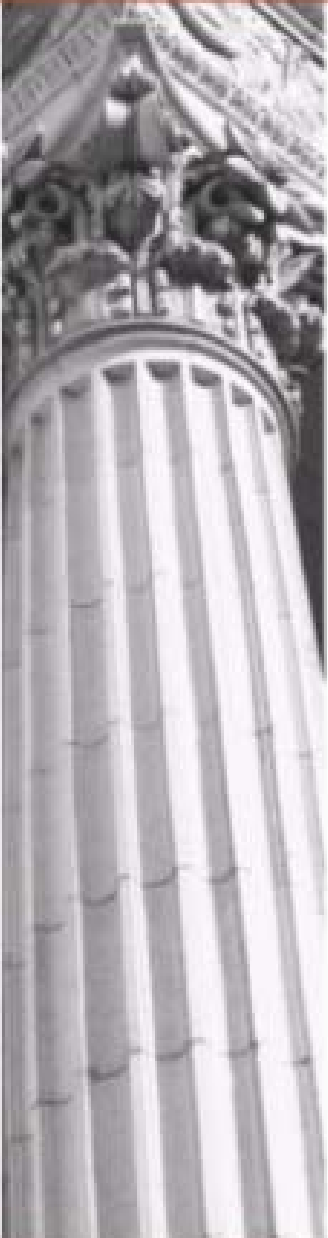
Recommendation 9: Others

- **Elections**

- Counties already play a role
- Law change necessary to move the function entirely to the county

- **Building Regulation**

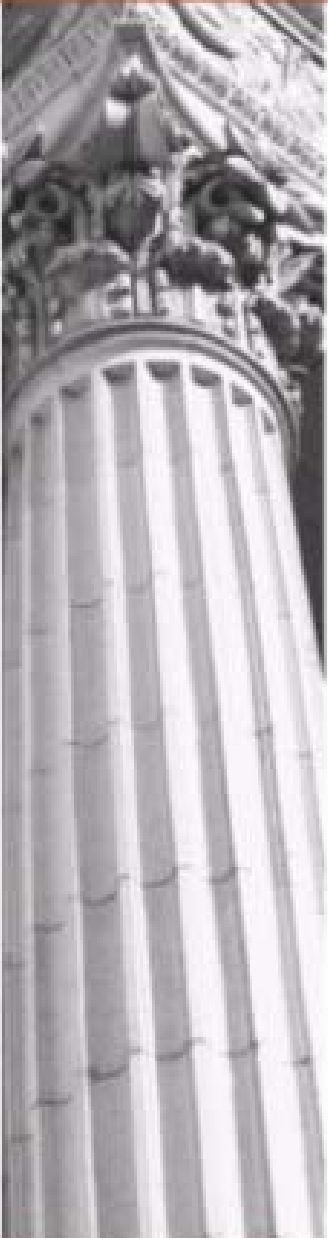
- Building Permits
- Building Inspections
- Code Enforcement
- Well and Septic Permits





Horizontal Collaboration

- Michigan's laws authorize allow two or more local governments – cities, villages, townships, counties, school districts, special authorities, and special districts – to collaborate with each other to jointly provide any service that each is authorized to provide individually
- May be harder to accomplish in Lenawee County because of differences between local governments





Recommendation 1: Grounds Maintenance

(with school districts)

- **Cemetery maintenance**
- **Parks and Playgrounds**
- **External building maintenance**
- **Forestry services**

- **Opportunity for reverse vertical collaboration
– have local governments perform building
and grounds maintenance for the county**

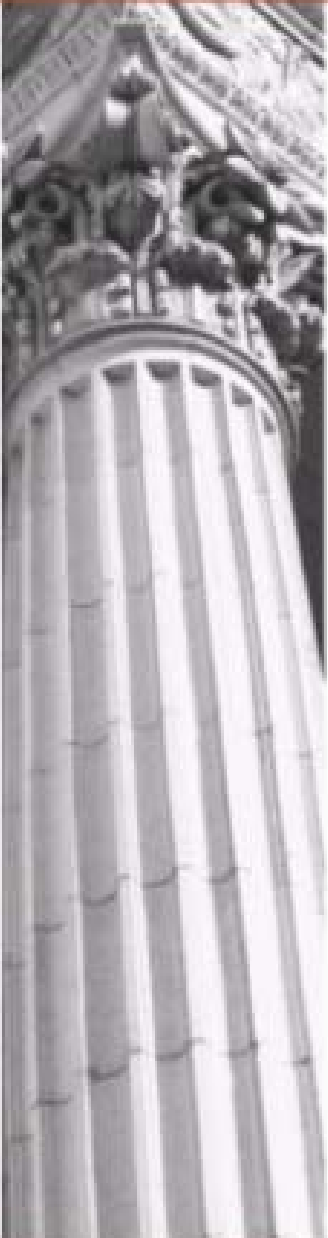




Recommendation 2: Fleet Management

(with school districts)

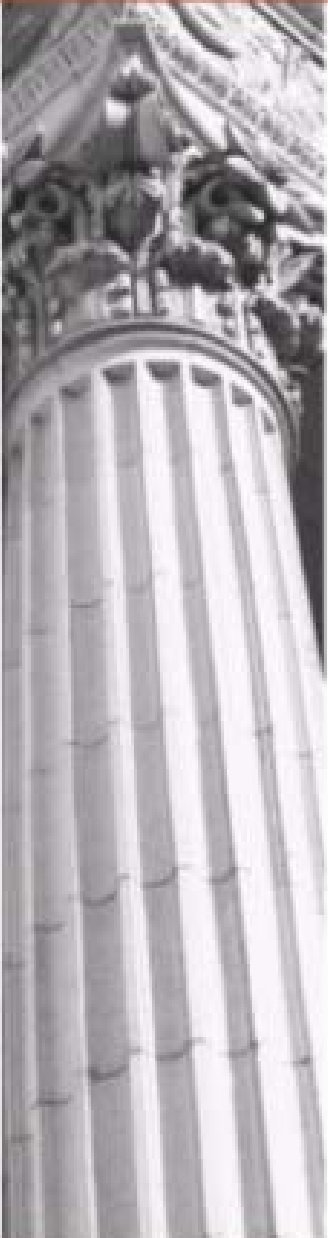
- **Vehicle storage**
- **Vehicle maintenance**





Recommendation 3: Position for New Services

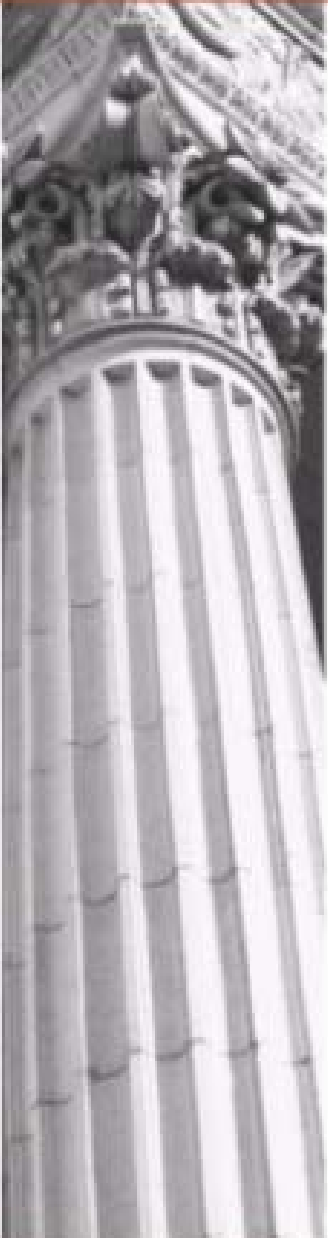
- **Expansion of water and sewer**
- **Open Space Planning**
- **Environmental/"Green" Planning**





Recommendation 4: Look to Current Service Providers

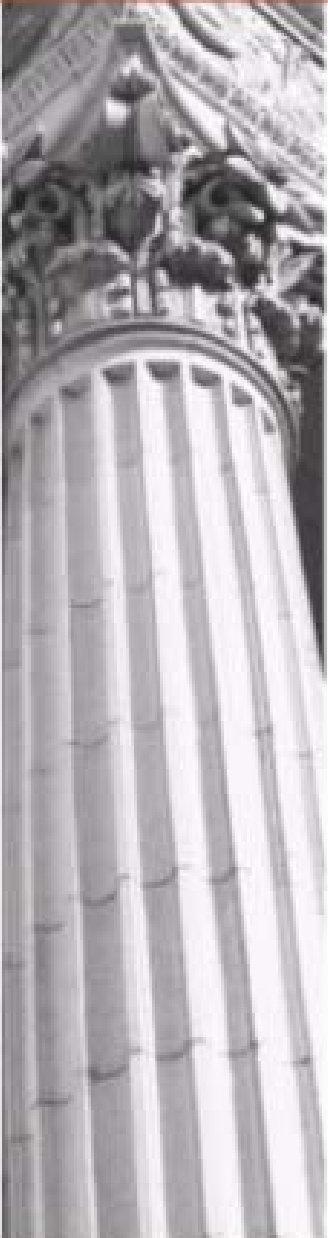
- **Investigate whether current provider are in position to expand services to new areas**
 - Collaboratively
 - By contract





Private Provision

- Sometimes governments contract with a private contractor to provide governmental services
- Other private providers simply reflect the private sector filling a market niche that is filled by local governments elsewhere
- Depends on availability of private contractors and market competition





Recommendation 1: Government Offices

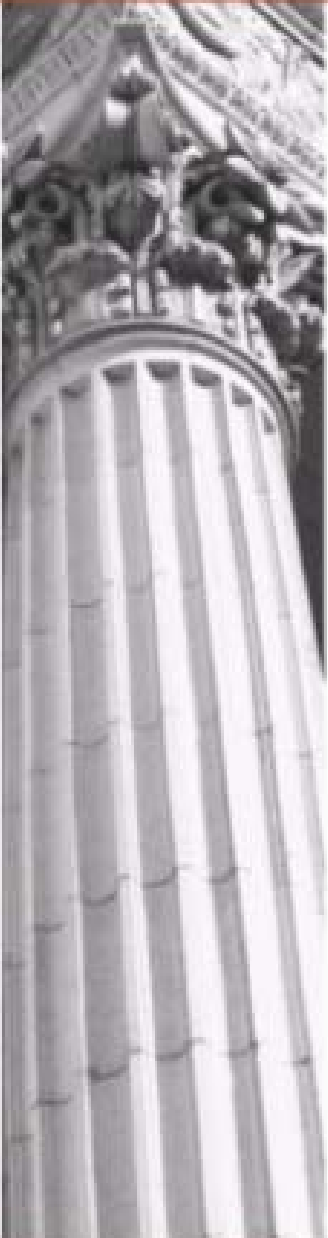
- **Building security**
- **Janitorial services**





Recommendation 2: Services to Properties

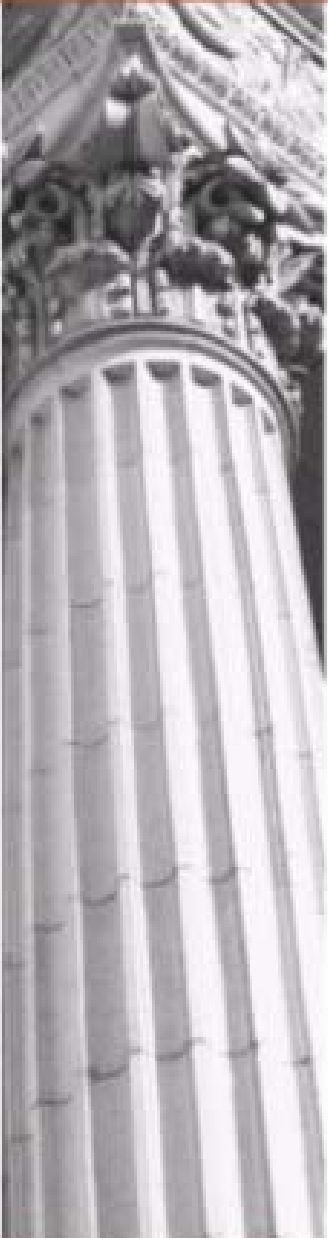
- **Refuse collection**
 - Residential
 - Non-Residential
- **Utilities**
- **Broadband and Wi-Fi Internet access**





Recommendation 3: Grounds Maintenance

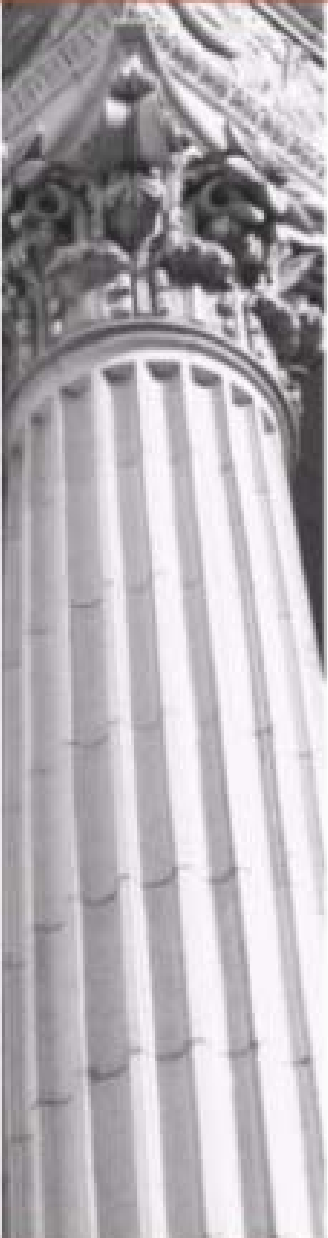
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Recommendation 4: Fleet Management

- **Vehicle storage**
- **Vehicle maintenance**





Thank You

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