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Shared Services: NYS Municipalities and School Districts

Mildred Warner (mew15@cornell.edu)

John Sipple (jws28@cornell.edu, @jsipple)

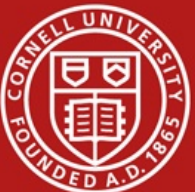
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Funded by USDA Hatch/Smith Lever



Goal

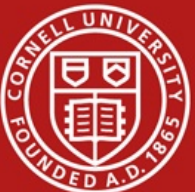
- Continue to build a partnership
 - Philly: Enhancing capacity of local decisionmakers
 - Williamsburg: Data tools and Shared Service advisement
 - Keys: Share findings and have conversation.





How much sharing in your state?

- What percentage of counties share these services?
 - Dispatch/911
 - Public Transit
 - Elderly/Youth Services
 - School Facilities



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Introduction

Partners

Cornell University

- Department of City and Regional Planning
- Department of Development Sociology

New York Conference of Mayors

New York State Association of Towns

New York State Association of Counties

New York State Council of School Superintendents

American Planning Association, New York Upstate Chapter

Principal Investigators: John Sipple, Mildred Warner
Researchers: George Homsy, David Kay



Response Rate

	Cities	Counties	Towns	Villages	Supts	Total
Total – NYS	62	57	932	556	675	2282
Number of responses	49	44	494	359	245	1191
Response rate	79%	77%	53%	65%	36%	52%

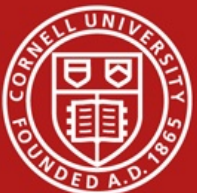




Services measured

Total of 29 services measured in the following areas:

- Public works and transportation (5 services)
- Administrative / support services (10 services)
- Recreation and social services (5 services)
- Public safety (6 services)
- Economic and development planning (3 services)



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Service Sharing

Shared service arrangements as percent of all 29 services measured 27.4%

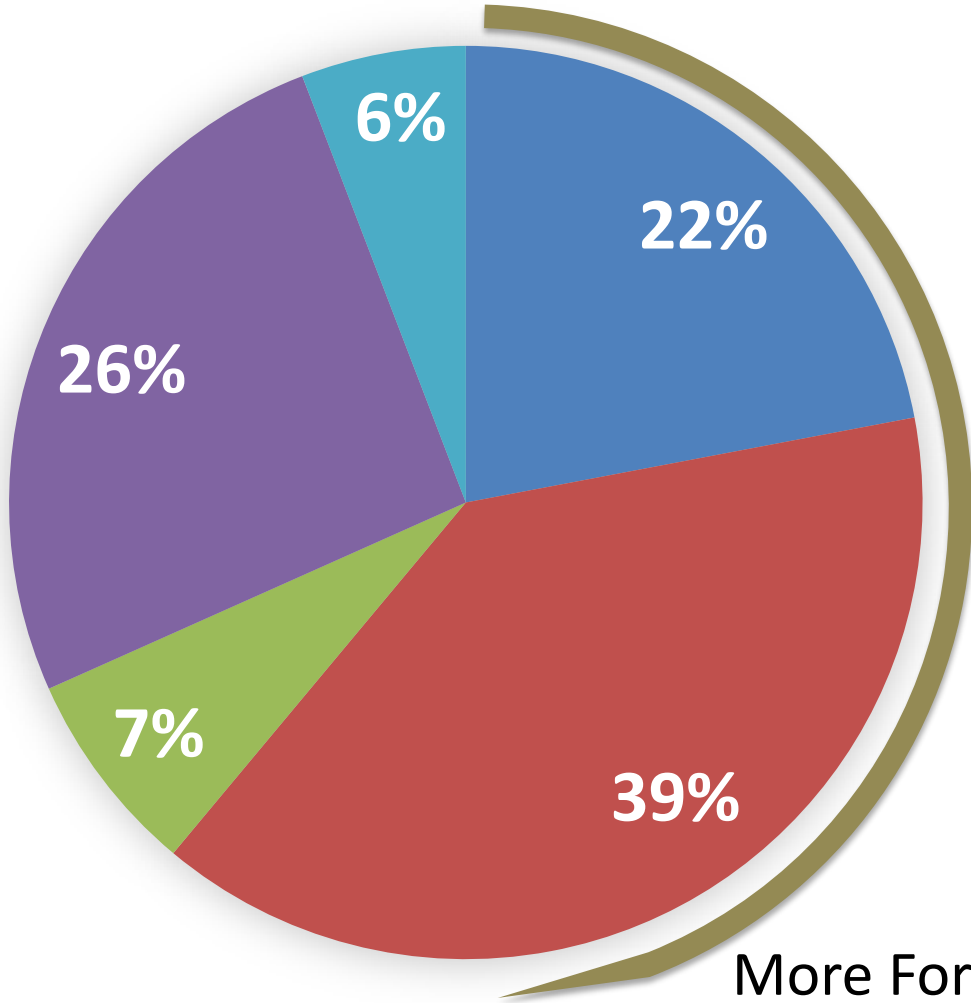
Average length of arrangement 17.6 years

Most common type of arrangement Memorandum of understanding (MOU)





How Formal is the Arrangement ?

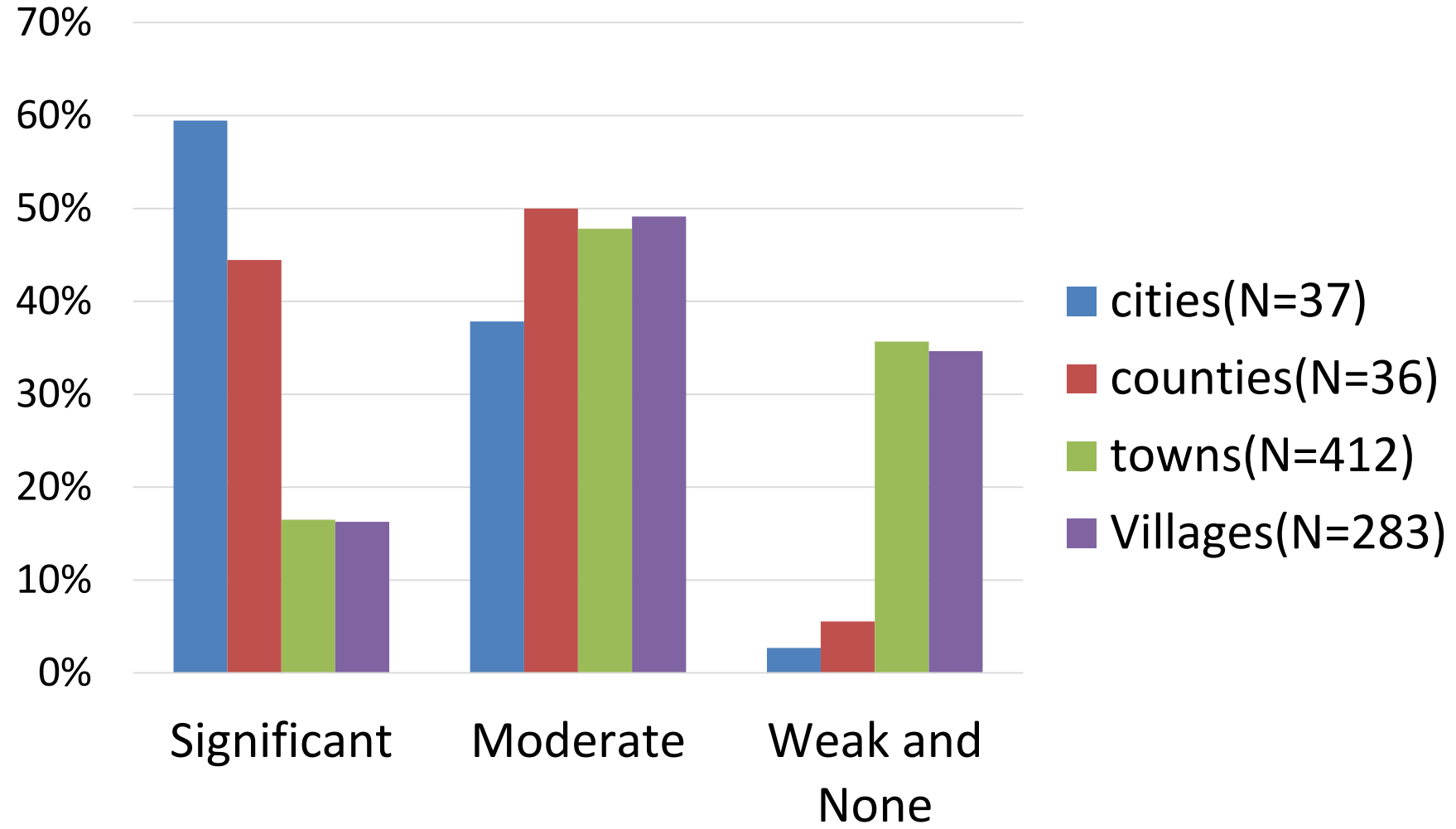


- Informal understanding
- MOU / Inter-Municipal Agreement
- Joint ownership, production, or purchase
- Contracting with another government
- Creation of a special district / authority

More Formal



Fiscal Stress Faced by Municipalities





Public Safety - Sharing

	Municipalities engaged	Avg. length of arrangement/ yrs	Most common arrangement
Dispatch/911	69%	19	MOU
Ambulance/EMS	58%	26	MOU
Fire	53%	34	MOU
Dog / animal control	36%	16	MOU
Police	29%	20	MOU
Municipal courts	18%	21	MOU



Public works and transportation

	Municipalities engaged	Avg. length of arrangement/yrs	Most common arrangement
• Public transit or paratransit (elderly and disabled)	55%	12	Contracting
• Roads and highways	48%	20	MOU
• Sewer	38%	25	MOU
• Water	38%	21	MOU
• Refuse, garbage, landfill	26%	17	MOU



Recreation and social services

	Municipalities engaged	Avg. length of arrangement/ yrs	Most common arrangement
• Library	52%	25	MOU
• Youth recreation	49%	22	MOU
• Youth social services	45%	20	MOU
• Elderly services	37%	19	MOU
• Parks	17%	19	MOU



Administrative and support services

	Municipalities engaged	Avg. length of arrangement/yrs	Most common arrangement
• Tax assessment	39%	17	MOU
• Energy (production or purchase)	25%	10	MOU
• Purchase of supplies	17%	14	MOU
• Health insurance	12%	10	MOU
• Tax collection	12%	23	MOU
• IT	8%	7	MOU



Administrative and support services

	Municipalities engaged	Avg. length of arrangement/yrs	Most common arrangement
• Professional staff (e.g. attorney, planner, engineer)	8%	11	Informal
• Building maintenance	8%	18	MOU
• Liability Insurance	6%	12	Joint Ownership
• Payroll/bookkeeping	4%	8	Informal

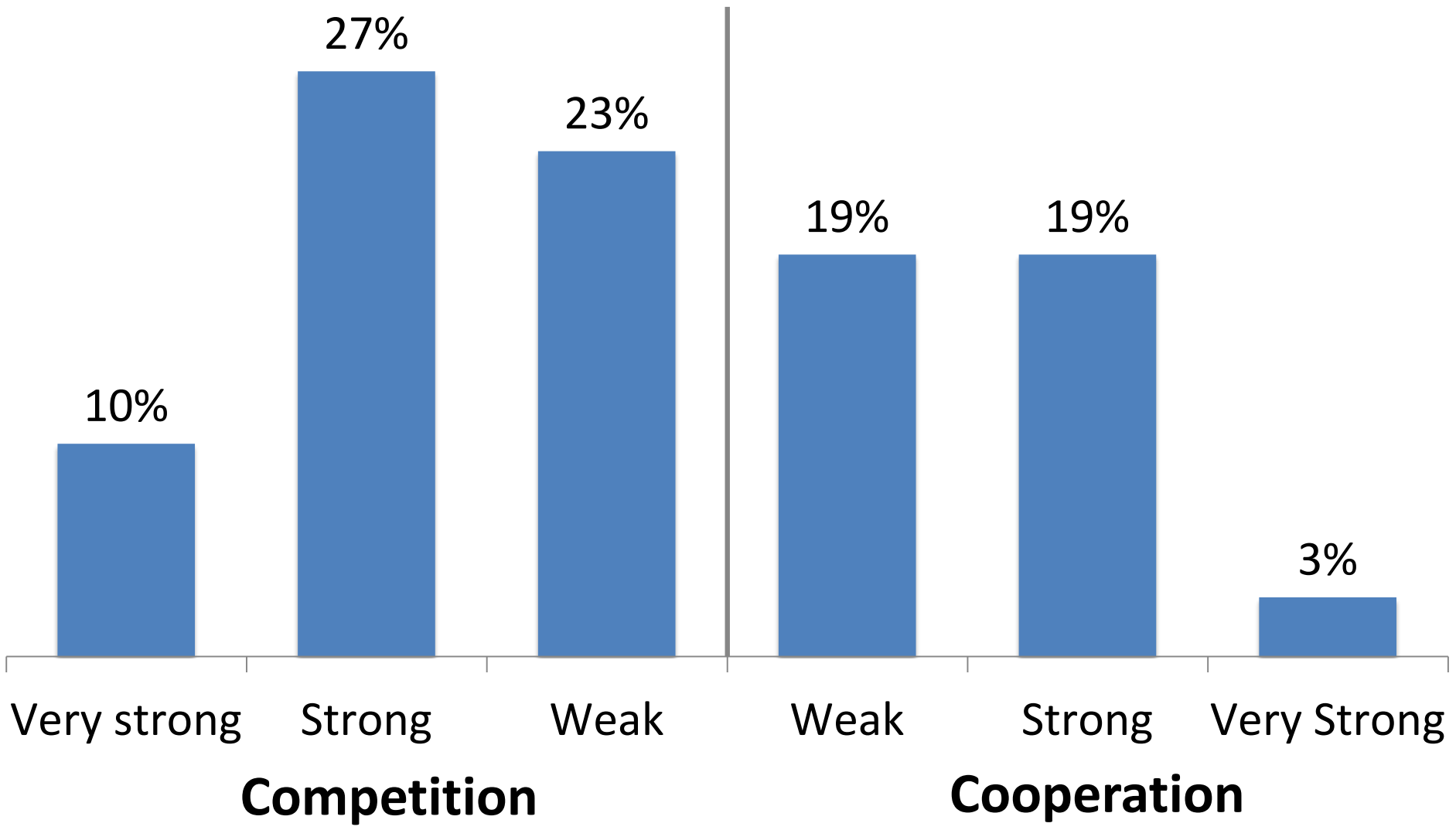


Economic development and planning

	Municipalities engaged	Avg. length of arrangements	Most common arrangements
• Economic development administration	36%	15	MOU
• Building code enforcement	22%	13	MOU
• Planning and zoning	11%	16	MOU



Competition between Jurisdictions





Partners beyond government

<u>Non-profit</u>	% of arrangements	No. arrangements
Economic development(N=110)	55%	60
Library(N=190)	50%	95
Building maintenance(N=50)	46%	23
Liability Insurance(N=44)	45%	20
Public or paratransit(N=95)	45%	43
Roads and highways(N=413)	43%	176
Youth recreation(N=317)	43%	135
Ambulance/EMS(N=292)	42%	122
Fire(N=338)	41%	138
Tax assessment(N=271)	35%	96



Partners beyond governments

<u>For-profit</u>	% of arrangements	No. arrangements
Payroll/bookkeeping(N=26)	31%	8
Refuse, garbage, landfill(N=122)	16%	19
Liability Insurance(N=44)	7%	3
Health insurance(N=83)	6%	5
Public / paratransit(N=95)	5%	5

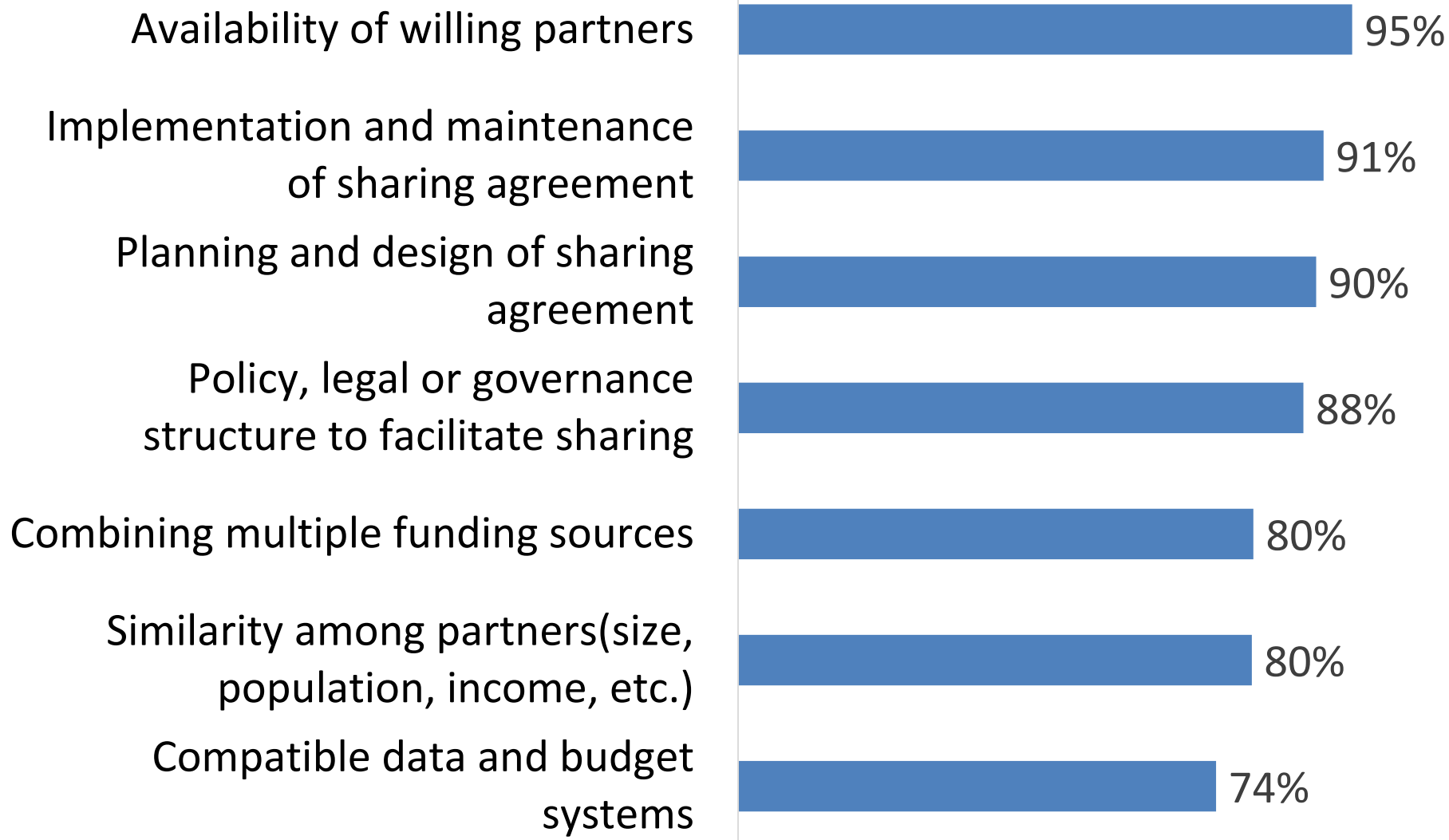


Why share?





Obstacles to Sharing - Management



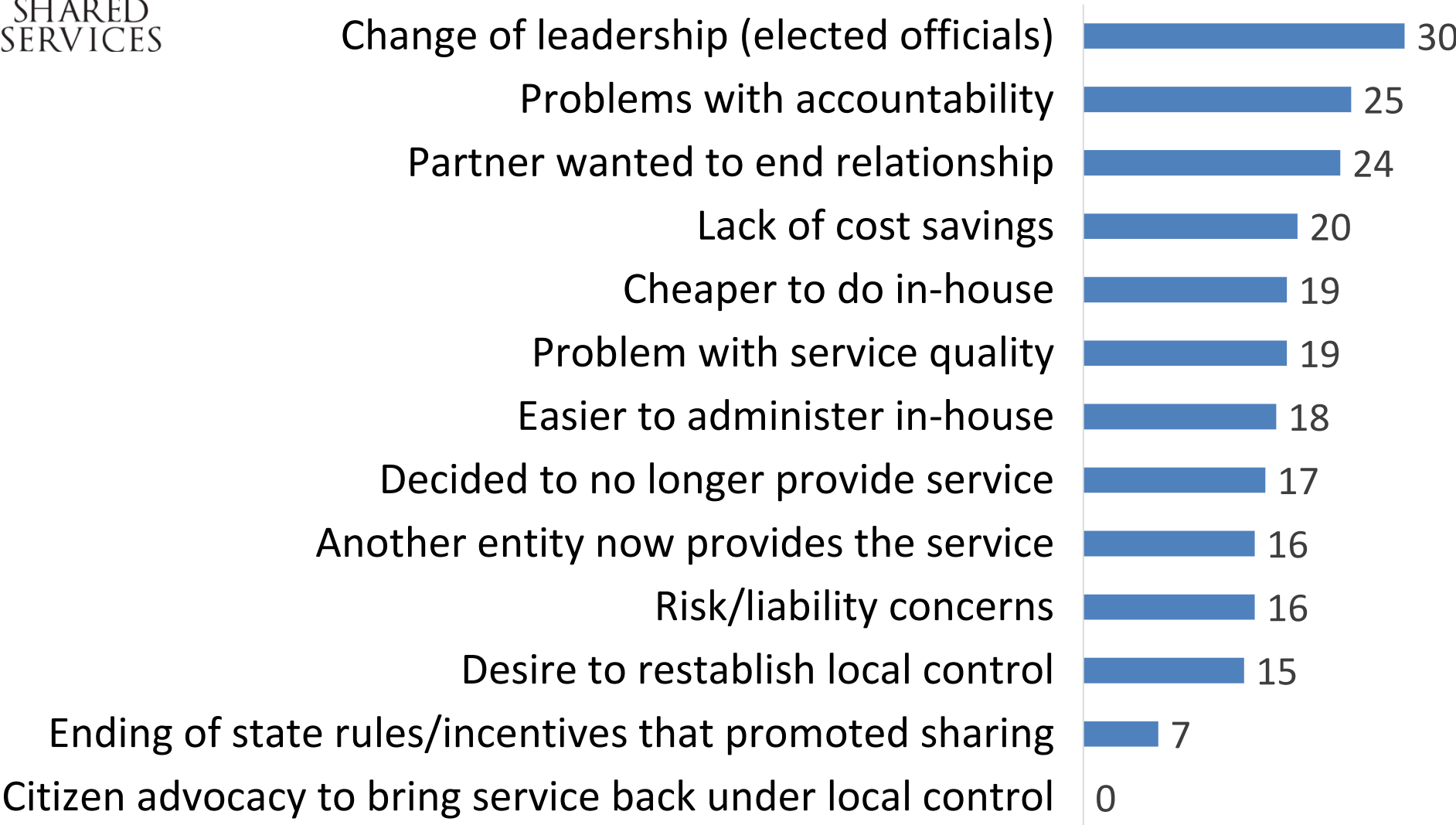


Other Obstacles





Why do sharing agreements end?

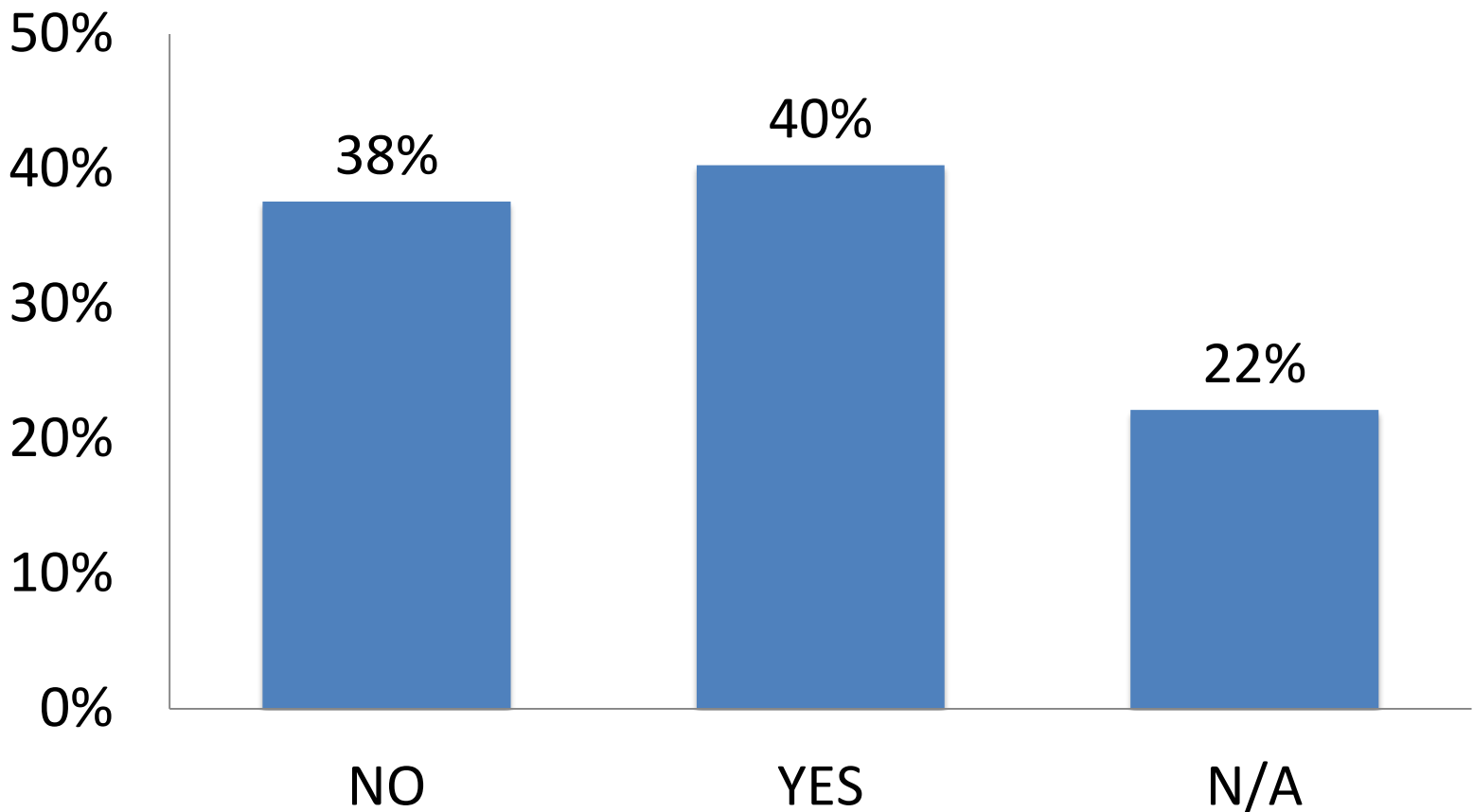


N=99

Number arrangements



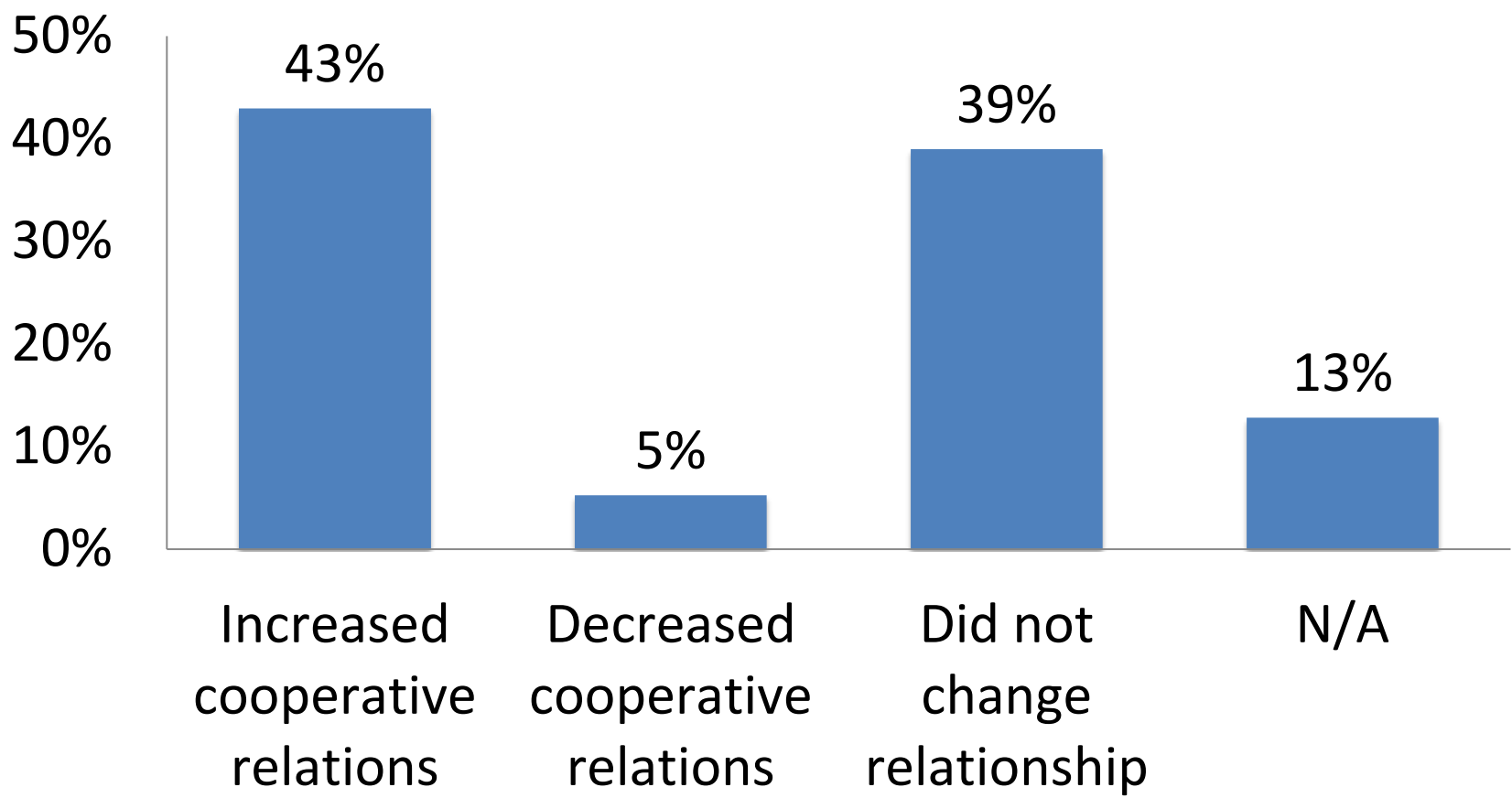
Did success promote sharing across more services or with more partners ?



N=777



Did sharing change your relationship with partners?

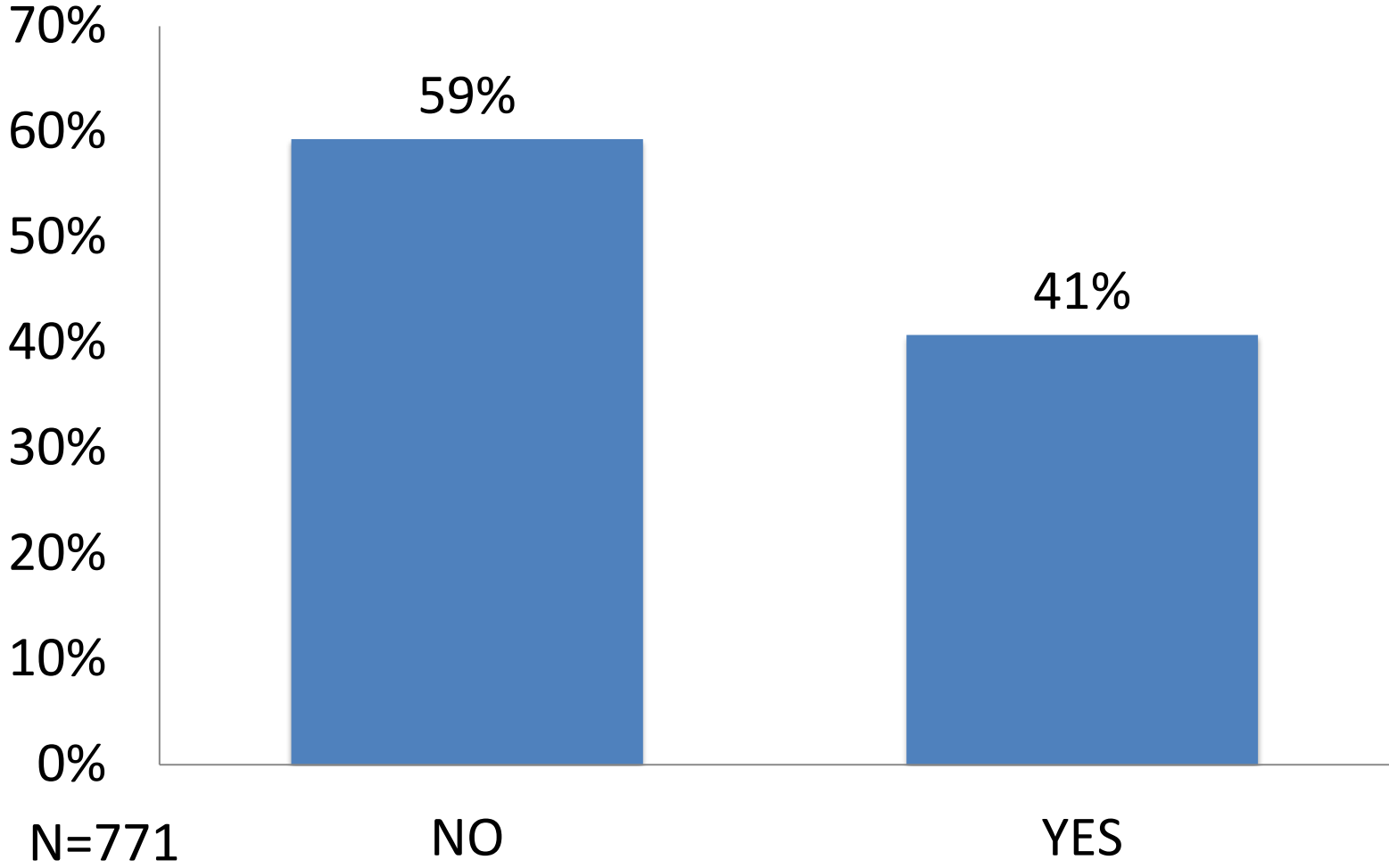


N=780



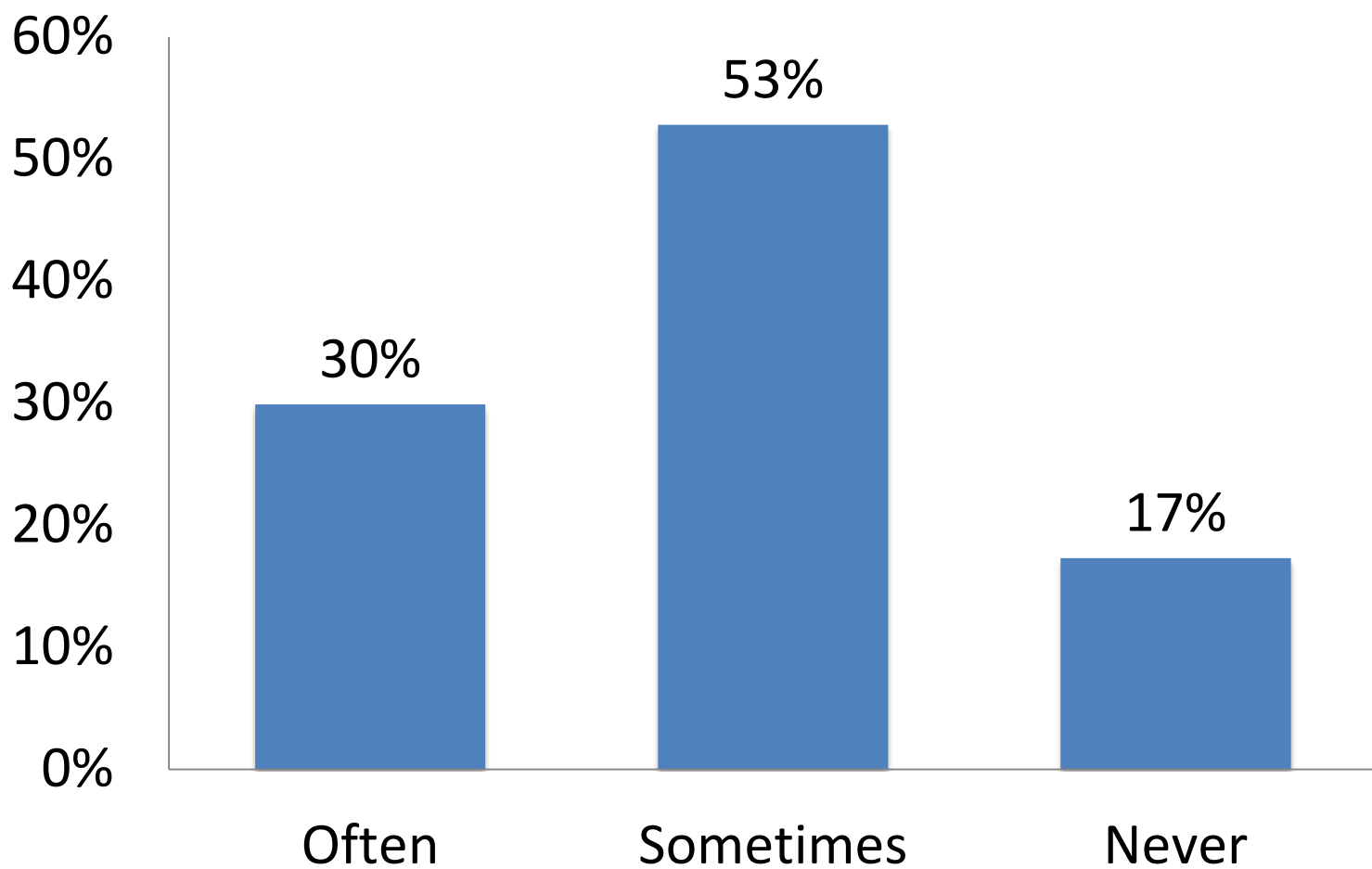
Regional collaboration

Does your jurisdiction participate with a council of governments, regional planning organization, or BOCES?





How often do you evaluate sharing agreements?



N=786



Results of Inter-municipal Shared Services

	Cost savings	Improved service quality	Improved regional coordination
All	56%	50%	35%
Public Works & Transport.	53%	56%	39%
Administrative/Support	70%	39%	25%
Recreation & Social Services	44%	59%	38%
Public Safety	48%	54%	38%
Economic Dev. & Planning	51%	52%	46%



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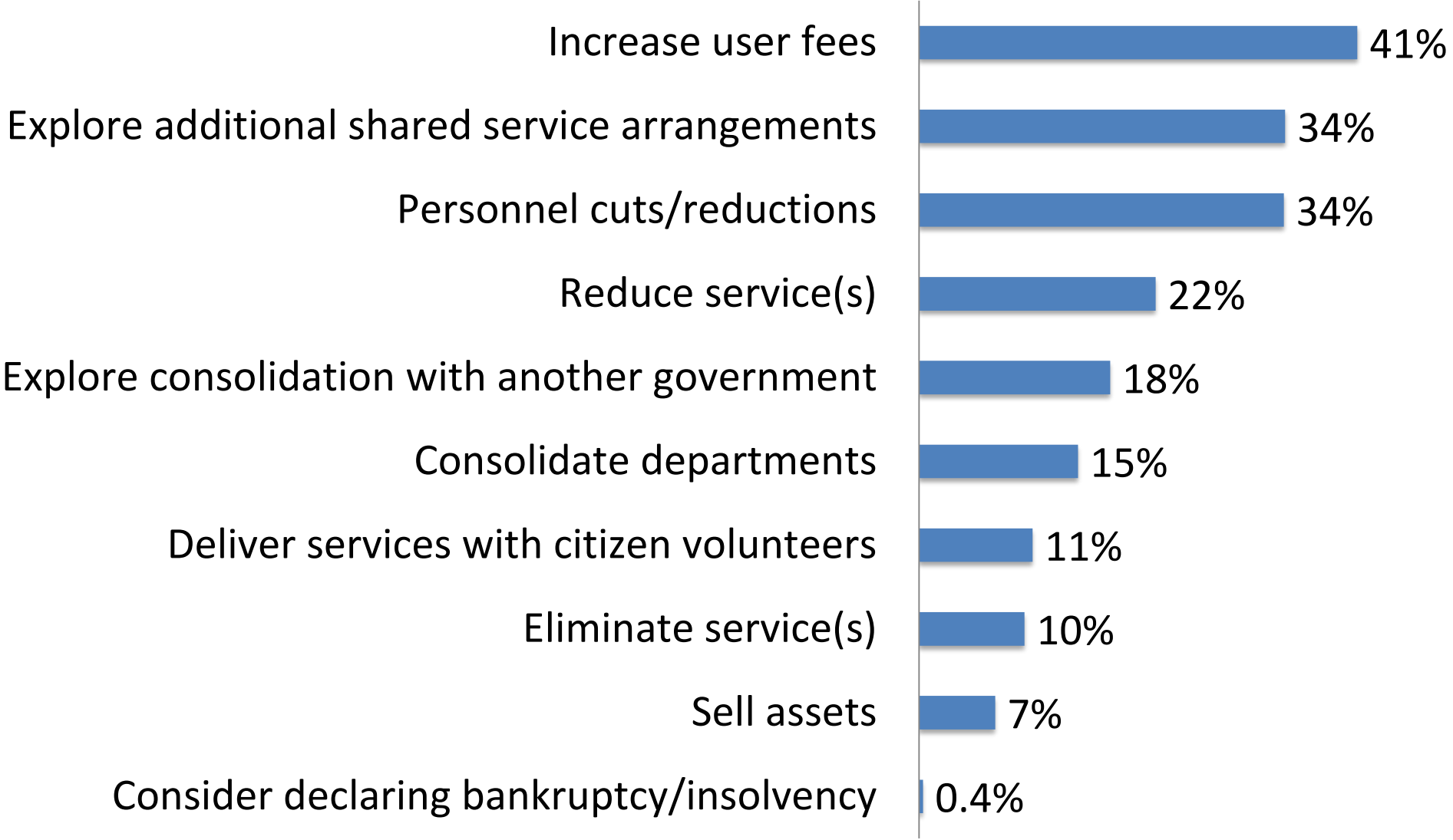


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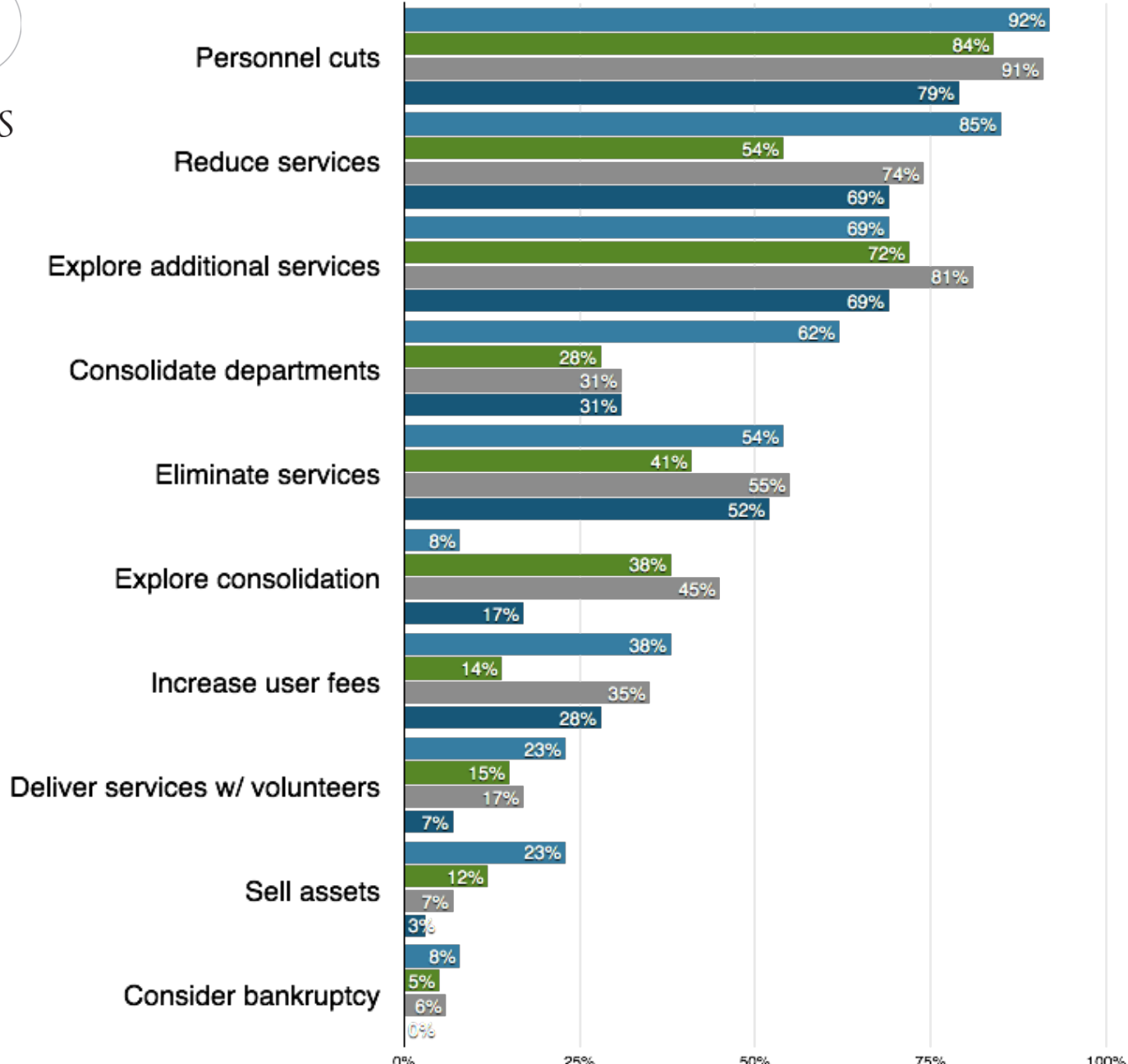
Responses to Fiscal Stress





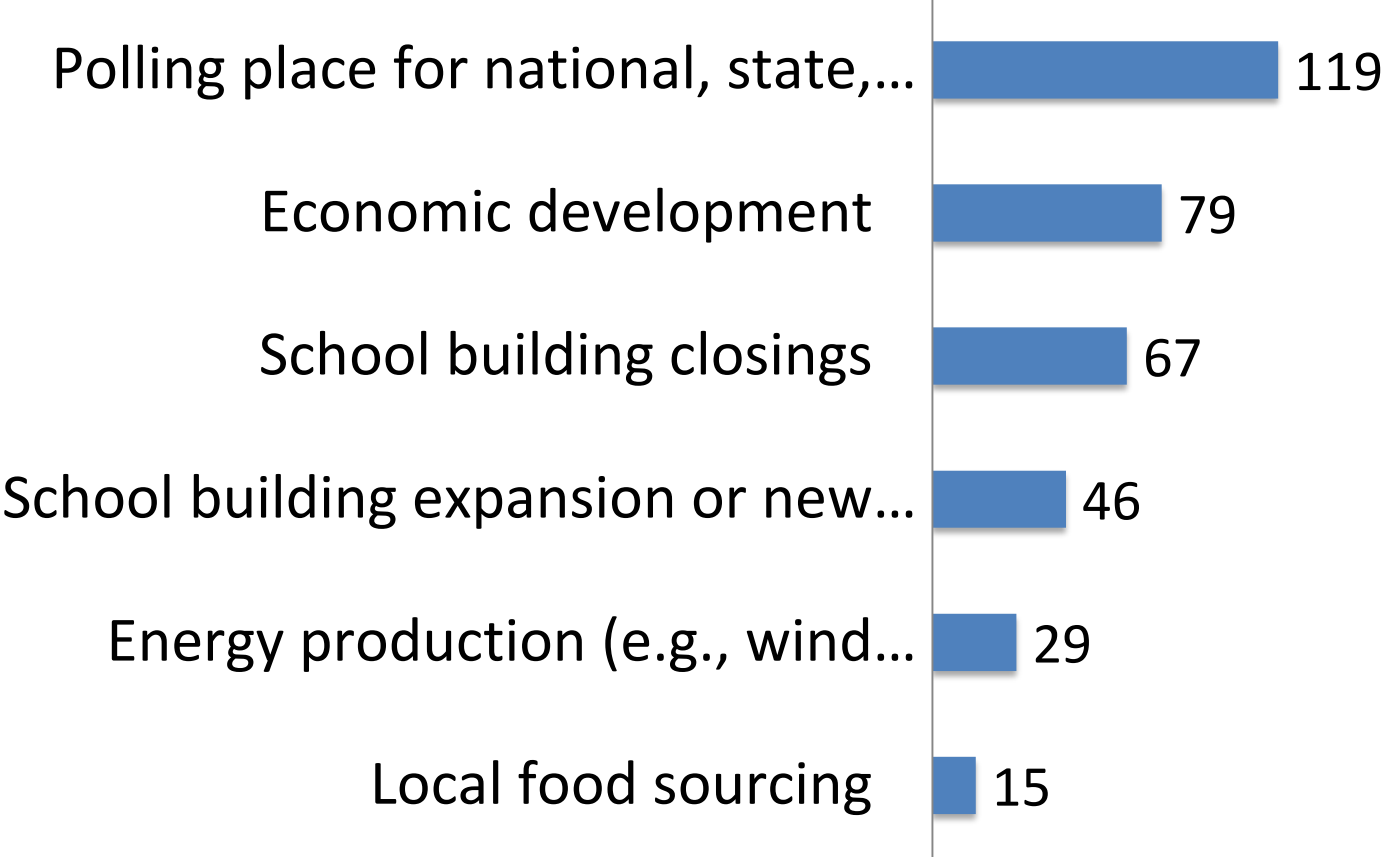
■ Small City ■ HN Rural ■ Ave. Need ■ Low Need

Responses to Fiscal Stress





Municipal Cooperation with Schools



Number arrangements



Schools - Shared administrative services

	Another district(s)	BOCES	Private sector	Municipality
Payroll/accounts payable	9%	91%	0%	0%
Cafeteria services	26%	57%	17%	0%
Transportation services (Buses, garage, maintenance)	52%	21%	18%	9%
Tax collection	7%	13%	20%	61%
Security/SRO/police	7%	12%	7%	75%
Health insurance	39%	52%	7%	3%
Joint purchasing	13%	77%	2%	8%



Shared School facilities

	University/c ommunity college	Community group/Non- profit	Private sector	Municipality
Library/computer lab	2%	37%	9%	11%
Gymnasium/pool/ auditorium/indoor space	5%	46%	12%	21%
Field/playground/ Outdoor space	6%	44%	9%	32%



School - Shared Community Services

	University/ community college	Community group/ Non- profit	Private sector	Municipality
Youth recreation	0%	42%	5%	52%
Childcare/ Even start/Pre-school	0%	64%	22%	7%
Community transportation	3%	31%	14%	41%
Adult education	2%	4%	2%	2%
Adult recreation	0%	48%	10%	40%
Adult healthcare/Social services	0%	50%	0%	50%
Community feeding	0%	57%	0%	43%



Compare Obstacles to Sharing

	Response from school district survey	Response from municipal survey
State rules/legal regulations	89%	83%
Accountability concerns in sharing arrangements	88%	85%
Loss of flexibility in provision options	87%	76%
Local control/community identity	85%	81%
Restrictive labor agreements/unionization	84%	64%
Liability/risk concerns	80%	85%
Job loss/local employment impact	80%	70%
Elected official opposition/politics	60%	66%
Personality conflicts	50%	55%



Interested? Helpful?

- Would work like this in your own state be useful?



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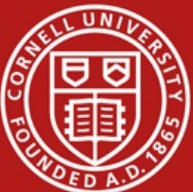
Shared Services Project

John W. Sipple (@jsipple, jsipple@cornell.edu)

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<http://www.mildredwarner.org/gov-restructuring/shared-services>

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