



Hampton Roads Shared Services Project

SERVICE DELIVERY ANALYSIS & CASE STUDY RESULTS

Management Partners has worked with a large number of governments in a variety of different circumstances to assist in identifying and taking advantage of opportunities to consolidate or share in service delivery. Ultimately, the two primary objectives of these projects are saving taxpayer money and improving government performance.

Following are examples of projects MP has supported. In addition to the specific work cited as case studies, the following work exemplifies the range of service sharing potential among cooperative local governments.

Government Cooperation and Efficiency Project

Elected officials in the City of Cincinnati and Hamilton County, Ohio, with the support of the Cincinnati Business Committee, initiated this project in 2007. The Government Cooperation and Efficiency Project Steering Committee retained Management Partners to execute a plan of work to engage local government leaders around the idea of service sharing and cooperation. The goal of this project was to save tax dollars whenever possible by identifying additional service sharing opportunities that could improve the efficiency and effectiveness with which local government services are provided.

MP conducted interviews with elected and appointed officials, held focus groups with managers and conducted independent research to identify new service delivery ideas. Over the course of the three-year initiative, most of the 50 units of local government with Hamilton County have been engaged in seeking out and implementing service-sharing projects on a voluntary basis.

This work has covered every aspect of the array of local government services, with specific emphasis on targeted service sharing that can be implemented. Special emphasis was given to discrete initiatives in public works, fleet management, fire, purchasing and other support services, and planning and development services. This work produced documented savings to participants of over \$1.5 million and supported the institutionalization of service sharing through the local Center for Local Government, a membership organization with nearly 50 local government members.

Las Vegas and North Las Vegas, Nevada Service Sharing

Management Partners is currently assisting these two neighboring jurisdictions with an evaluation of service sharing opportunities. The State of Nevada generally, and the Las Vegas/ Clark County metropolitan area specifically, have been particularly hard hit by the ongoing recession. Both cities had previously explored and implemented a variety of individual operational changes and resulting expenditure reductions to balance their budgets. As the fiscal crisis continued, the cities selected Management Partners to assist them in a comprehensive review of government services to identify the most beneficial opportunities for service sharing and cost reductions between the two cities.

The project began with introductory interviews and fact finding to assist the joint city-consultant team with identification of potential shared service opportunities. The project team leveraged the experience and first-hand knowledge provided by respective city staff members through a service sharing opportunity-ranking process. The team worked together to rank opportunities based on multiple criteria that included potential cost savings, ease of implementation and implementation costs to create a metric supporting efforts to rank and choose among many disparate options. The opportunity ranking approach helped to bring all team members into the decision process and allowed the team to focus limited project resources on the most advantageous opportunities for continued detailed review.

Subsequent to the initial government-wide scan, Management Partners completed analyses of seven selected service areas: workers' compensation, recreational programming, purchasing, radio maintenance, detention center support services, fire plan check/fire code enforcement and traffic operations. The draft recommendations have yielded estimated annual savings through service sharing, service consolidation, alternative service delivery and service aggregation that range from \$4.2 million to \$5.6 million.