



Shared Services/Operations Study
for the South Central Region, Connecticut

May 28, 2014

SCRCOG Board Meeting
Carl Amento, Executive Director

SOUTH CENTRAL REGIONAL
COUNCIL OF GOVERNMENTS
Planning for Our Region's Future

Acknowledgements

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The study was completed by SCRCOG Staff, with support provided by Edge Technology Services, LLC.



Introduction

- The goal of the study was to identify and recommend the best opportunities for service sharing in the region.
 - The study’s recommendations would only be pursued if a combination of municipalities decided that they voluntarily wished to proceed.
- The services/operations identified by the study to be the most amenable to cost-effective sharing are:
 - Technology
 - Finance and Administration
 - Purchasing
 - BOE-Town Collaboration
 - Public Works and Field Services
 - Permitting and Inspections
 - Facility and Fleet Maintenance
 - Expert Services



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Background

- MORE Commission
 - *“Municipal Opportunities and Regional Efficiencies,” 2010*
- Shared Services and Municipal Consolidation: A Critical Analysis
 - *Marc Holzer and John C. Fry, 2011*
- Effective and Efficient Delivery of Public Services in Connecticut
 - *Connecticut Institute for the 21st Century, 2012*
- The Quest for Cost-Efficient Local Governments in New England: What is the Role for Regional Consolidation?
 - *New England Policy Center, 2013*



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Existing Shared Services Initiatives

- Capitol Region Purchasing Council
- CRCOG's View Permit System
- SCRCOG GIS Project
- Veoci Emergency Management Software
- CRCOG's Back Office Service Sharing Study
- Nutmeg Network Demonstration Projects



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CRCOG Back Office Study

- Service Sharing
 - Information Technology Services
 - Electronic Document Management
 - Financial Management Systems
 - Human Resources Management
 - Facilities and Asset Management
 - Property Tax Assessment
 - Fleet Maintenance
 - Procurement Expansion



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Nutmeg Network

- H.B. No. 5597 authorizes the OPM Secretary to use \$1,311,198 in FY 15 from the RPI account for a grant to CRCOG and CCAT to create Nutmeg Network-related demonstration projects.
 - \$101,000 for live internet streaming of municipal meetings for up to six municipalities
 - \$603,500 for developing an electronic document management system for up to six municipalities
 - \$95,200 for developing a voice-over internet protocol for up to six municipalities
 - \$105,748 for developing hosting services and data storage for up to seven municipalities
 - \$405,750 for developing an online portal for municipal human resources services



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Regional Purchasing Advisory Council

- SCRCOG convened a Regional Purchasing Advisory Council composed of Purchasing Agents and Finance Directors from each of the SCRCOG municipalities.
- The Council has met four times since December 2013.
 - The meetings have focused on collaborative purchasing, e-procurement, and REX's "buy local" study.
 - Per the Advisory Council's recommendation, SCRCOG approved joining the Capitol Region Purchasing Council as a region.
 - Achieved a substantial volume discount.



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Shared Services Opportunities

- Technology
 - Electronic document management/HR/CRM software
 - VoIP
 - Data center/backup
 - Regional IT Advisory Council
- Finance and Administration
 - Financial management software/ERP
 - Movement to cloud-hosted solutions
 - Tax assessment/revaluation
- Purchasing
 - Continue Regional Purchasing Advisory Council
 - Explore purchase “bundling”
- BOE-Town Collaboration
 - Purchasing, HR, Facility and Fleet Management



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Shared Services Opportunities

- Public Works and Field Services
 - GPS for fleet
 - Regional Public Works Council
- Permitting and Inspections
 - View Permit and Mobile inspections
- Facility and Fleet Maintenance
 - Asset management incorporated into GIS
 - Facility, fleet, and fuel management
 - LED streetlights
 - Regional Energy Taskforce
- Expert Services
 - Websites and grants
 - Traffic signal/sign maintenance
 - Tree warden (circuit rider)



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General Findings

- The greatest opportunity for cost savings from sharing of services exists **between town government and board of education**.
- The best candidates for sharing of services/operations involve multi-town implementation of new **technology** and the provision of **expert services**.
- SCRCOG is well-positioned to become a **convener** of specialized professionals within member municipalities.
- SCRCOG is well-positioned to become a **service provider** to its member municipalities.
- SCRCOG needs to **build internal capacity** and **forge strategic partnerships**.



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Next Steps

- Short-Term
 - Connect SCRCOG offices to the Nutmeg Network
 - Explore grants, website, tree warden assistance
 - Explore streetlight LED conversion
 - Prepare for technology demonstration project grants
- Medium-Term
 - Organize Regional Technology/Public Works/Energy Advisory Councils
 - Investigate purchase “bundling”
 - Incorporate asset management into GIS
 - Investigate regional software applications
 - Explore traffic signal/sign maintenance



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Next Steps

- Long-Term
 - Regional revaluation
 - Regional data center/service bureau
 - Explore Enterprise Resource Planning (ERP)
- Ongoing
 - Regional Purchasing Advisory Council
 - Develop collaborations with GNHCC, Yale School of Management, UNH, and CRCOG
 - Expansion of Regional GIS Program

The New York-New Jersey-Connecticut metropolitan area's system of governance was once described as

“one of the great unnatural wonders of the world...more complicated than any other that mankind has yet contrived or allowed to happen.” (*1400 Governments, Wood and Almendinger, 1961*)