



*Ohio Commission on  
Local Government Reform  
and Collaboration*

**Annotated Bibliography of Studies and Data on Local  
Government Reform and Collaboration (Ohio)  
August 2009**

## Annotated Bibliography of Studies and Data on Local Government Reform and Collaboration (Ohio)

*This annotated bibliography was prepared by the John Glenn School of Public Affairs at The Ohio State University. Its purpose is to identify organizations conducting research on local government reform and collaboration for delivery to the Ohio Commission on Local Government Reform and Collaboration. The annotated bibliography specifically focuses on research concerning the State of Ohio. Entries have been placed into sections that conform to the sub-committees as defined by the Commission. Due to the interdependence of these topics, many annotated bibliography entries appear in multiple sections. Below is an example of an annotated bibliography entry.*

The diagram illustrates an annotated bibliography entry for a report. The entry is contained within a rectangular box. A large, diagonal watermark reading "EXAMPLE" is overlaid on the box. Labels with arrows point to various parts of the entry:

- Title of Report:** Points to the title "City of Youngstown: A Regional Approach to Economic Development in the Mahoning Valley (2008)".
- Organization or Author of Report:** Points to "The PFM Group".
- URL Link:** Points to the blue hyperlink "<http://www.yowndevelopment.com/jedd/jedd.pdf>".
- Cover of Report:** Points to a small thumbnail image of the report's cover, which features the text "City of Youngstown, OH" and a landscape photo.
- Annotated Bibliography Entry:** Points to the main body of text on the right side of the box, which provides a summary of the study's findings and conclusions.

# Annotated Bibliography of Studies and Data on Local Government Reform and Collaboration (Ohio)

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This sub-committee of the Ohio Commission on Local Government Reform and Collaboration is charged with the identification of current/alternative service delivery models.

Annotated Bibliography

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## Local Government Collaboration Incentives

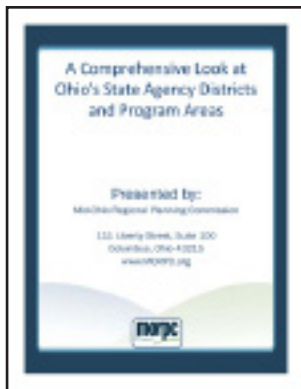
The following is a list of reports and data relevant to the work of this committee.

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### **A Comprehensive Look at Ohio's State Agency Districts and Program Areas (2008)**

Mid-Ohio Regional Planning Commission

<http://www.morpc.org/pdf/OhioAgencyDistricts.pdf>

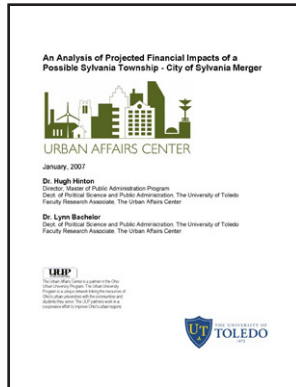


The study explains that regions can provide real gains and make a difference. However, there is a sporadic and inconsistent recognition of regions and their roles currently in Ohio. Many state service areas were defined years ago and do not take into account existing regions resulting in difficulties in promoting regional coalescence and causing duplication of services. State agencies were mapped for the purpose of identifying consistencies and inconsistencies between geographical boundaries. The study reports an unfortunate number of inconsistencies that include no consistency between economic development related agencies and no consistency amongst human service related service areas. The only contiguous boundaries of agencies directly involved safety.

## **An Analysis of Projected Financial Impacts of a Possible Sylvania Township - City of Sylvania Merger (2007)**

University of Toledo Urban Affairs Center

<http://uac.utoledo.edu/Publications/sylvania-and-twp-merger-01-07.pdf>



Commissioned by the Sylvania Community Improvement Corporation, this study by the Urban Affairs Center (UAC) at The University of Toledo focuses on the financial impacts of a possible merger between the City of Sylvania and Sylvania Township. The study examines projected changes in revenues and expenditures associated with a merger. This includes property and income tax collections and the costs of local government services. The study found collection of revenue data to be difficult and were unable to obtain accurate data on all the financial components associated with the proposed merger. A review of previous merger attempts also showed that most merger attempts have failed and that township residents are harder to convince than city residents. The study explained that advanced preparation and research are critical to the successful implementation of a merger.

## **Appraising Economic Development and Land-Use Policies to build Healthy Rural and Urban Communities**

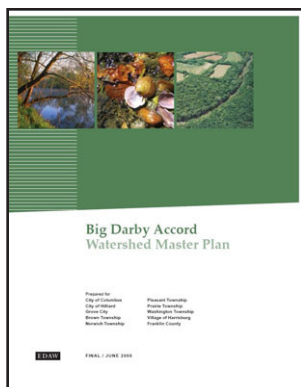
Ohio State University Agriculture, Research & Development Center

This project looks to provide a detailed assessment of regional interactions across county governments. It aims uncover policies that can ease cooperation across a range of governmental activities including economic development and public services. This project blends econometric innovations with sociological attention to community prosperity while incorporating scientific concepts of sustainable agriculture and environmental health. The project states that without inter-governmental cooperation, many remote regions will experience economic and demographic decline. Even urban regions stand to lose economic competitiveness and green space. Ultimately, the proposed research will explore institutional reforms that enhance quality of life and economic competitiveness in America.

### **Big Darby Accord Watershed Master Plan (2006)**

EDAW Inc.

<http://www.franklincountyohio.gov/BigDarbyAccord/AccordDocuments/HighResolution/Big%20Darby%20Accord%20complete%20hi-res.pdf>

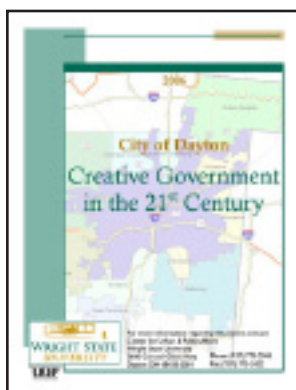


The Big Darby Accord serves as a multi-jurisdictional guide for development and conservation. It was prepared collaboratively among ten jurisdictions in Franklin County and represents a long-term vision and general land use plan that brings together multiple interests in an effort to protect and preserve the watershed. The study also provides guidance for managed growth and lifts a development moratorium that had been in place for years. The study outlines plan principles for the Accord that included a general land use plan that balances environmental protection and responsible growth as well mechanisms for cooperative revenue sharing amongst Accord members. The planning process is multifaceted and includes various avenues for public feedback including small focus groups, a project website, and a hotline number. Future phases of the plan include implementation and a development review process.

### **City of Dayton: Creative Government in the 21<sup>st</sup> Century (2006)**

Wright State University Center for Urban & Public Affairs

<http://uac.utoledo.edu/Publications/CUPA-Creative-Government.pdf>

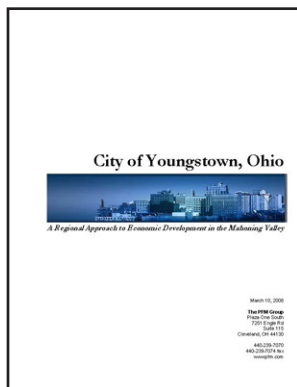


The authors of this report found that interlocal governmental competition was weakening the ability of Dayton and its suburbs to support new economic development and enhance services. They believe that given the direction of federal policies and fiscal limitation of state government, local governments must assume responsibility for interlocal cooperation to support the region as a whole. Analysis showed duplication of services; however there is no common system for measuring performance or citizen satisfaction of services. The authors feel that consolidation is not a starting point; rather a system where local governments come together to discuss goals for meeting community needs is most appropriate. The City of Dayton and its surrounding suburbs have defined common interests and a Creative Government process has been created. The essential steps of the process include engaging citizens and leaders to identify what common goals unite them, focus first on services that offer the highest probability of producing results, seek support from the State of Ohio, investigate high reward opportunities, and continue engagement to foster future innovation and interlocal problem solving in order to avoid interlocal competition.

**City of Youngstown: A Regional Approach to Economic Development in the Mahoning Valley (2008)**

The PFM Group

<http://www.ytowndevelopment.com/jedd/jedd.pdf>



This study was completed to counter previous research that revealed social and economic polarization and wasteful development patterns threatening the Mahoning Valley region. The study recommends a strong, multifaceted, regional response that proposes that municipalities within the Mahoning Valley establish a regional approach to economic development initiatives and revenue sharing. Specifically, this study calls for the creation of a Joint Economic Development District (JEDD) between the City of Youngstown and nearby townships of Austintown and Boardman. The study further reviews the success of JEDDs as well as their origins in Akron where their JEDD has been determined to have achieved desired results. In addition to new jobs, development, and tax revenues, the study explains how the communities would benefit from reductions in income tax rates and water rates. It also would alleviate regional annexation disputes for the foreseeable future.

**Collaborating to Compete: The Case of Northwest Ohio's Greenhouse Industry (2006)**

Neil Reid and Michael Carroll

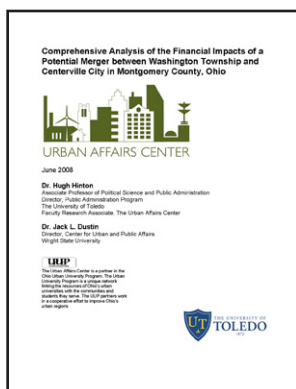
<http://ohiogreenhouse.com/publications/CH05.pdf>

This report discusses the collaborative efforts of the greenhouse industry in Northwest Ohio and shows many similarities to the collaborative efforts in local government. They adopted a cluster-based strategy in an attempt to remain competitive. It was necessary for owners to work collaboratively to address industry-wide challenges like high energy costs and lack of a market presence. The independence of greenhouse owners and a lack of engagement are the major challenges this collaborative initiative face. Also similar to local government collaboration is the challenge of securing ongoing funding.

### **Comprehensive Analysis of the Financial Impacts of a Potential Merger between Washington Township and Centerville City in Montgomery County (2008)**

University of Toledo Urban Affairs Center

[http://uac.utoledo.edu/Publications/Centerville-WashingtonTwp\\_6-25-08.pdf](http://uac.utoledo.edu/Publications/Centerville-WashingtonTwp_6-25-08.pdf)

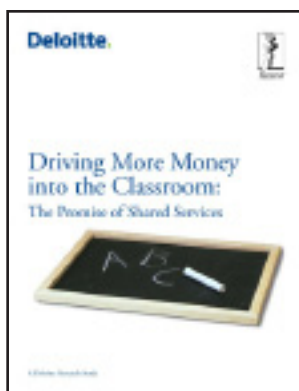


This study looked at the financial impact of a potential merger between Washington Township and the City of Centerville under existing provisions of the Ohio Revised Code. This objective study planned to deliver cost benefit analysis, a path to merger, and alternative cooperative and collaborative efforts that could be considered. Analysis demonstrated the merger was financially feasible and most residents would benefit financially. However, their conclusions were not meant as an endorsement as many nonfinancial reasons must also be considered in support and opposition of a merger. A summary of their findings includes elimination of some duplicated positions, additional responsibility for services currently provided to the township by ODOT and the County, and that a proposed merger could accommodate employees and elected officials of both jurisdictions if planned carefully.

### **Driving More Money into the Classroom: The Promise of Shared Services (2005)**

Deloitte Research

[http://www.oesca.org/pages/uploaded\\_files/DELOITTE%20DTT\\_DR\\_SS\\_Education\\_Nov05\(1\).pdf](http://www.oesca.org/pages/uploaded_files/DELOITTE%20DTT_DR_SS_Education_Nov05(1).pdf)



This national study looks at an alternative to the unpopular idea of consolidation of schools. State budgets and court rulings have put pressure on school districts to reduce education costs. However, at least 40 percent of expenditures are for business operations and services. The report argues the current system does not take advantage of economies of scale. The report identifies consolidation case studies that have shown outcomes that include negative impacts on education and even instances of increased costs due to bureaucracy. The researchers present the option of shared services, stating it allows districts to share everything from transportation services to increasing purchasing power. The study provides examples of school districts already engaged in productive shared service arrangements but mentions schools have barely scratched the surface in terms of cost savings potential. The authors add that this strategy does not pit education against administration, keeps educational oversight within the district, and is a proven way to move more tax dollars into the classroom. The study further mentions that politics is by far the greatest challenge to this process.

**Exploration of Fire Service Regionalization:  
Berea, Brook Park, Middleburg Heights,  
Parma, and Parma Heights (2005)**

Baldwin-Wallace College Business  
Administration Division

[http://homepages.bw.edu/~fire/Documents/  
Final\\_Report.pdf](http://homepages.bw.edu/~fire/Documents/Final_Report.pdf)

This exploratory study examined the possibilities presented by fire safety service collaboration among five Cuyahoga County communities. The study looked at ways to optimize the utilization of fire resources while increasing the quality of delivered services. The study found that staffing and dispatch were factors in decreasing quality of service rankings and could be improved through collaboration. These opportunities for shared resources as well as cost containment strategies are some of the factors this study analyzed. Findings include higher level of service through combined fire and EMS dispatch as well as lower costs from combined facility maintenance.

**Government Cooperation and Efficiency  
Project: Phase One (2007)**

Management Partners, Inc.

[http://www.hamiltoncountyohio.gov/hcrpc/  
partner/gcep/pdf/PROJECT\\_REPORT\\_GCEP\\_  
Phase\\_1\\_071214.pdf](http://www.hamiltoncountyohio.gov/hcrpc/partner/gcep/pdf/PROJECT_REPORT_GCEP_Phase_1_071214.pdf)

This report follows the Government Cooperation and Efficiency Project in Hamilton County which sought to engage elected and appointed officials and generate interest regarding sharing services and collaborative efforts. The authors' primary task was to discover additional types of service sharing that could lead to cost savings and solve any problems that collaborative efforts may be experiencing. The Management Partners group developed a comprehensive listing of jurisdictions within Hamilton County and included their current service collaborations. They also added the project implementation steps to a handful of these collaborations. Jurisdictional leaders have met in the County to discuss ideas for sharing and merging services. Further work on this project will include additional development of service sharing opportunities.

### **Growth and Change at the Rural-Urban Interface: An Overview of Ohio's Changing Population and Land Use (2003)**

The Exurban Change Project, The Ohio State University

<http://exurban.osu.edu/growthandchange/growth%20change%20full%20report.pdf>



This report reviews changes in population and land use in Ohio and discusses the policies in place that deal with the urban-rural interface. The report explained that despite Ohio's population growth, it has been modest in recent decades compared to other states. Also, the conversion to urban land uses is taking place at a greater rate in Ohio's nonmetropolitan areas than in metropolitan areas. The study found that current policies have not kept pace with changes occurring in recent decades, and it calls for legislation concerned with overhauling comprehensive planning at the county, township, and regional levels. The study concludes that many Ohio counties and townships have a limited ability to manage population growth, as well as land use change, in rapidly urbanizing areas.

### **Growth and Change: Population Change in Ohio and its Rural-Urban Interface (2007)**

The Exurban Change Project and the Swank Program in Rural-Urban Policy

[http://exurban.osu.edu/growthandchange07/growth\\_change\\_07.pdf](http://exurban.osu.edu/growthandchange07/growth_change_07.pdf)



This report summarizes recent changes in population in the state of Ohio using 2005 Census estimates. It focuses on Ohio's rural-urban interface and provides context for growth and change in Ohio and focuses on metropolitan and nonmetropolitan Ohio. It also explores growth and change in Ohio's municipalities. Ohio lags in population growth among its metropolitan areas while rural areas are keeping pace with national growth. Ohio townships continue to grow despite losses due to annexation. The report concludes that Ohio's weak population growth is not a recent phenomenon and that rural Ohio is still growing. Most population growth is taking place in exurban cities, villages, and townships. Also, revitalizing Ohio's relative prospects relies on improving growth in its urban areas, and more assessment of changing commuting patterns and shifts in industrial structure are needed.

**Joining Together to Provide Basic Government Service (2008)**

Dr. Tom Pascarella

<http://www.auditor.state.oh.us/conferenceinformation/LGOC/2008PostConference/Joining%20Together%20to%20Provide%20Basic%20Govt%20Serv.pdf>

In a presentation at the Ohio Auditor of State's Local Government Official's Conference, Dr. Tom Pascarella discussed the process of jurisdictions joining together as a council of governments (COG). Eastern Summit County and the Sandusky Area were the two efforts detailed including a general history and goals of the projects. Dr. Pascarella further explained the powers of a COG and the benefits and problems that can occur, including politics. Dr. Pascarella states what is most important from the process is that communities work together to implement a regional service that has traditionally been a local concern.

**Mahoning / Youngstown Regional Information System (2009)**

Mahoning County Auditor's Office

<http://www.efficientgovnow.org/FileUploads/Proposals/Rnewproposal.pdf>

This proposal is part of the Efficient Government Now grant program and was awarded funding in August. Six local and regional governments are looking to interconnect to a multi-county network to improve primary services including access to critical information for assisting law enforcement agencies, general IT services, and disaster recovery services. This is in response to increased demand for services while tax bases and budgets decrease. This proposal hopes to eliminate building and maintaining infrastructure that governments have in common. This can also eliminate governments going without important technologies and services. Lower taxes and an enhanced regional economy are additional long-term benefits the authors hope to gain from their proposal.

**Master Plan for the Western Reserve Joint Economic Development Zone (2009)**

City of Hudson, Ohio

<http://www.efficientgovnow.org/FileUploads/Proposals/Dnewproposal.pdf>

This proposal is part of the Efficient Government Now grant program. The cities of Hudson, Cuyahoga Falls, and Stow have created the Western Reserve Joint Economic Development Zone instead of competing for new development. This zone is 250 acres and is located where the jurisdictions corners meet at a new highway interchange. The three communities have already jointly funded transportation and sanitary sewer upgrades and a fifty year agreement is in place to share pooled income tax equally. The proposal is asking for funding to create a Master Development Plan along with land use and zoning regulations to establish best use and practices in the joint development zone. This plan would include wetland preservation and architectural standards and could be transferrable to other joint development zones in the state.

**MVRPC Regional Cooperation Draft List (2004)**

Greater Dayton Mayors and Managers Association

<http://www.mvrpc.org/region/cooperation.php>

The Greater Dayton Mayors and Managers Association compiled a draft list of 430 different areas where local governments including cities, villages, townships, and counties cooperate to provide improved services at lower costs. This report is a draft list and considered a work in progress. The report suggests these areas serve as models for others seeking cooperative avenues.

**New Directions for Local Government (2009)**

Jack Dustin and Myron Levine

<http://www.wright.edu/cupa/>

This draft report has been submitted to the Brookings Institution for review. It focuses on Ohio and provides an assessment of local government fragmentation and describes the range of options for overcoming the negative effects through consolidation and collaboration. This report also documents State efforts and incentives to encourage collaboration as well as recommends policy and programs to encourage more collaborative local government.

**Northeast Ohio Economic Revenue Study (2008)**

Myron Orfield, Thomas Luce, and Ameregis

<http://www.revenuestudy.org/AmergisLCCC.pdf>

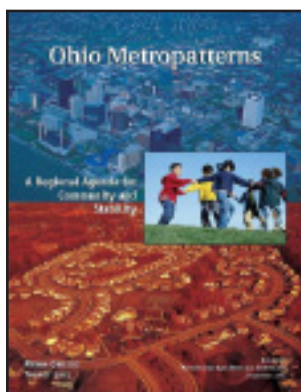


This report analyzes demographic and fiscal trends in Northeast Ohio. The authors argue that a uncoordinated and inefficient development and competition for tax base is threatening every community in Northeast Ohio. The authors report that the region continues to consume undeveloped land despite population decline, that the ability for local governments to finance public services varies dramatically, and that the region shows some of the highest levels of segregation by income and race in the nation. The report also found that suburbs are not free of fiscal and social stress. These growing suburbs are also experiencing sprawl and traffic congestion which lessens the quality of life for residents. The report states that without changes to state policies, these negative patterns will continue. In conclusion, the authors present regional cooperation as an alternative that could strengthen and preserve communities. This cooperation includes tax reform that helps communities pay for needed public services and reduce incentives for the current competitive pattern of development.

**Ohio Metropatterns: A Regional Agenda for Community and Stability (2002)**

Ameregis

[http://www.ameregis.com/maps/region\\_maps/1.30\\_Ohio%20Metropatterns.pdf](http://www.ameregis.com/maps/region_maps/1.30_Ohio%20Metropatterns.pdf)



This study looks at social and fiscal disparities within six major Ohio metropolitan areas (Cleveland, Cincinnati, Columbus, Dayton, Toledo, and Youngstown). Wide variations in the abilities of suburban municipalities to provide local public services is shown by analyzing municipal tax base and other demographic data including poverty rates. The study shows that 75 percent of residents in these Ohio metro areas live in municipalities that show signs of current and/or future fiscal and social difficulties. The study also concludes that there is a clear need to develop accountable regional institutions to address the best interests of the state's diverse regions.

**Opportunity in Crisis: Consolidation, Collaboration & Cooperation in Local Government (2009)**

Digital Communities Infrastructure Task Force

[http://media.govtech.net/Digital\\_Communities/White\\_Papers/CDG09\\_PAPER\\_OppCrisis\\_V.pdf](http://media.govtech.net/Digital_Communities/White_Papers/CDG09_PAPER_OppCrisis_V.pdf)



This national study looks at government spending and collaboration through the question of “How much government can we afford?” It focuses on local government services. This study focuses on collaboration and consolidation of services. Functional collaboration is an approach that encourages organizations to work together, agreeing to standardize technology infrastructures or cooperatively purchase needed equipment and software. This study discusses the Collaboration Project which is based on the realization that collaboration is happening whether or not government gets involved. The study concludes by stating the success and failures of collaboration are determined by public employees and their willingness to take on the challenge.

**Our Joint Future: Rural-Urban Interdependence in 21st Century Ohio (2008)**

Brookings Institution

[http://www.brookings.edu/events/2008/~//media/Files/events/2008/0910\\_restoring\\_prosperity/Partridge.pdf](http://www.brookings.edu/events/2008/~//media/Files/events/2008/0910_restoring_prosperity/Partridge.pdf)

This paper looks at the continuing economic struggle in Ohio and how it is imperative to recognize the economic link between urban and rural Ohio including the suburban exurban communities in between. It examines the state’s urban and rural interdependencies and exhibits a joint future of all Ohioans that must be properly managed to ensure prosperity. Just as people and resources move across boundaries, challenges of one region spill over into the broader region. Increased collaboration is one solution in addressing these challenges. The paper makes recommendations including the need for local governments to more effectively share revenue so that entire regions receive the benefits and pay the costs of development. It also called for streamlining local governments, creating more effective regional planning and economic development authorities and recommended that the State provide infrastructure funding on a regional basis.

**Prescribing Future Health: A Strategic Future Plan for the City of Dayton (2005)**

Strategic Financial Plan Study Committee

<http://www.cityofdayton.org/departments/omb/Documents/StrategicFinancialPlan.pdf>

In response to anticipated state budget cuts, the Study Committee set out to help the Dayton City government become financially healthy. The Committee made recommendations that would build upon the City’s ongoing service cuts in an effort to balance the City budget and invest in a better financial future. The first recommendation was a set of actions to complete the “right-sizing” of City government. This could be done by tailoring services and infrastructure to the priorities of Dayton’s citizens. The second recommendation was a call to explore sharing services with neighbors across the region. The final recommendation was a set of actions to equitably distribute the costs of government and create dedicated funding streams for investing in Dayton’s future. The Committee added that all of these recommendations are interdependent and that they need to be acted upon concurrently.

**Regional Connections: A Collaborative Vision for Central Ohio’s Future**

Mid-Ohio Regional Planning Commission

<http://www.morpc.org/pdf/RegionalConnection-FinalReport.pdf>

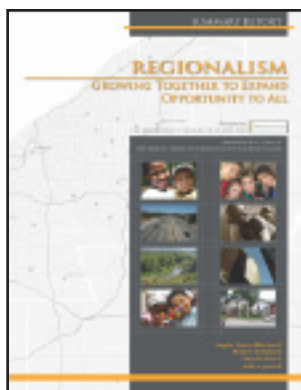


The Regional Connections report was established to create a vision and clear framework for the future of central Ohio. The 203 political jurisdictions and hundreds of special purpose governments are facing challenging demographic and economic changes in the near future. Economic and job opportunities are some of the benefits of growth. However, negative consequences like increased traffic congestion and loss of open space coincide. The Regional Connections report was created to examine this potential growth comprehensively. Land use models were used to create scenarios depicting the wide range of possibilities for the region. This technical data was the basis for the public involvement process. This led to a strong foundation of shared goals for the future. The report continues with detailed explanations of the shared visions of Place, Prosperity, People, and Leadership.

### **Regionalism: Growing Together to Expand Opportunity to All**

The African American Forum on Race and Regionalism

[http://www.community-wealth.org/\\_pdfs/news/recent-articles/07-07/execsum-johnson-et-al.pdf](http://www.community-wealth.org/_pdfs/news/recent-articles/07-07/execsum-johnson-et-al.pdf)



This study was commissioned by the Presidents' Council of Cleveland for the purpose of understanding how regionalism could impact the African American community. The report also focuses on identifying policy that could increase the social health and economic vitality of the entire Cleveland region. The authors call upon Greater Cleveland to embrace a new commitment to regional cooperation. The study calls for region-wide solutions to end dysfunctional growth and urban-suburban disparities. A cooperative commitment to equitable development that works within the context of culture and racial dynamics can put the region on a positive path of growth and sustainability. The authors call for a policy of "equitable regionalism" which allows all people access to all opportunities and resources in the region.

### **Report of the Commission on Cuyahoga County Government Reform (2008)**

The Commission on Cuyahoga County Government Reform

<http://bocc.cuyahogacounty.us/en-US/County-Reform-Commission.aspx>

The authors were commissioned to report on recommended structural/statutory changes for Cuyahoga County government. They found that the government structure should be streamlined. They outlined a new structure by which citizens elected a Board of County Commissioners President who would have more authority to establish governmental offices and negotiate economic development initiatives. The authors felt this system would promote fairness, save money through enhanced efficiency, and increase transparency in leadership. The study also compared the three Commissioner system to the charter system of one Executive and Council. The report discusses how a commissioner vs. charter system could change the recommendations of the report.

**Restoring Prosperity: The State Role in Revitalizing Ohio's Core Communities (2007)**

Brookings Institution and Greater Ohio

[http://www.greaterohio.org/restoring\\_prosperity/summit\\_docs/draft\\_report.pdf](http://www.greaterohio.org/restoring_prosperity/summit_docs/draft_report.pdf)

This report examines how the State of Ohio must implement an economic development strategy that functions at the regional level to deal with the realities of struggling metropolitan areas. The report begins with a critical assessment that clarifies Ohio's core communities as nodes within larger regions. The report provides a framework for how Ohio cities can relate to one another and leverage assets and realize potential gains of regional cooperation. The report indicates that state policies have failed to keep pace with social and economic realities and too often favor new development rather than redevelopment. Policy also tends to lack a broader vision and thus undermines the health and vitality of older cities. This report is a working document that is built on the argument that revitalization of the core places in Ohio is the springboard to more a more prosperous and competitive state as a whole.

**Rittman and Orrville Schools Administrative Compact (2009)**

Orrville City Schools

<http://www.efficientgovnow.org/FileUploads/Proposals/Nnewproposal.pdf>

This proposal is part of the Efficient Government Now grant program. Orrville City and Schools and the Rittman Exempted Village Schools, located in Ashtabula County, have been sharing administrative services since January 2008. They have seen their collaborative efforts produce cost-savings and improved efficiency. This proposal requests grant money to continue the collaborative effort through a series of purchases aimed at improving service delivery. This includes new networking technology, distance learning equipment, and transportation for special education programs between the two schools. The proposal states that the collaborative efforts have given great new opportunities to students and that additional collaboration could improve upon that.

### **Rollin' on the River: Mahoning River Corridor Redevelopment Project (2009)**

City of Campbell, Ohio

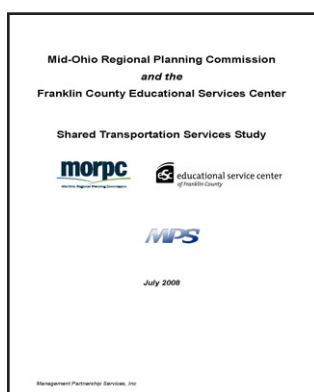
<http://www.efficientgovnow.org/FileUploads/Proposals/ZDnewproposal.pdf>

This proposal is part of the Efficient Government Now grant program and was awarded funding in August. Nine communities in Mahoning and Trumbull counties are proposing to collaborate in implementing an interactive website to promote economic development sites in the Mahoning River corridor. Information about available property is currently incomplete and the cost for each community to maintain such resources is cost prohibitive. This site could assist in the broader efforts to identify and prioritize sites for economic development, preservation, brownfield remediation, and infrastructure improvements by being a one-stop shop for marketing property in the corridor communities. The site would be interactive with maps and photos and be updated frequently to show site characteristics, zoning, utilities, points of contact, and so on. The proposal believes the project expands the regions collaboration efforts and will enhance the corridor's economic competitiveness while substantially reducing costs to each of the nine communities in the initiative.

### **Shared Transportation Services Study (2008)**

Mid-Ohio Regional Planning Commission

<http://www.morpc.org/>



This study focuses on how schools could consolidate the non-core service of transportation. The Mid-Ohio Regional Planning Commission (MORPC) and Franklin County Educational Services Center jointly explored the potential collaboration of all sixteen Franklin County schools. The project started by defining four broad categories in which school might collaborate. These were shared service delivery, shared support services, shared infrastructure, and shared management services. The study used quantitative and qualitative data and targeted only those opportunities that represented the best balance between feasibility and savings potential. Analysis of data revealed two types of collaborative opportunities: county-based collaboration where opportunities favorably affect all school districts and area-based collaboration where opportunities favored districts in geographical groupings.

**Small Utilities GIS Cooperative Feasibility Study Proposal (2008)**

Ohio Rural Community Assistance Program

[http://www.glrca.org/image\\_upload/File/GIS%20Study/LGSCR%20GIS%20Cooperative%20Proposal.pdf](http://www.glrca.org/image_upload/File/GIS%20Study/LGSCR%20GIS%20Cooperative%20Proposal.pdf)

This proposal is requesting funding from the Ohio Department of Development to produce a feasibility study by the Village of Carrollton in conjunction with 17 other jurisdictions to develop a plan for a shared GIS service. Small municipalities and public utilities have not fully adapted GIS due to cost and limited personnel needed to develop their own program. The study will look to research and evaluate recommendations based on feasible issues including the creation of an organization to own and oversee the service and creation of detailed cost estimates to establish and maintain the service. The proposal states that this study can lead to further collaboration with other utilities in operations, maintenance, and emergency repairs. Ultimately the GIS cooperative will lead to improved efficiencies, faster response to service interruptions, and cost savings while providing better service to their customers and residents.

**Study of Regional Cooperative Strategies (2006)**

Miami Valley Regional Planning Commission

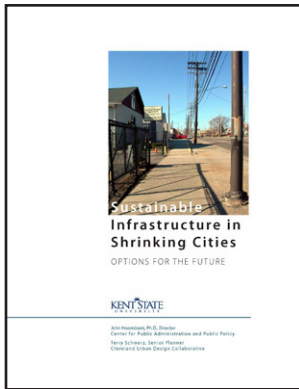
[http://docs.mvrpc.org/Coop\\_Strategies\\_Executive\\_Summary.pdf](http://docs.mvrpc.org/Coop_Strategies_Executive_Summary.pdf)

This study's objective was to assess the views of citizens and local government officials on regional collaboration. Analysis from telephone surveys and focus groups showed that comments on the feasibility of effectively engaging a regional cooperative approach were made with the constraints of existing political, economic, and social structures. The author concludes that such limitations must be addressed to move cooperative strategies along.

### **Sustainable Infrastructure in Shrinking Cities: Options for the Future (2009)**

Kent State University Center for Public Administration and Public Policy

[http://www.kent.edu/cpapp/Research/upload/neorc\\_infrastructure\\_report.pdf](http://www.kent.edu/cpapp/Research/upload/neorc_infrastructure_report.pdf)

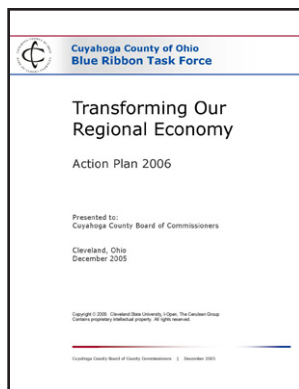


This research project includes a synopsis of recent literature regarding the management of infrastructure in shrinking cities. There was a lack of information in the context of population decline so interviews were conducted. Most infrastructure managers were opposed to the removal of old or unused infrastructure considering the move to be counter-productive. They felt surplus capacity was a competitive advantage in attracting business. This study concludes that rather than eliminating infrastructure, shrinking cities should look for better coordination across infrastructures. Also infrastructure could be optimized through asset management strategies and by identifying the costs of sprawling development patterns.

### **Transforming Our Regional Economy (2005)**

Cuyahoga County Blue Ribbon Task Force

[http://urban.csuohio.edu/economicdevelopment/reports/transforming\\_regional\\_economy.pdf](http://urban.csuohio.edu/economicdevelopment/reports/transforming_regional_economy.pdf)



This strategic action plan focuses on the role of Cuyahoga County's Department of Development in advancing the economic transformation of the region. It was important for the authors to consider other collaborative initiatives to build even broader collaborations when moving to the implementation stage. This plan set out to create a process with which it could align the region behind the common goals and regional transformation initiatives. They also wanted to adopt a tested new approach to economic development to insure collaboration and focus. The Blue Ribbon Task Force (BRTF) was established to answer some of the strategic questions. The BRTF determined that the County should concentrate on helping existing businesses to become more innovative, attract new business to locate in the region by creating open clusters and to support universities as the generators of new ideas.

**Westshore Regional Fire District Project  
(2009)**

City of Bay Village, Ohio

<http://www.efficientgovnow.org/FileUploads/Proposals/Xnewproposal.pdf>

This proposal is part of the Efficient Government Now grant program and was awarded funding in August. The Westshore Council of Governments (COG) is seeking to build upon past successful collaborations to create a comprehensive regional Fire and EMS operation within five years. The proposal states that seven municipalities are committed to the project and that 250,000 residents will be served by the new Fire District. Citing the economies of scale corporate model, the COG intends to provide the most cost effective solution to citizens need for emergency services. The proposal states that the COG is ready to employ a business partner to direct the multifaceted regional Fire District transition.

## Local and State Tax Structures

The following is a list of reports and data relevant to the work of this committee.

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### **A Brief Review of State and Local Taxation in Ohio (2009)**

Ohio Tax Commissioner Richard A. Levin

<http://www.cpmra.muohio.edu/otaohio/commission/ota/Documents/Testimony/Tax%20Department%20052909.pdf>

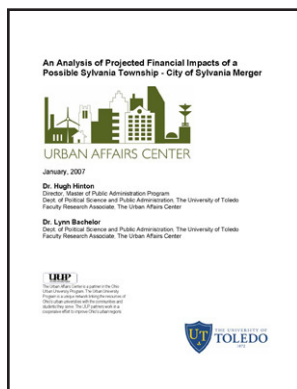


This presentation was delivered as a brief review of State and Local Taxation in Ohio to the Ohio Commission on Local Government Reform and Collaboration. The author explained the principles of taxation that included equity, neutrality, and simplicity. Furthermore he explains the economic basis of Ohio taxes and how they can be grouped into the three broad categories of wealth, income, and consumption. Key state tax revenues total \$24 billion which come mostly from personal income and sales tax while key local tax revenues total \$20 billion and come from real property tax and municipal income tax. The author also discussed Ohio's ongoing tax reforms including the five year phased-in tax reform enacted in 2005 that is leading to lower, simpler taxes and making Ohio more investment-friendly.

### **An Analysis of Projected Financial Impacts of a Possible Sylvania Township - City of Sylvania Merger (2007)**

University of Toledo Urban Affairs Center

<http://uac.utoledo.edu/Publications/sylvania-and-twp-merger-01-07.pdf>

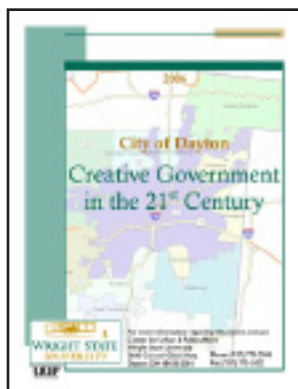


Commissioned by the Sylvania Community Improvement Corporation, this study by the Urban Affairs Center (UAC) at The University of Toledo focuses on the financial impacts of a possible merger between the City of Sylvania and Sylvania Township. The study examines projected changes in revenues and expenditures associated with a merger. This includes property and income tax collections and the costs of local government services. The study found collection of revenue data to be difficult and were unable to obtain accurate data on all the financial components associated with the proposed merger. A review of previous merger attempts also showed that most merger attempts have failed and that township residents are harder to convince than city residents. The study explained that advanced preparation and research are critical to the successful implementation of a merger.

### **City of Dayton: Creative Government in the 21<sup>st</sup> Century (2006)**

Wright State University Center for Urban & Public Affairs

<http://uac.utoledo.edu/Publications/CUPA-Creative-Government.pdf>

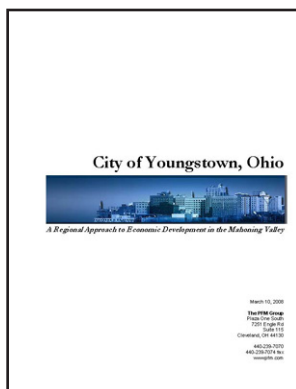


The authors of this report found that interlocal governmental competition was weakening the ability of Dayton and its suburbs to support new economic development and enhance services. They believe that given the direction of federal policies and fiscal limitation of state government, local governments must assume responsibility for interlocal cooperation to support the region as a whole. Analysis showed duplication of services; however there is no common system for measuring performance or citizen satisfaction of services. The authors feel that consolidation is not a starting point; rather a system where local governments come together to discuss goals for meeting community needs is most appropriate. The City of Dayton and its surrounding suburbs have defined common interests and a Creative Government process has been created. The essential steps of the process include engaging citizens and leaders to identify what common goals unite them, focus first on services that offer the highest probability of producing results, seek support from the State of Ohio, investigate high reward opportunities, and continue engagement to foster future innovation and interlocal problem solving in order to avoid interlocal competition.

### City of Youngstown: A Regional Approach to Economic Development in the Mahoning Valley (2008)

The PFM Group

<http://www.ytowndevelopment.com/jedd/jedd.pdf>

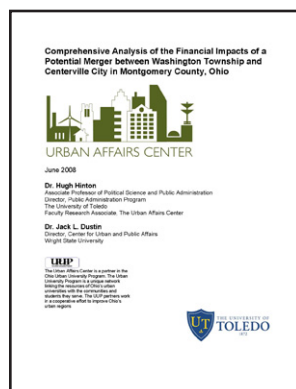


This study was completed to counter previous research that revealed social and economic polarization and wasteful development patterns threatening the Mahoning Valley region. The study recommends a strong, multifaceted, regional response that proposes that municipalities within the Mahoning Valley establish a regional approach to economic development initiatives and revenue sharing. Specifically, this study calls for the creation of a Joint Economic Development District (JEDD) between the City of Youngstown and nearby townships of Austintown and Boardman. The study further reviews the success of JEDDs as well as their origins in Akron where their JEDD has been determined to have achieved desired results. In addition to new jobs, development, and tax revenues, the study explains how the communities would benefit from reductions in income tax rates and water rates. It also would alleviate regional annexation disputes for the foreseeable future.

### Comprehensive Analysis of the Financial Impacts of a Potential Merger between Washington Township and Centerville City in Montgomery County (2008)

University of Toledo Urban Affairs Center

[http://uac.utoledo.edu/Publications/Centerville-WashingtonTwp\\_6-25-08.pdf](http://uac.utoledo.edu/Publications/Centerville-WashingtonTwp_6-25-08.pdf)



This study looked at the financial impact of a potential merger between Washington Township and the City of Centerville under existing provisions of the Ohio Revised Code. This objective study planned to deliver cost benefit analysis, a path to merger, and alternative cooperative and collaborative efforts that could be considered. Analysis demonstrated the merger was financially feasible and most residents would benefit financially. However, their conclusions were not meant as an endorsement as many nonfinancial reasons must also be considered in support and opposition of a merger. A summary of their findings includes elimination of some duplicated positions, additional responsibility for services currently provided to the township by ODOT and the County, and that a proposed merger could accommodate employees and elected officials of both jurisdictions if planned carefully.

**Local Government Resources – Summarized Financial Data (2009)**

Auditor of the State of Ohio

<http://www.auditor.state.oh.us/LGS/BenchmarksForLocalGovernments/SummarizedFinancialData.htm>

This section of the Auditor of the State of Ohio website provides Summarized Annual Financial Reports from 2002-2007. These statewide reports examine finances for cities, villages, townships and counties. The website also features reports for all libraries reporting using Governmental Accounting Standards Board (GASB) 34 format and all school districts reporting under generally accepted accounting principles (GAAP). These reports include information on assets and liabilities as well as revenue and fund balances. The reports are made available in .pdf and .xls format.

**Master Plan for the Western Reserve Joint Economic Development Zone (2009)**

City of Hudson, Ohio

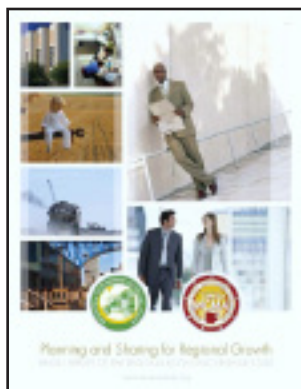
<http://www.efficientgovnow.org/FileUploads/Proposals/Dnewproposal.pdf>

This proposal is part of the Efficient Government Now grant program. The cities of Hudson, Cuyahoga Falls, and Stow have created the Western Reserve Joint Economic Development Zone instead of competing for new development. This zone is 250 acres and is located where the jurisdictions corners meet at a new highway interchange. The three communities have already jointly funded transportation and sanitary sewer upgrades and a fifty year agreement is in place to share pooled income tax equally. The proposal is asking for funding to create a Master Development Plan along with land use and zoning regulations to establish best use and practices in the joint development zone. This plan would include wetland preservation and architectural standards and could be transferrable to other joint development zones in the state.

**Northeast Ohio Economic Revenue Study (2008)**

Myron Orfield, Thomas Luce, and Ameregis

<http://www.revenuestudy.org/AmergisLCCC.pdf>

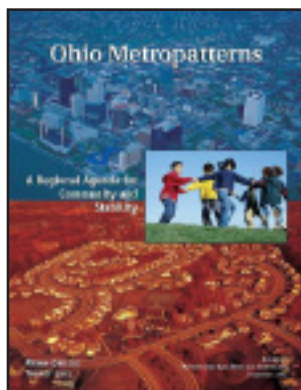


This report analyzes demographic and fiscal trends in Northeast Ohio. The authors argue that a uncoordinated and inefficient development and competition for tax base is threatening every community in Northeast Ohio. The authors report that the region continues to consume undeveloped land despite population decline, that the ability for local governments to finance public services varies dramatically, and that the region shows some of the highest levels of segregation by income and race in the nation. The report also found that suburbs are not free of fiscal and social stress. These growing suburbs are also experiencing sprawl and traffic congestion which lessens the quality of life for residents. The report states that without changes to state policies, these negative patterns will continue. In conclusion, the authors present regional cooperation as an alternative that could strengthen and preserve communities. This cooperation includes tax reform that helps communities pay for needed public services and reduce incentives for the current competitive pattern of development.

**Ohio Metropatterns: A Regional Agenda for Community and Stability (2002)**

Ameregis

[http://www.ameregis.com/maps/region\\_maps/1.30\\_Ohio%20Metropatterns.pdf](http://www.ameregis.com/maps/region_maps/1.30_Ohio%20Metropatterns.pdf)



This study looks at social and fiscal disparities within six major Ohio metropolitan areas (Cleveland, Cincinnati, Columbus, Dayton, Toledo, and Youngstown). Wide variations in the abilities of suburban municipalities to provide local public services is shown by analyzing municipal tax base and other demographic data including poverty rates. The study shows that 75 percent of residents in these Ohio metro areas live in municipalities that show signs of current and/or future fiscal and social difficulties. The study also concludes that there is a clear need to develop accountable regional institutions to address the best interests of the state's diverse regions.

**Our Joint Future: Rural-Urban  
Interdependence in 21st Century Ohio (2008)**

Brookings Institution

[http://www.brookings.edu/events/2008/~//media/Files/events/2008/0910\\_restoring\\_prosperity/Partridge.pdf](http://www.brookings.edu/events/2008/~//media/Files/events/2008/0910_restoring_prosperity/Partridge.pdf)

This paper looks at the continuing economic struggle in Ohio and how it is imperative to recognize the economic link between urban and rural Ohio including the suburban exurban communities in between. It examines the state's urban and rural interdependencies and exhibits a joint future of all Ohioans that must be properly managed to ensure prosperity. Just as people and resources move across boundaries, challenges of one region spill over into the broader region. Increased collaboration is one solution in addressing these challenges. The paper makes recommendations including the need for local governments to more effectively share revenue so that entire regions receive the benefits and pay the costs of development. It also called for streamlining local governments, creating more effective regional planning and economic development authorities and recommended that the State provide infrastructure funding on a regional basis.

**Prescribing Future Health: A Strategic Future  
Plan for the City of Dayton (2005)**

Strategic Financial Plan Study Committee

<http://www.cityofdayton.org/departments/omb/Documents/StrategicFinancialPlan.pdf>

In response to anticipated state budget cuts, the Study Committee set out to help the Dayton City government become financially healthy. The Committee made recommendations that would build upon the City's ongoing service cuts in an effort to balance the City budget and invest in a better financial future. The first recommendation was a set of actions to complete the "right-sizing" of City government. This could be done by tailoring services and infrastructure to the priorities of Dayton's citizens. The second recommendation was a call to explore sharing services with neighbors across the region. The final recommendation was a set of actions to equitably distribute the costs of government and create dedicated funding streams for investing in Dayton's future. The Committee added that all of these recommendations are interdependent and that they need to be acted upon concurrently.

**Restoring Prosperity: The State Role in Revitalizing Ohio's Core Communities (2007)**

Brookings Institution and Greater Ohio

[http://www.greaterohio.org/restoring\\_prosperity/summit\\_docs/draft\\_report.pdf](http://www.greaterohio.org/restoring_prosperity/summit_docs/draft_report.pdf)

This report examines how the State of Ohio must implement an economic development strategy that functions at the regional level to deal with the realities of struggling metropolitan areas. The report begins with a critical assessment that clarifies Ohio's core communities as nodes within larger regions. The report provides a framework for how Ohio cities can relate to one another and leverage assets and realize potential gains of regional cooperation. The report indicates that state policies have failed to keep pace with social and economic realities and too often favor new development rather than redevelopment. Policy also tends to lack a broader vision and thus undermines the health and vitality of older cities. This report is a working document that is built on the argument that revitalization of the core places in Ohio is the springboard to more a more prosperous and competitive state as a whole.

**Sales Tax Disparities in Ohio Counties: A study for Greater Ohio (2004)**

Thomas Wisemiller

[http://www.greaterohio.org/briefings/policy/sale\\_tax\\_report.doc](http://www.greaterohio.org/briefings/policy/sale_tax_report.doc)

This report uses sales tax ratios, created from decades of sales tax data, to look at disparities in retail sales tax revenues. Many counties are assuming increasing fiscal responsibility and therefore rely on retail sales tax revenue for about one-third of general revenues. The author points out that an imbalance occurs when consumers shop in counties other than the one they live thus creating destination and donor counties. The author argues that the lack of a built-in market mechanism causes a lack of revenue being distributed to those in need. Therefore, the report makes several recommendations including a call for citizens and policymakers to engage in dialogue so to address local revenue-service imbalances and examine the relationship between local public finance, current land use and development patterns, and competition for resources between multiple jurisdictions.

## UNIVERSITY OF TOLEDO

### **Analysis of the Fiscal Impact of Public Service Delivery Practices in Lucas County, OH (2002)**

University of Toledo Urban Affairs Center

<http://uac.utoledo.edu/Publications/public-service-delivery-fiscal-impact.pdf>

The focus of this report was to determine whether or not cities and villages in Lucas County, Ohio are partially subsidizing public services in unincorporated areas. The Center found that municipalities do subsidize some but not all public services in townships. Partially subsidized public services include criminal justice, engineering, and planning services. To address this issue, the Center gives five recommendations concerning: an equitable tax burden distribution; urban sprawl; loss of agricultural lands; and the increased infrastructure costs associated with lower densities. The politics of annexation and implications for other Ohio counties are also addressed.

Annotated Bibliography

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## Service Delivery Models

The following is a list of reports and data relevant to the work of this committee.

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### **A Scan of Attributes in County Government Structure (2008)**

The Center for Public Management, Cleveland State University

[http://urban.csuohio.edu/publicmanagement/county\\_government/county\\_gov\\_10\\_24\\_08.pdf](http://urban.csuohio.edu/publicmanagement/county_government/county_gov_10_24_08.pdf)



This report was researched and prepared by the staff at the Center for Public Management of the Maxine Goodman Levin College of Urban Affairs at Cleveland State University. This report discusses the outcome of an examination of effective county leadership and operations nationwide. It also looks at how these models might translate into alternative structures for consideration by the Commission on Cuyahoga County Government Reform. The report details a number of alternate county organizational structures that utilize several formats for executive, legislative, and administrative roles. The report is divided into three main sections that provide a summary of governing legal authority in Ohio, an overview of county government structures identified and profiles of county government structures that could be applicable to the work of the Commission. As a result, eight counties were identified that could serve as models for the Commission.

**Appraising Economic Development and Land-Use Policies to build Healthy Rural and Urban Communities**

Ohio State University Agriculture, Research & Development Center

This project looks to provide a detailed assessment of regional interactions across county governments. It aims uncover policies that can ease cooperation across a range of governmental activities including economic development and public services. This project blends econometric innovations with sociological attention to community prosperity while incorporating scientific concepts of sustainable agriculture and environmental health. The project states that without inter-governmental cooperation, many remote regions will experience economic and demographic decline. Even urban regions stand to lose economic competitiveness and green space. Ultimately, the proposed research will explore institutional reforms that enhance quality of life and economic competitiveness in America.

**Collaborating to Compete: The Case of Northwest Ohio's Greenhouse Industry (2006)**

Neil Reid and Michael Carroll

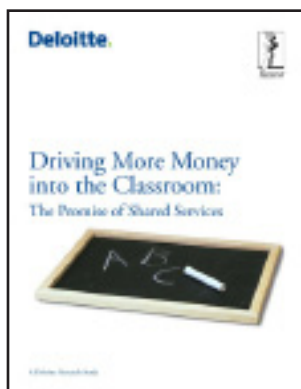
<http://ohiogreenhouse.com/publications/CH05.pdf>

This report discusses the collaborative efforts of the greenhouse industry in Northwest Ohio and shows many similarities to the collaborative efforts in local government. They adopted a cluster-based strategy in an attempt to remain competitive. It was necessary for owners to work collaboratively to address industry-wide challenges like high energy costs and lack of a market presence. The independence of greenhouse owners and a lack of engagement are the major challenges this collaborative initiative face. Also similar to local government collaboration is the challenge of securing ongoing funding.

**Driving More Money into the Classroom: The Promise of Shared Services (2005)**

Deloitte Research

[http://www.oesca.org/pages/uploaded\\_files/DELOITTE%20DTT\\_DR\\_SS\\_Education\\_Nov05\(1\).pdf](http://www.oesca.org/pages/uploaded_files/DELOITTE%20DTT_DR_SS_Education_Nov05(1).pdf)



This national study looks at an alternative to the unpopular idea of consolidation of schools. State budgets and court rulings have put pressure on school districts to reduce education costs. However, at least 40 percent of expenditures are for business operations and services. The report argues the current system does not take advantage of economies of scale. The report identifies consolidation case studies that have shown outcomes that include negative impacts on education and even instances of increased costs due to bureaucracy. The researchers present the option of shared services, stating it allows districts to share everything from transportation services to increasing purchasing power. The study provides examples of school districts already engaged in productive shared service arrangements but mentions schools have barely scratched the surface in terms of cost savings potential. The authors add that this strategy does not pit education against administration, keeps educational oversight within the district, and is a proven way to move more tax dollars into the classroom. The study further mentions that politics is by far the greatest challenge to this process.

**Exploration of Fire Service Regionalization: Berea, Brook Park, Middleburg Heights, Parma, and Parma Heights (2005)**

Baldwin-Wallace College Business Administration Division

[http://homepages.bw.edu/~fire/Documents/Final\\_Report.pdf](http://homepages.bw.edu/~fire/Documents/Final_Report.pdf)

This exploratory study examined the possibilities presented by fire safety service collaboration among five Cuyahoga County communities. The study looked at ways to optimize the utilization of fire resources while increasing the quality of delivered services. The study found that staffing and dispatch were factors in decreasing quality of service rankings and could be improved through collaboration. These opportunities for shared resources as well as cost containment strategies are some of the factors this study analyzed. Findings include higher level of service through combined fire and EMS dispatch as well as lower costs from combined facility maintenance.

**Government Cooperation and Efficiency  
Project: Phase One (2007)**

Management Partners, Inc.

[http://www.hamiltoncountyohio.gov/hcrpc/partner/gcep/pdf/PROJECT\\_REPORT\\_GCEP\\_Phase\\_1\\_071214.pdf](http://www.hamiltoncountyohio.gov/hcrpc/partner/gcep/pdf/PROJECT_REPORT_GCEP_Phase_1_071214.pdf)

This report follows the Government Cooperation and Efficiency Project in Hamilton County which sought to engage elected and appointed officials and generate interest regarding sharing services and collaborative efforts. The authors' primary task was to discover additional types of service sharing that could lead to cost savings and solve any problems that collaborative efforts may be experiencing. The Management Partners group developed a comprehensive listing of jurisdictions within Hamilton County and included their current service collaborations. They also added the project implementation steps to a handful of these collaborations. Jurisdictional leaders have met in the County to discuss ideas for sharing and merging services. Further work on this project will include additional development of service sharing opportunities.

**Hamilton County Government Cooperation  
and Efficiency Project Shared Services  
Projects**

Hamilton County Planning Partnership

<http://www.hamiltoncountyohio.gov/hcrpc/partner/gcep/pdf/sharedServicesProjects.pdf>

The Government Cooperation and Efficiency Project (GCEP) started in 2007 to help local governments improve service delivery and minimize costs through local government collaboration and service sharing efforts in Hamilton County. Since its inception, the GCEP has initiated a number of shared service opportunities. This website lists several of the early projects that show local government collaboration and improved service delivery. An example of this is bulk road salt purchasing by Hamilton County and the City of Cincinnati. Several more collaborative efforts are emerging and even more shared service opportunities will be identified as the work of the GCEP initiative continues.

**Incrementalism Redux: State Roles in Local Government Fiscal Crises (2005)**

Beth Walter Honadle

<http://www.ipr.uc.edu/documents/ACFE4D.pdf>

This national study argues that state governments have a major stake in local governments' fiscal health. The author used survey data to determine how states have developed their role relative to local government crises. Two general approaches were discovered: the rational comprehensive approach to public policy where the State attempts to predict, avert, mitigate, and prevent recurrence of fiscal crises and an incremental approach, which involves small steps and changes in response. The study concluded that states are predominately incremental in their development of policies dealing with local government fiscal problems.

**Master Plan for the Western Reserve Joint Economic Development Zone (2009)**

City of Hudson, Ohio

<http://www.efficientgovnow.org/FileUploads/Proposals/Dnewproposal.pdf>

This proposal is part of the Efficient Government Now grant program. The cities of Hudson, Cuyahoga Falls, and Stow have created the Western Reserve Joint Economic Development Zone instead of competing for new development. This zone is 250 acres and is located where the jurisdictions corners meet at a new highway interchange. The three communities have already jointly funded transportation and sanitary sewer upgrades and a fifty year agreement is in place to share pooled income tax equally. The proposal is asking for funding to create a Master Development Plan along with land use and zoning regulations to establish best use and practices in the joint development zone. This plan would include wetland preservation and architectural standards and could be transferrable to other joint development zones in the state.

**MVRPC Regional Cooperation Draft List (2004)**

Greater Dayton Mayors and Managers Association

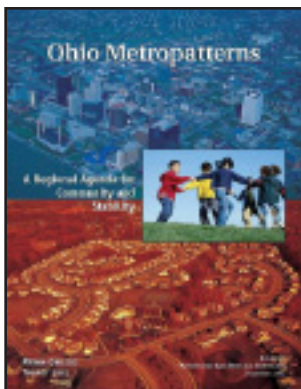
<http://www.mvrpc.org/region/cooperation.php>

The Greater Dayton Mayors and Managers Association compiled a draft list of 430 different areas where local governments including cities, villages, townships, and counties cooperate to provide improved services at lower costs. This report is a draft list and considered a work in progress. The report suggests these areas serve as models for others seeking cooperative avenues.

### **Ohio Metropatterns: A Regional Agenda for Community and Stability (2002)**

Ameregis

[http://www.ameregis.com/maps/region\\_maps/1.30\\_Ohio%20Metropatterns.pdf](http://www.ameregis.com/maps/region_maps/1.30_Ohio%20Metropatterns.pdf)

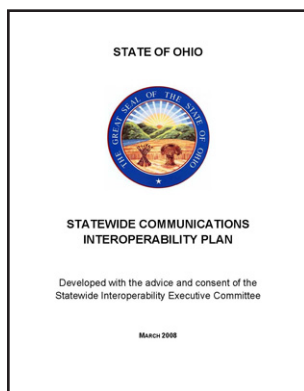


This study looks at social and fiscal disparities within six major Ohio metropolitan areas (Cleveland, Cincinnati, Columbus, Dayton, Toledo, and Youngstown). Wide variations in the abilities of suburban municipalities to provide local public services is shown by analyzing municipal tax base and other demographic data including poverty rates. The study shows that 75 percent of residents in these Ohio metro areas live in municipalities that show signs of current and/or future fiscal and social difficulties. The study also concludes that there is a clear need to develop accountable regional institutions to address the best interests of the state's diverse regions.

### **Ohio Statewide Communications Interoperability Plan (2008)**

Statewide Interoperability Executive Committee

<http://www.oit.ohio.gov/SDD/Marcs/PDFs/OhioInteropFinalReport.pdf>



The Statewide Interoperability Plan outlines the interoperability communications strategy and approaches for Ohio's First Responder Community at the State level and within the 88 counties in the State. The plan also establishes a procedure for providing regular updates to the technologies and capabilities database established across the State. The vision of this plan is to have all responders throughout Ohio operating on shared systems that are standard; this would allow seamless communications across disparate systems and offer a single integrated statewide platform for interoperability. The study provides a county-by-county assessment of communications systems and interoperability assets. It also identifies gaps between the current status and declared vision of the State. Goals and objectives are also outlined including a primary goal of identifying the responsible persons or groups within each county or region and to facilitate a process for each area to formally address critical planning activities relating to communications interoperability.

**Opportunity in Crisis: Consolidation, Collaboration & Cooperation in Local Government (2009)**

Digital Communities Infrastructure Task Force

[http://media.govtech.net/Digital\\_Communities/White\\_Papers/CDG09\\_PAPER\\_OppCrisis\\_V.pdf](http://media.govtech.net/Digital_Communities/White_Papers/CDG09_PAPER_OppCrisis_V.pdf)



This national study looks at government spending and collaboration through the question of “How much government can we afford?” It focuses on local government services. This study focuses on collaboration and consolidation of services. Functional collaboration is an approach that encourages organizations to work together, agreeing to standardize technology infrastructures or cooperatively purchase needed equipment and software. This study discusses the Collaboration Project which is based on the realization that collaboration is happening whether or not government gets involved. The study concludes by stating the success and failures of collaboration are determined by public employees and their willingness to take on the challenge.

**Prescribing Future Health: A Strategic Future Plan for the City of Dayton (2005)**

Strategic Financial Plan Study Committee

<http://www.cityofdayton.org/departments/omb/Documents/StrategicFinancialPlan.pdf>

In response to anticipated state budget cuts, the Study Committee set out to help the Dayton City government become financially healthy. The Committee made recommendations that would build upon the City’s ongoing service cuts in an effort to balance the City budget and invest in a better financial future. The first recommendation was a set of actions to complete the “right-sizing” of City government. This could be done by tailoring services and infrastructure to the priorities of Dayton’s citizens. The second recommendation was a call to explore sharing services with neighbors across the region. The final recommendation was a set of actions to equitably distribute the costs of government and create dedicated funding streams for investing in Dayton’s future. The Committee added that all of these recommendations are interdependent and that they need to be acted upon concurrently.

**Regionalism and Intergovernmental Collaboration Data Set**

Kent State University Center for Public Administration and Public Policy

<http://www.kent.edu/cpapp/Research/index.cfm>

Kent State University's Center for Public Administration and Public Policy has compiled a data set identifying 196 cases of local government collaboration in Ohio. This is a preliminary data set and is considered "in progress." The center is seeking funding to finalize research on this data set.

**Rittman and Orrville Schools Administrative Compact (2009)**

Orrville City Schools

<http://www.efficientgovnow.org/FileUploads/Proposals/Nnewproposal.pdf>

This proposal is part of the Efficient Government Now grant program. Orrville City and Schools and the Rittman Exempted Village Schools, located in Ashtabula County, have been sharing administrative services since January 2008. They have seen their collaborative efforts produce cost-savings and improved efficiency. This proposal requests grant money to continue the collaborative effort through a series of purchases aimed at improving service delivery. This includes new networking technology, distance learning equipment, and transportation for special education programs between the two schools. The proposal states that the collaborative efforts have given great new opportunities to students and that additional collaboration could improve upon that.

**Small Utilities GIS Cooperative Feasibility Study Proposal (2008)**

Ohio Rural Community Assistance Program

[http://www.glrca.org/image\\_upload/File/GIS%20Study/LGSCR%20GIS%20Cooperative%20Proposal.pdf](http://www.glrca.org/image_upload/File/GIS%20Study/LGSCR%20GIS%20Cooperative%20Proposal.pdf)

This proposal is requesting funding from the Ohio Department of Development to produce a feasibility study by the Village of Carrollton in conjunction with 17 other jurisdictions to develop a plan for a shared GIS service. Small municipalities and public utilities have not fully adapted GIS due to cost and limited personnel needed to develop their own program. The study will look to research and evaluate recommendations based on feasible issues including the creation of an organization to own and oversee the service and creation of detailed cost estimates to establish and maintain the service. The proposal states that this study can lead to further collaboration with other utilities in operations, maintenance, and emergency repairs. Ultimately the GIS cooperative will lead to improved efficiencies, faster response to service interruptions, and cost savings while providing better service to their customers and residents.

**Status Report on the Consolidation of Educational Service Centers (1999)**

Ohio Legislative Office of Education Oversight

[http://www.oesca.org/pages/uploaded\\_files/STATUS%20REPORT%20%20LOEO%20ESC%20Study%201999.pdf](http://www.oesca.org/pages/uploaded_files/STATUS%20REPORT%20%20LOEO%20ESC%20Study%201999.pdf)

This report follows the 1995 Ohio General Assembly decision to require merging of educational service centers (ESCs). It examines the impact of ESC consolidations on the costs and quality of service provided to school districts. The report found that 15 ESCs had already merged and eight more were in the planning process. Certain conditions were discovered that consistently helped the consolidation process including provision of state money used to offset consolidation costs and pre-existing service relationships between ESCs. The report found that although administrative costs were reduced, overall cost savings had not been realized. The report recommended that the General Assembly consider further consolidation only on a “case-by-case” basis taking into account an ESC’s unique characteristics.

**Westshore Regional Fire District Project (2009)**

City of Bay Village, Ohio

<http://www.efficientgovnow.org/FileUploads/Proposals/Xnewproposal.pdf>

This proposal is part of the Efficient Government Now grant program and was awarded funding in August. The Westshore Council of Governments (COG) is seeking to build upon past successful collaborations to create a comprehensive regional Fire and EMS operation within five years. The proposal states that seven municipalities are committed to the project and that 250,000 residents will be served by the new Fire District. Citing the economies of scale corporate model, the COG intends to provide the most cost effective solution to citizens need for emergency services. The proposal states that the COG is ready to employ a business partner to direct the multifaceted regional Fire District transition.