



*Ohio Commission on
Local Government Reform
and Collaboration*

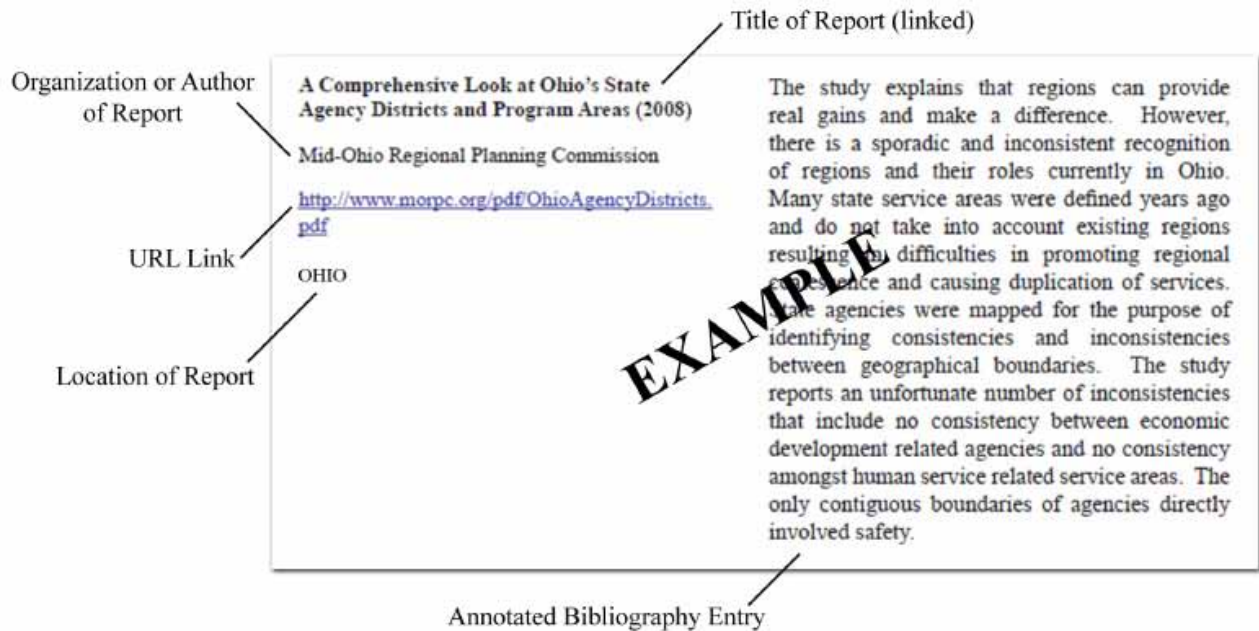
**Annotated Bibliography of Studies and Data on Local
Government Reform and Collaboration (National)
Alabama - Indiana**

September 2009

The Ohio State University - John Glenn Public Affairs

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

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 states beyond Ohio. Part 1 of 2 of these bibliographies focuses on Alabama through Indiana. Part 2 will focus on Iowa through Wyoming. 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.



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

TABLE OF CONTENTS

Local Government Collaboration Incentives

Pages 3-9

This sub-committee of the Ohio Commission on Local Government Reform and Collaboration is charged with the identification of options for encouraging and incentivizing local government to collaborate.

Local and State Tax Structures

Pages 10-13

This sub-committee of the Ohio Commission on Local Government Reform and Collaboration is charged with the identification of local tax structure changes which would encourage collaboration or improve service effectiveness.

Service Delivery Models

Pages 14-17

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

Local Government Collaboration Incentives

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

ARIZONA

Recommendations to the Governor of Arizona (2007)

The Arizona School District Redistricting Commission

<http://www.ade.state.az.us/sdrc/>

This report proposes that county schools that fall within specific districts hold a vote for unification of these school districts, reducing the total number of school districts. For districts that consolidated they would receive funds to increase student achievement. The Commission also proposed the creation of a universal state curriculum.

CALIFORNIA

State-Local Fiscal Conflicts in California: From Proposition 13 to Proposition 1A (2007)

Public Policy Institute of California

http://www.ppic.org/content/pubs/op/OP_1207EBOP.pdf

This paper highlights the 29 year relationship between state and local governments. The report emphasizes the internal and external stresses that impact government decision-making. California's state and local government needs to build a coherent plan that will help both systems of government navigate and achieve their goals and properly utilize the fiscal resources in the communities.

Final Report. The New California Dream: Regional Solutions for 21st Century Challenges (2002)

Speaker's Commission on Regionalism

<http://www.regionalism.org/pdf/scorfinalreportsummit02feb02.pdf>

This Commission consulted with local governments, regional agencies, business, civic organizations, and philanthropic organizations to determine how to increase productivity in government. The Commission also created recommendations on issues of regional and state concern. This includes the jobs-housing imbalance between both the Bay Area and Central Valley regions, a lack of affordable housing, and congestion management. The report also makes recommendations on how state policies and practices should be amended and aligned to support regional planning.

Changing the Order of Things: Six Proposals for Local Finance Reform (2000)

Public Policy Institute of California

http://www.ppic.org/content/pubs/op/OP_500FSOP.pdf

This report includes six recommendations to change state-local finance. The report offers recommendations that would give local communities an increased authority so that they can manage their financial services and to change the financial incentives that influence and manipulate how property is utilized.

Deep Roots: Local Government Structure in California (1998)

Public Policy Institute of California

http://www.ppic.org/content/pubs/report/R_998PLR.pdf

Using the data from the State Controller and the U.S. Census Bureau's Census of Governments, this report gives an overview of the way in which California deployed its communities and if Proposition 13 had any influence in municipalities. The report also measures how fragmented the local government is by examining its counties and analyzing the fundamental differences.

COLORADO

Report to Governor Bill Owens. Transportation Finance Task Force (2004)

Colorado Task Force on Transportation Finance

<http://www.dot.state.co.us/TopContent/>

This report focuses on three key economy-based recommendations to aid the deteriorating transportation system. For example, the State is looking to create a regional transportation authority and as well as maintain the integrity of their highway user's tax fund. The report emphasizes administrative practices, legislative recommendations, and future areas of focus. Based on these recommendations, the Colorado Task Force on Transportation Finance will aim to aid the implementation of projects.

CONNECTICUT

Report of the Responsible Growth Task Force to Governor M. Jodi Rell (2008)

The Responsible Growth Task Force

http://www.wulaw.wustl.edu/landuselaw/Articles/rgtf_report_2-4-08.pdf

The purpose of this Task Force was to identify and report on the significance of refining the state's growth criteria. The Task Force made recommendations to guide the state in making stronger future investment decisions, encouraged studying land use laws, policies and programs, and exploring transfer of development rights.

Report of the State of Connecticut Blue Ribbon Commission on Property Tax Burdens and Smart Growth Incentives (2003)

The State of Connecticut Blue Ribbon Commission on Property Tax Burdens and Smart Growth Incentives

<http://www.cga.ct.gov/pd/FullBlueRibbonCommissionReportFinal.pdf>

This report addresses fiscal and land-use problems. The Commission believes that honing in to these key issues will improve the quality of life for those who are employed and reside in the state of Connecticut. For this reason, the state identifies increasing aid for K-12 public education and enabling local communities to work and obtain revenue other than the property tax is important.

FLORIDA

Interim Report: Review and Consideration of Consolidation Models for Florida's Local Governments (2009)

Florida Legislative Committee on Intergovernmental Relations

<http://www.floridalcir.gov/UserContent/docs/File/reports/consolidation09.pdf>

This report is a compilation of a two-year study that offers fiscal alternatives to the challenges Florida has been facing during its recent economic hardship. The Committee delivered a selection of alternative service delivery arrangements to Florida State and local governments. It has been recommended to strengthen state metropolitan areas, and to spread major industrial growth in order to increase state and national welfare.

Property Tax Reform Committee: Preliminary Report and Recommendations (2006)

Property Tax Reform Committee

<http://www.propertytaxreform.state.fl.us/docs/Meeting121506/PrelimReportFINAL121506.pdf>

The recommendations found in this preliminary report are the initial alternatives for tax reform in Florida. The Committee looked to simplify the taxation system for all taxpayers while improving the property taxation system with a comprehensive approach. The Committee supports, with revisions, a performance audit recommended by the Auditor General on the Value Adjustment Board Process.

GEORGIA

Does City-County Consolidation Save Money (2000)

The Carl Vinson Institute of Government

<http://www.cviog.uga.edu/publications/pprs/95.pdf>

This article discusses the quandaries and successes of city-county collaboration efforts. In order to reallocate money and become more efficient with government funding, local governments providing the same services have been merged. This report looks at Athens—Clarke County consolidation efforts and found overall that these collaboration efforts can have cost saving effects in some departments.

IDAHO

Feasibility of School District Services Consolidation: Evaluation Report (2009)

Idaho Legislature Office of Performance Evaluations

<http://www.legislature.idaho.gov/ope/publications/reports/r0904.pdf>

Idaho lacks a framework for consolidation of school districts. There is a desire on the part of some districts to consolidate to provide sufficient funding of districts. The report includes recommendations on the role of consolidation and collaboration on student transportation, purchasing supplies and materials, and programs/services for professionals. The report includes a recommendation that the Legislature should deploy and/or study other human services such as employee health insurance, special education services, and administration salaries to identify opportunities to increase efficiencies.

School District Administration and Oversight: Third Follow-up Report (2009)

Idaho Legislature Office of Performance Evaluations

<http://www.legislature.idaho.gov/ope/publications/reports/r0905f.pdf>

This is a progress report on recommendations made in 2004 to improve information management at the State Department of Education and best purchasing practices in school districts. The Office of Performance Evaluations found that all but one of their recommendations had been applied and there was one recommendation that needed legislative action.

Governance of Information Technology and Public Safety Communication: Evaluation Report (2008)

Idaho Legislature Office of Performance Evaluations

<http://www.legislature.idaho.gov/ope/publications/reports/r0801.pdf>

The Idaho Office of Performance Evaluations found that their state agencies are fragmented due to having an underdeveloped communication and information system, which limits their need to improve upon public safety communication across the state. Amongst the recommendations, this report suggests that there should be an officer position created to coordinate a more efficient line of communication between government with a built in support team; and attentive to costs of budget aligned with information technology projects.

INDIANA

Report to the Indiana General Assembly: Local Fiscal Review (2008 HEA 1001), Local Government Consolidation (2009)

Indiana Advisory Commission on Intergovernmental Relations

<http://iacir.spea.iupui.edu/publications/IACIR09C01a.pdf>

This report is a summation of the voluntary consolidation of the state's local governments and the new local fiscal review requirements (IC 36-1.5). The issues discussed range from not being able to consolidate townships across county lines to the loss of capital discouraging consolidations in the future.

Intergovernmental Issues in Indiana: 2008 IACIR Study (2009)

Indiana Advisory Commission on Intergovernmental Relations

<http://iacir.spea.iupui.edu/publications/08%20Survey.pdf>

This study focuses on the many issues that face local governments. It is a guide with the intent of being used to help the Indiana Advisory Commission on Intergovernmental Relations (IACIR) and the Indiana General Assembly. Provided in the report is a discussion of intergovernmental issues surrounding health, economics, public safety, local services, land use, and community quality of life.

Final Report of the Annexation Study Committee (2007)

Annexation Study Committee remonstrance

<http://www.in.gov/legislative/interim/committee/2007/committees/reports/AXSCAB1.pdf>

This report highlights a group of annexation laws that the Committee feel should be reformed. This includes municipal annexation of territories, relationships between the landowner and heir, location of boundaries, and the process of approving annexations. The Committee did not make any recommendations.

Intergovernmental Issues in Indiana: 2006 IACIR Study (2007)

Indiana Advisory Commission on Intergovernmental Relations

<http://iacir.spea.iupui.edu/publications/06%20Survey%20Final%20Complete.pdf>

This study is a collection of surveys that fall under six categories: health, economics, public safety, local services, land use, and community quality of life. The listings of these topics are structured to give government insight on the direction of Indiana's communities.

Hometown Matters: Solutions to meet Indiana's local finance needs (2006)

Indiana Association of Cities and Towns

http://www.citiesandtowns.org/egov/docs/1199999971_737640.pdf

The report provides potential solutions that could help aid local governments accrue revenue. The study shows that there needs to be a flexible, but uniform revenue solution that would blanket all communities, but still have the ability to change what works under unique circumstances. Also examined is the taxpayers' expectation of local government.

Final Report of the Local Government Efficiency and Financing Study Commission (2005)

Local Government Efficiency and Financing Study Commission

<https://oncourse.iu.edu/access/content/group/24a3ad89-4a70-4e4a-0087-26cb583ea139/Website%20Research%20Page%20Materials/Research/Local%20gov%20efficiency%20and%20finance%2005.pdf>

This study examined a range of issues: structure, financing, as well as the dynamics of local government. The Commission examined the effect of smart growth policies and the fiscal impact of non-taxable land. Also examined and discussed is the consolidation of government offices.

Final Report of the County Government Study Commission (2000)

County Government Study Commission

https://oncourse.iu.edu/access/content/group/24a3ad89-4a70-4e4a-0087-26cb583ea139/Website%20Research%20Page%20Materials/Research/County_Government_Study_Commission%2001.pdf

This study was designed to examine the effectiveness of county, state and local government bodies. There was also a deliberation on reforming the functions and duties of county government representatives in order to distill more clearly pronounced roles in the governing system; and a change in responsibilities of elected county officials and departments of county government. The Commission recommended to give county elected officials who work under “constitutionally term limited offices” a retirement fund to contribute to after their term expires (Public Employees Retirement Fund). Another recommendation is for adjoining counties to work together to create one region within a district for a correctional facility.

The Indiana Project for Efficient Local Government: The Next Generation of the '99 Compete Study (2004)

Indiana Chamber of Commerce

<http://mysmartgov.org/resources/Compete%20study%20-%20IN%20Ch%202004.pdf>

This study examines the relevancy of current governmental structure. This report responds to the concerns of whether or not Indiana’s local government still responds to the current needs of their community and if it is suitable for the 21st century.

2006-2010 Strategic Plan (2006)

Indiana Managers at the Core of Better Communities

http://www.citiesandtowns.org/egov/docs/1200003592_60119.pdf

The overall objective of this strategic plan is to give support/setup a system by which to advance the management of Indiana's governing system.

Government Consolidation in Indiana: Separating Rhetoric from Reality (2009)

Indiana Township Association

<http://cms.bsu.edu/Academics/CentersandInstitutes/BBR/~media/DepartmentalContent/MillerCollegeofBusiness/BBR/Publications/LocalGovReform%20Summary.ashx>

This Commission was designed by the Governor in order to focus attention on working towards a more competent government. The report calls for a review of government costs and evaluation of governing efforts.

Local and State Tax Structures

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

ARKANSAS

Arkansas Blue Ribbon Commission on Public Education: Report and Recommendations (2002)

Arkansas Blue Ribbon Commission

<http://www.educationinarkansas.com/pdfs/BRCReportandRecJul2002.pdf>

This Commission proposed the creation of a unified education system within a few years. The state's goal: to improve the welfare of citizens and increase economic development. The Commission created four committees focused on: Funding and Facilities; Teacher Salaries and Professional Development; Organizational Structure; and Curriculum/Early Childhood Education – including a Communications Subcommittee. Once these working subcommittees accrued their data, their efforts were fused through the voice of the Arkansas Blue Ribbon Commission.

CALIFORNIA

Bond Spending: Expanding and Enhancing Oversight (2009)

Little Hoover Commission

<http://www.lhc.ca.gov/studies/197/report197.pdf>

This study looks at the utilization and distribution of bond money. The Commission explores possible alternatives as well as methods to improve bond oversight; through the Legislature or by external government bodies outside the state administration. This study also highlights how state and local bonds can be reallocated and augmented to increase voter representation, public programs and services, reinvested in “capital projects,” and setting a cap on the state's debt service.

Changing the Order of Things: Six Proposals for Local Finance Reform (2000)

Public Policy Institute of California

http://www.ppic.org/content/pubs/op/OP_500FSOP.pdf

This report includes six recommendations to change state-local finance. The report offers recommendations that would give local communities an increased authority so that they can manage their financial services, and to change the financial incentives that influence and manipulate how property is utilized.

The Speaker's Commission on State and Local Government Finance (2000)

The Speaker's Commission on State and Local Government Finance

http://www.cacities.org/resource_files/22395.spcr1.pdf

The Commission provided four recommendations to augment funding allocated to cities and counties for services. First, each county and city would “swap” a piece of their locally levied sales tax with the State for an equal amount of the property tax. This would allow the State to replenish educational programs through the State aid system. Next, the Educational Revenue Augmentation Fund (ERAF) would give back \$1 billion of property taxes to counties, cities and special districts in annual installments. Third, create a State mandate in order to preserve per capital subvention and replace the revenue lost due to the reduction in the Vehicle License Fee with supplementary State resources. Lastly, based on local agreements, build a permanent countrywide sales tax authority that would allocate and set aside taxed monies that would be for local purposes only.

CONNECTICUT

Report of the State of Connecticut Blue Ribbon Commission on Property Tax Burdens and Smart Growth Incentives (2003)

The State of Connecticut Blue Ribbon Commission on Property Tax Burdens and Smart Growth Incentives

<http://www.cga.ct.gov/pd/FullBlueRibbonCommissionReportFinal.pdf>

This report addresses fiscal and land-use problems. The Commission believes that honing in to these key issues will improve the quality of life for those who are employed and reside in the state of Connecticut. For this reason, the state identifies in increasing aid for K-12 public education and is enabling local communities to work and obtain revenue other than the property tax.

FLORIDA

Property Tax Reform Committee: Preliminary Report and Recommendations (2006)

Property Tax Reform Committee

<http://www.propertytaxreform.state.fl.us/docs/Meeting121506/PrelimReportFINAL121506.pdf>

The recommendations found in this preliminary report are the initial alternatives for tax reform in Florida. The Committee emphasizes to simplify the taxation system for all taxpayers while improving the property taxation system with a comprehensive approach. The Committee supports, with revisions, a performance audit recommended by the Auditor General on the Value Adjustment Board Process.

INDIANA

Report to the Indiana General Assembly: Local Fiscal Review (2008 HEA 1001), Local Government Consolidation (2009)

Indiana Advisory Commission on Intergovernmental Relations

<http://iacir.spea.iupui.edu/publications/IACIR09C01a.pdf>

This report is a summation of the voluntary consolidation of local governments and the new local fiscal review requirements (IC 36-1.5). The issues discussed here range from not being about to consolidate townships across county lines to the loss of capital discouraging consolidations in the future.

Final Report of the Annexation Study Committee (2007)

Annexation Study Committee remonstrance

<http://www.in.gov/legislative/interim/committee/2007/committees/reports/AXSCAB1.pdf>

This report highlights a collection of annexes that the Committee feel should be reformed. The collection comprises of such annexes regarding municipal annexation of territories, relationships between the landowner and heir, location of boundaries, and the process of approving annexes. The Committee did not make any recommendations.

Intergovernmental Issues in Indiana: 2006 IACIR Study (2007)

Indiana Advisory Commission on Intergovernmental Relations

<http://iacir.spea.iupui.edu/publications/06%20Survey%20Final%20Complete.pdf>

This study is a collection of surveys that attends to six categories. The categories are listed as the following: health, economics, public safety, local services, land use, and community quality of life. The listings of these topics are structured to give government incite on the direction of Indiana's communities.

Hometown Matters: Solutions to meet Indiana's local finance needs (2006)

Indiana Association of Cities and Towns

http://www.citiesandtowns.org/egov/docs/1199999971_737640.pdf

The research collected here is an accumulation of potential solutions that could help aid local governments accrue revenue. The study shows that there needs to be a flexible, but uniform revenue solution that would blanket all communities, but still have the plasticity to change what works under unique circumstances. Also examined here is the taxpayers' expectation of local government, whom is not maintaining a steady focus on the sources of revenue and inflation.

Indiana Government Efficiency Commission: K-12 Education Subcommittee Final Report (2007)

Indian Government Efficiency
Commission—K-12 Education Subcommittee

<http://blogs.indystar.com/expresso/Government%20Efficiency%20Commission%202007%20Executive%20Summary%20on%20school%20funding.doc>

Indiana's budget for classroom spending was curtailed due to the exorbitant amount of funds spent in ulterior programs. This report offers recommendations that will help reform the public school district's fiscal management system so that an appropriated amount of monies will be allocated towards teacher training and classroom instruction.

Final Report of the Property Tax Replacement Study Commission (2004)

Property Tax Replacement Study Commission

<https://oncourse.iu.edu/access/content/group/24a3ad89-4a70-4e4a-0087-26cb583ea139/Website%20Research%20Page%20Materials/Research/Property%20Tax%20Replacement%20Comm%2004.pdf>

The objective of this study is to reform Indiana's tax system due to an unproductive property tax increase. The Commission investigated property tax administrative issues, local government services, long term debt issues, and alternative tax systems that other states use. There were also estimated costs of reassessments and a look into alternative systems that would decrease the cost of operating government services.

Annotated Bibliography

Service Delivery Models

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

ALABAMA

Preliminary Report to the Alabama Legislature (2008)

Alabama Emergency Communication District
Long-Range Study Commission

http://www.acca-online.org/aff_groups/911_districts/9-1-1StudyCommissionReport.2-13-08.pdf

The preliminary report is an overview of the work the Commission had completed, but not yet adopted by the Commission. The report is broken down into three subcategories: Administrative, Revenue, and Network & Infrastructure. These committees collected information from subject matter experts, reviewed best practices, and studied examples from other states. These committees also deployed a study on best practices and issues that impacted the effective operation of the local Emergency Communications Districts (ECDs). The study reports findings, but does not make recommendations.

Alabama E911 Legislative Study Group Powerpoint: ADMIN Committee, Actions in Surrounding States PowerPoint Presentation

Public Service Commission

http://www.acca-online.org/aff_groups/911_districts/Alabama%20E911%20Legislative%20Study%20Group.pdf

This PowerPoint presentation is a synopsis and provides detail on the historical background of 911 in Alabama and how its legislative practices differ from nearby states.

ARIZONA

Recommendations to the Governor of Arizona (2007)

The Arizona School District Redistricting
Commission

<http://www.ade.state.az.us/sdrc/>

This report proposes that county schools that fall within specific districts hold a vote for unification of these school districts, reducing the total number of school districts. For districts that consolidated they would receive funds to increase student achievement. The Commission also proposed the creation of a universal state curriculum.

ARKANSAS

Arkansas Blue Ribbon Commission on Public Education: Report and Recommendations (2002)

Arkansas Blue Ribbon Commission

<http://www.educationinarkansas.com/pdfs/BRCReportandRecJul2002.pdf>

This Commission proposed the creation of a unified education system within a few years. The state's goal: to improve the welfare of citizens and increase economic development. The Commission created four committees focused on: Funding and Facilities; Teacher Salaries and Professional Development; Organizational Structure; and Curriculum/Early Childhood Education – including a Communications Subcommittee. Once these working subcommittees accrued their data, their efforts were fused through the voice of the Arkansas Blue Ribbon Commission.

FLORIDA

Interim Report: Review and Consideration of Consolidation Models for Florida's Local Governments (2009)

Florida Legislative Committee on Intergovernmental Relations

<http://www.floridalcir.gov/UserContent/docs/File/reports/consolidation09.pdf>

This report is a compilation of a two year study that offers fiscal alternatives to the challenges Florida has been facing during its recent economic hardship. The Committee delivered a selection of alternative service delivery arrangements to Florida state and local governments. It has been recommended to strengthen state metropolitan areas, and to spread major industrial growth in order to increase state and national welfare.

GEORGIA

Task Force on Service Delivery Final Report: A New Model of Service Delivery (2007)

Task Force on Service Delivery Task Force

<http://newgeorgia.org/newsletters/Service%20Delivery%20Final%20Report%20Paper.pdf>

The Commission supports the design of a new model for service delivery in Georgia. The Commission proposes a new model that will allow appropriate agencies to carry out their proper function, improve fiscal management, and allow local and state government to work cohesively to meet service needs. Therefore, it is recommended for the Task Force to restructure the Regional Development Centers.

Does City-County Consolidation Save Money (2000)

The Carl Vinson Institute of Government

<http://www.cviog.uga.edu/publications/pprs/95.pdf>

This article discusses the quandaries and successes of city-county collaboration efforts. In order to reallocate money and become more efficient with government funding, local governments providing the same services have been merged. This report looks at Athens—Clarke County consolidation efforts and found overall that these collaboration efforts can have cost saving effects in some departments.

INDIANA

Final Report of the Annexation Study Committee (2007)

Annexation Study Committee remonstrance

<http://www.in.gov/legislative/interim/committee/2007/committees/reports/AXSCAB1.pdf>

This report highlights a group of annexation laws that the Committee feel should be reformed. This includes municipal annexation of territories, relationships between the landowner and heir, location of boundaries, and the process of approving annexations. The Committee did not make any recommendations.

Arrangements, shared services arrangements and efforts of school corporations to explore cooperatives, common management, or consolidations as reported by Indiana Public School Corporations for the 2006-2007 school year (2007)

Indiana Department of Education

http://www.doe.in.gov/legwatch/docs/school_savings_report.pdf

This report stresses the consolidation of purchasing and shared services arrangements, and for school corporations to make an effort to investigate cooperatives and common management practices. On the department's website there was a survey asking anyone who had participated and were involved in the list previously mentioned to catalog what they noticed was successful and cut costs.

Intergovernmental Issues in Indiana: 2006 IACIR Study (2007)

Indiana Advisory Commission on Intergovernmental Relations

<http://iacir.spea.iupui.edu/publications/06%20Survey%20Final%20Complete.pdf>

This study is a collection of surveys that fall under six categories: health, economics, public safety, local services, land use, and community quality of life. The listings of these topics are structured to give government insight on the direction of Indiana's communities.

Final Report of the Local Government Efficiency and Financing Study Commission (2005)

Local Government Efficiency and Financing Study Commission

<https://oncourse.iu.edu/access/content/group/24a3ad89-4a70-4e4a-0087-26cb583ea139/Website%20Research%20Page%20Materials/Research/Local%20gov%20efficiency%20and%20finance%2005.pdf>

This study examined a range of issues: structure, financing, as well as the dynamics of local government. The Commission examined the effect of smart growth policies and the fiscal impact of non-taxable land. Also examined and discussed is the consolidation of government offices.

Local Government Reform in Indiana (2009)

Ball State University Center for Business and Economic Research

<http://cms.bsu.edu/Academics/CentersandInstitutes/BBR/~media/DepartmentalContent/MillerCollegeofBusiness/BBR/Publications/LocalGovReform%20Summary.ashx>

This study explains various methods that would reduce government expenditures as well as improve the quality of services that they provide. In order to succeed, under the Kernan-Shepard recommendations there should be an increase the standard size of the service level and reduce the quantity of townships within the governmental districts.

Government Consolidation in Indiana: Separating Rhetoric from Reality (2009)

Indiana Township Association

<http://cms.bsu.edu/Academics/CentersandInstitutes/BBR/~media/DepartmentalContent/MillerCollegeofBusiness/BBR/Publications/LocalGovReform%20Summary.ashx>

This Commission was designed by the Governor in order to focus attention on working towards a more competent government. The report calls for a review of government costs and evaluation of governing efforts.