

Councils of Government: Leveraging the Regional Approach to Municipal Services



Today's Speakers

- Two Case Studies:
 - Louisiana: **Greg Blount**, Institute for Building Technology and Safety
 - Swaziland: **Gciniwe Fakudze**, Matsapha, Swaziland
- Fundamentals of Councils of Government: **Lyle D. Wray**, Capitol Region Council of Governments
- Questions & Answers

Welcome to our Online Audience!!

LOUISIANA CASE STUDY

Building Code Department
Shared Services Implementation
After Hurricane Katrina

Greg Blount

ICMA Conference Presenter

At ICMA's 100th Annual Conference, it's the goal of this Louisiana Case Study to demonstrate an extremely powerful success story of Local Government Solutions that came out of an extremely powerful disaster.

Governments working together can become:
Stronger,
Sustainable,
Safer
& Happy

Audience Poll

Which of the following natural disasters caused the most damage in the United States?

1. Hurricane/Superstorm Sandy	2012
2. Hurricane Ike	2008
3. World Trade Center	2001
4. Northridge Earthquake	1994
5. Hurricane Andrew	1992
6. Mount St. Helens Eruption	1980

Comparisons

Hurricane/Superstorm Sandy	2012	\$72 Billion
Hurricane Ike	2008	\$37 Billion
World Trade Center	2001	\$8.1 Billion
Northridge Earthquake	1994	\$9.1 Billion
Hurricane Andrew	1992	\$2.5 Billion
Mount St. Helens Eruption	1980	\$1 Billion
	Total	\$129.7 Billion

All of these combined, didn't equal the \$146 Billion caused by Hurricane Katrina

Hurricane Katrina was Devastating

**Category 5,
downgraded
to
Category 3
upon landfall**

**\$146 billion
in actual
damage**

**\$41 billion
insured loss**

**\$250 billion
economic
loss**

**\$260 million
in damages
to New
Orleans Port**

**1,836
Human
Lives Lost**

**600,000
Animals
Died**

**300,000
Homes
Destroyed**

**777,000
People
Displaced**

**113 offshore
oil/gas rigs
destroyed**

Facts from www.HurricaneKatrinaRelief.com, Fox Facts, www.disastersafety.org and The New York Times

Post-Katrina Changes and Challenges

- The insurance industry demanded implementation of building codes statewide
- The state responded with mandated building codes, therefore:
 - 69 Certified Building Officials were required (1 for each jurisdiction)
 - Hundreds of Certified Residential/Commercial Inspectors were required
 - Hundreds of Certified Plan Reviewers were required
 - Many jurisdictions didn't have or understand building codes
 - Most departments had to be built from the ground up

Post-Katrina Changes and Challenges

- There were only 22 certifications in Louisiana (thousands would be needed)
- With \$250 billion in economic loss, how would this be paid for?
- Louisiana is primarily a rural state, jurisdictions couldn't afford full-time staff
- So, how would this be sustained??

Factors Driving the Regional Solution

Life Safety

Uniform standards necessary to protect Louisiana families

State Law

Mandated implementation

Finance/Insurance

No codes,
No insurance,
No mortgage

Staff Shortages

770,000 citizens left the state

- Salary demands – CBO salaries doubled overnight
- Certifications – high degree of talent, coordination and oversight

Factors Driving the Regional Solution

Duplicated Efforts

Departments are costly to setup & maintain

Side by side jurisdictions were duplicating efforts

Need For Self-Sustaining Departments

Available funds had been diverted to disaster response

Costs are shared

No out of pocket expense
(pay as you go)

Lack of funding

Grants where available, but not enough

Local governments were driven to work together, on a regional basis, to comply with these new requirements.

Factors Driving the Regional Solution



NON-REGIONAL APPROACH

Would require:

22 Certified Building Officials

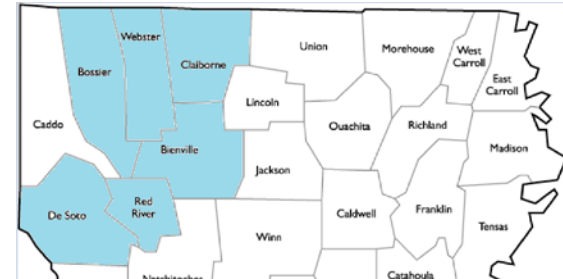
22 TOTAL STAFF

+

22 vehicles

22 units of fuel

22 units of maintenance



REGIONAL APPROACH

Only requires:

1 Certified Building Officials

3 Certified Inspectors

3 TOTAL STAFF

+

3 vehicles

3 units of fuel

3 units of maintenance

Audience Poll

Which of the following would be your top “drivers” of shared services in your jurisdiction?

1. Reduced operational costs
2. Customer/Contractor satisfaction
3. Streamline several departments
4. Insurance savings / improvements
5. Life / Structure safety
6. Community Economic Development concerns

Governance Utilized

- **Chapter 1 of Title 33 - Subpart IV – 1950**

“The legislative bodies of any municipality and a surrounding or contiguous parish; of any two or more contiguous municipalities; or of any one or more municipalities and one or more parishes all forming a single urbanized or sub-urbanized area are hereby authorized to create a regional planning area out of their combined territories. Such regional planning areas shall be created by identical ordinances which shall be adopted by each of the local legislative bodies desiring to cooperate in regional planning.”

- **Executive Order No. 27 – Authorized by Governor Edwin Edwards – 1973**

“Existing planning and administrative programs being conducted by the state departments, agencies and other instrumentalities of the state government shall be so designed as to conform with the official State Planning Districts, except where judgment of the Governor there is clear justification for failure to conform to these districts.”

- **State Act No. 472 – Authored by Mr. Tauzin – 1977**

“It is the purpose of this Act to facilitate intergovernmental cooperation and to insure the orderly and harmonious coordination of state, federal, and local comprehensive planning and development programs for the solutions and resolution of economic, social, physical, and governmental problems of the state and its citizens by providing for the creation and recognition of regional planning and development commission.”

Governance Utilized

State Contract Implementation

State-provide funds in “emergency areas”

Individual Jurisdiction Implementation

No intergovernmental agreements

No private partnerships

Local Government Shared Services Implementation

Public to Public Intergovernmental Agreements

Public to Private Service Agreements

Public to Non-Profit Service Agreements

Implementation Costs

Implementation Type	Population Served	Grant Money Available	Implementation Cost per Person
State Contract	364,421	\$4,837,682	\$13.27
Individual Jurisdiction	119,293	\$1,316,756	\$11.04
Shared Services by Jurisdictions	1,272,043	\$6,794,678	\$5.34
Shared Services by Non-profit	348,977	\$1,164,121	\$3.34

Long Term Results

- Jurisdictions use the same codes state-wide
 - Contractors don't worry about city limits
- Jurisdictions are obtaining ISO ratings resulting in:
 - Reduced insurance premiums
 - 3% residential & 7% commercial savings in one jurisdiction
 - Reduced flood insurance rates
 - \$85,000 saved within 2000 policies in one jurisdiction
- Structures are being built to resist high winds and floods



Long Term Results

- Hurricane-prone States Safety Rating Improved
 - 2005 Louisiana was a 4
 - 2012 Louisiana was a 73 (*100 being the best*)
- Un-licensed Contractors & Scammers have reduced



CONSIDERING THE CHALLENGES....

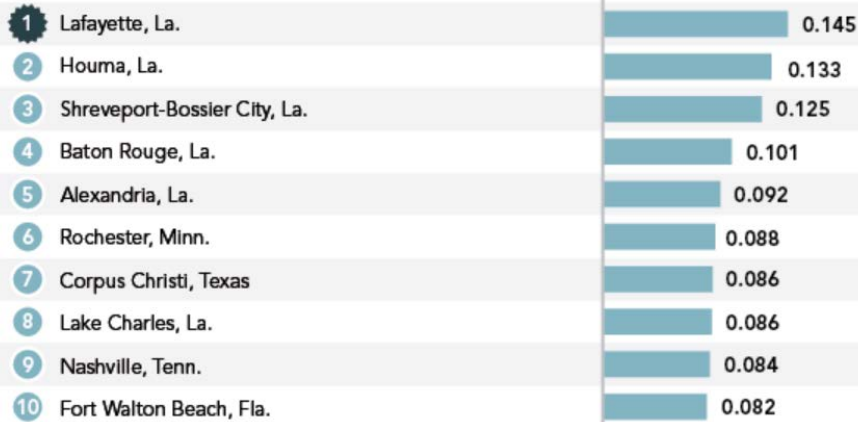
LOUISIANA HAS COME A VERY LONG WAY

Long Term Results

Out of the 2014 Top 10 Happiest Cities in the United States, Louisiana has the Top 5 Cities!!!



TEN HAPPIEST CITIES



http://www.huffingtonpost.com/2014/07/21/us-unhappiest-cities_n_5606503.html

Questions/Comments?

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SWAZILAND CASE STUDY

Matsapha Municipality, Swaziland

Ms. Gciniwe Fakudze

Town Clerk / Municipal Manager
Matsapha, Swaziland

Presentation Outline

1
About
Kingdom of
Swaziland

2
Swaziland
Legislation
Regional
Solutions

3
Swaziland
COG
Initiatives



About Kingdom of Swaziland

Swaziland - A Snapshot

- **Size:** 17,364 m

- **Population**

(2012 Census):

1,234,037

- **Capital:**

Royal & Legislative –

Lobamba

Administrative –

Mbabane



Swaziland - A Snapshot

- **Constitutional Monarchy**
- **3 spheres** of Government (National, Regional & Local)
- Under Local (Tinkhundla) – Rural & Urban Local Governments
- **Rural** – 55 rural councils called Tinkhundla, 360 Chiefdoms, 78.9 % population rural
- **Urban** – 12 municipalities (ULG)



Aggregate Revenue And Expenditure - ULGs

REVENUE	R MILLION	EXPENDITURE	R MILLION
GOVERNMENT TRANSFERS		ADMIN & OPERATIONAL	
Conditional Grant	25	Elected Representatives	4
Unconditional Grant	15	Staff	93
LOCALLY RAISED REVENUE		Facilities	19
Local Taxes	0	Operational Cost	58
Property Taxes	124	SERVICE DELIVERY	
User Fees & Charges	41	Infrastructure	30
		Lighting	7
		Civic Offices	16
Miscellaneous	25.4	Loan Repayments	20
TOTAL	230.4	TOTAL	247

Service Provision – Spheres of Government

SERVICE	CENTRAL	LOCAL
GENERAL ADMINISTRATION		
Police	✓	
Fire and Emergency	✓	
Criminal Justice	✓	
Civil Justice	✓	
EDUCATION		
Primary, Secondary & Tertiary	✓	
SOCIAL WELFARE		
Family Welfare	✓	✓
Welfare Homes		✓

Service Provision – Spheres of Government

SERVICE	CENTRAL	LOCAL
PUBLIC HEALTH		
Primary Health Care	✓	
Clinics & Hospitals	✓	
HOUSING AND TOWN PLANNING		
Housing	✓	
Town Planning		✓
Regional Planning	✓	✓
TRANSPORT		
Urban Roads		✓
Public Transportation		✓

Service Provision – Spheres of Government

SERVICE	CENTRAL	LOCAL
ENVIRONMENT & PUBLIC SANITATION		
Water & Sanitation	✓	
Refuse Collection & Disposal		✓
Cemetery & Crematoria		✓
Slaughterhouses / Abattoir		✓
Environmental Protection		✓
UTILITIES		
Water and Sewerage	✓	
Electricity	✓	
Telecommunication	✓	

Service Provision – Spheres of Government

SERVICE	CENTRAL	LOCAL
CULTURE, LEISURE & SPORT		
Museums & Libraries	✓	✓
Parks & Open Spaces		✓
Sports and Leisure		✓
Religious Facilities		✓
ECONOMIC		
Investment Promotion	✓	✓
Local Economic Development		✓
Tourism	✓	✓



**Swaziland
Legislation
Regional
Solutions**

COG Legislation & Framework

- **Legislation – Urban Government Act 1969**
 - ✓ Joint Service Delivery & Joint Appointments
 - Municipal & regional planning, emergency planning, utilities (water, electricity) provision, transportation planning, etc.
- **Councils of Governments**
 - ✓ Country Wide – Swaziland Local Government Association
 - Governance, Councilor & Human Resource Development
 - ✓ Region Wide – Regional Development Team (RDT)
 - Regional planning & implementation, emergency planning, etc.
 - ✓ Project Based
 - Nodal Development - e.g. Local Economic and Community Development



Swaziland COG Initiatives

Swaziland Local Government



- **Advice and support** – policy analysis, research and monitoring, knowledge exchange and support to members.
- **Representation** – stakeholder engagement; lobbying on behalf of local government in relation to national policies and legislation
- **Act as an employer body** – collective bargaining on behalf of our members; capacity building and municipal hr.
- **Strategic Profiling** – building the profile and image of local government locally and internationally

Regional Development

Regional Planning

- 4 Regional Plans (Manzini, Hhohho, Lubombo, Shiselweni)
- Regional Development Team (RDT) – implementing arm Region
- RDTs' include urban and local governments
- **Benefits:** Cooperative purchasing, Regional service delivery, coordinated spatial planning & development



Development Nodes

➤ Local Economic Development (LED)

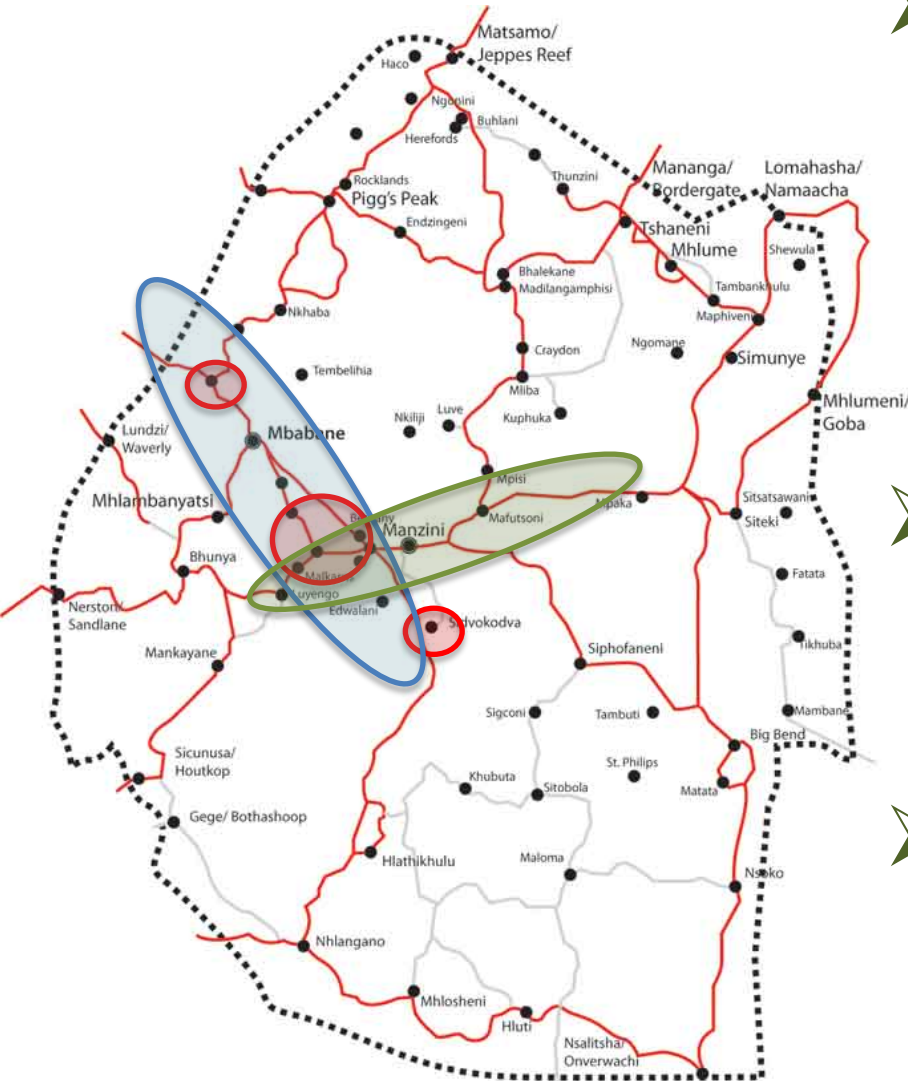
Ngwenya, Mbabane, Ezulwini, Matsapha, Manzini Corridor

➤ Industrial Node

Matsapha, Ngwenya, Sidvokodvo Node

➤ Transportation Node

Mbabane, Matsapha, Manzini, Sikhuphe Corridor



Questions/Comments?

Via email

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FUNDAMENTALS OF COUNCILS OF GOVERNMENT

Dr. Lyle D. Wray

Executive Director

Capitol Region Council of Governments

Hartford, CT

What is a Council of Governments?

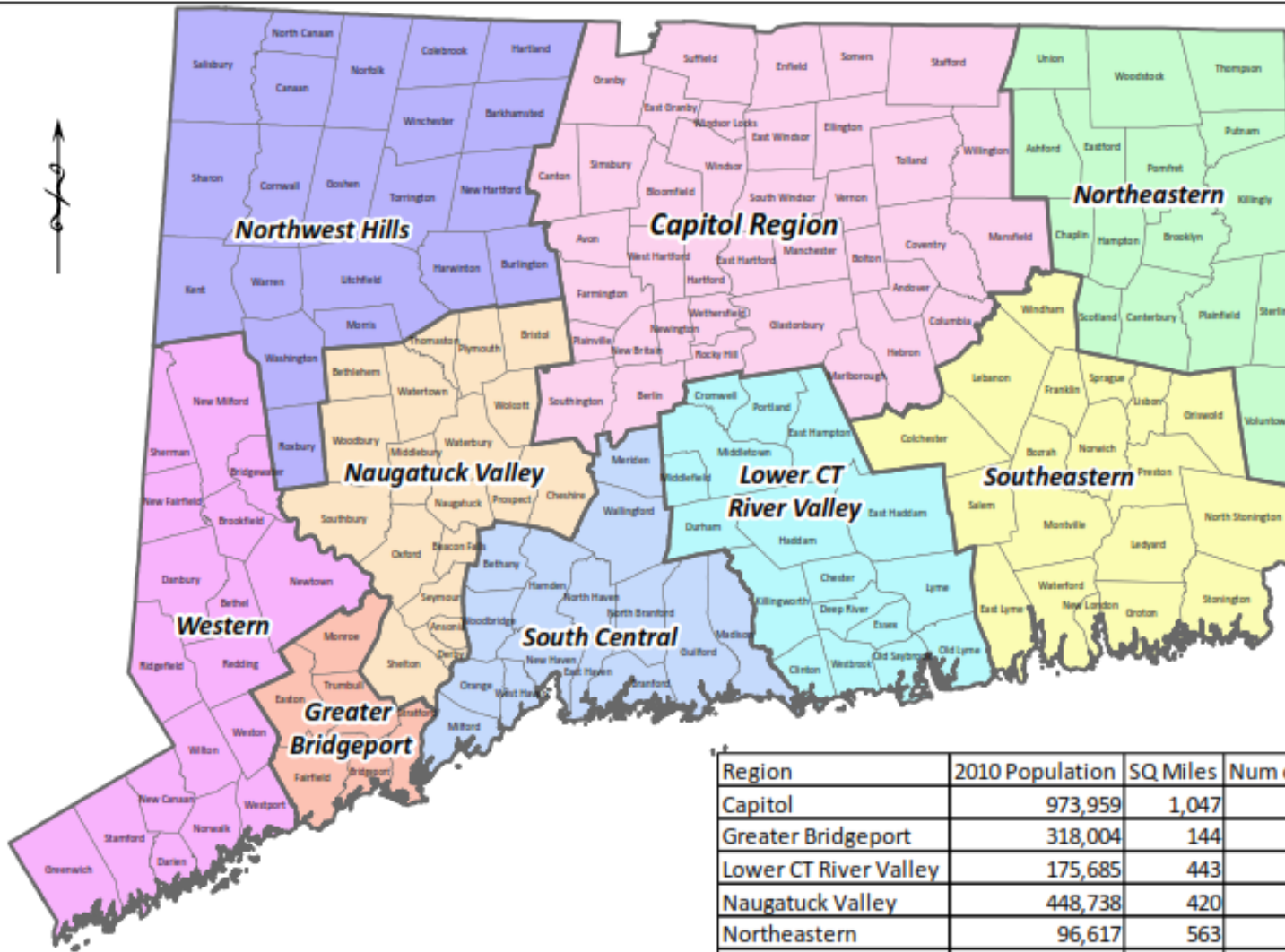
- A Council of Governments is a voluntary association of local governments with a governing body made up of chief elected officials or their designees
- Often larger in scope than cities or counties and covering large parts of all of metropolitan areas
- Duties and responsibilities vary widely from federal programs – transportation, aging etc. to locally driven areas of interest
- Often overlap with federal transportation planning areas MPOs
- Examples:
 - Mid America in Kansas City is a large two state COG
 - SACOG covers the metropolitan area of Sacramento, California
 - Capital COG covers the Austin metro area

How Does a COG Compare to Other Regional Models?

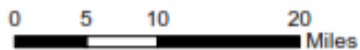
There are a variety of regional models in the US:

- State Services through state assigned regions (Florida)
- Elected regional governments – three in North America
- City county consolidations – Louisville as one of the more recent
- Counties serving as sub-regional governments for cities in their area
- Special purpose districts and Joint Powers Agreements

COGs are more voluntary in nature and build collaboration from the ground up out of necessity



OPM Redesignated Planning Regions



Region	2010 Population	SQ Miles	Num of Towns
Capitol	973,959	1,047	38
Greater Bridgeport	318,004	144	6
Lower CT River Valley	175,685	443	17
Naugatuck Valley	448,738	420	19
Northeastern	96,617	563	16
Northwest Hills	115,247	807	21
South Central	570,001	374	15
Southeastern	286,711	619	19
Western	589,135	550	18

What is CRCOG?

- Capitol Region Council of Governments
- Hartford, CT and 37 surrounding municipalities (almost 1 million residents)
- Most of historic Hartford and Tolland counties
- A “table” to raise issues of metropolitan regional concern – e.g. municipal solid waste management
- Long history of Municipal Collaboration
 - Purchasing Council established in 1968, now 101 members
 - Public Safety Data Sharing
 - CRCOG Service Bureau
 - Fee-for-Service to any Municipality
 - New IT Services Cooperative (2014)

What Makes CRCOG Successful?

- Long term effort at building trust and communications
- Non political space: A safe space to work on solutions
- Responsive to opportunities
 - Programs/Approaches positioned to serve immediate and long-term needs of participating municipalities
- Locally-focused Governance Model
 - Municipal Leader Driven
 - Local leaders identify needs
 - Local leaders participate in decision making during implementation and for ongoing continuous improvement

Questions/Comments?

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Questions/Comments?

Thank you!





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ANNUAL CONFERENCE

Charlotte
Mecklenburg County

SEPTEMBER • 14-17 • 2014

