

TOPIC as described in survey results:

Partnerships across jurisdictions of county and state to achieve greater efficiency, eliminate duplication.

A. Scope

Scope is exceedingly broad if study is intended to identify potential areas for partnerships and mergers and should be narrowed to a particular city function.

Each of the following options require further narrowing.

1. **Potential merger/partnership –**
 - evaluate a specific city function in the context of a *potential* merger or partnership with a specific jurisdiction.
2. **Existing merger/partnership –**
 - evaluate an *existing* partnership or merged function for improvements in efficiency, effectiveness and cost savings.
 - Examples – Public Health, 911 Communication Center, workforce development, fire/EMS service agreements with other jurisdictions. (Note: Joint purchasing merger with Ramsey County was dissolved by the county several years ago.)
3. **Scope potential merger/partnership possibilities –**
 - identify potential functional areas for partnerships and mergers

B. Cost Estimate of Study

Unknown at this time. The more broadly the scope is constructed, the more the study will cost.

C. Ability to Effect Change

1. **Policy –**
 - Medium/Dependent on Topic Selected – New cross-jurisdictional negotiated agreements may or may not achieve (all of) the city's goals.
 - This area is partially governed by local codes and state statutes. Policies and performance expectations mostly embedded in the city's budget. Improvements in services provided would be key metric.
2. **Budget –**
 - Unknown. No known demonstrated cost savings from previous partnerships/mergers. (This could be studied.) May improve service provision.

D. Study Approach

1. **Potential merger/partnership –**
 - Deep analysis of existing city functions under consideration, as well as parallel service(s) in other jurisdiction.
 - Includes job functions, service provision, performance measures, budget.

2. **Existing merger/partnership –**

- Deep analysis of service prior to and following partnership/merger,
- Includes job functions, service provision, performance measures, budget.
- Assessment of relevant joint powers agreements.

E. Key Challenges

1. **Time investment –**

- Time consuming, staff-intensive discussions to bring negotiated agreement draft forward for decision-maker consideration.

2. **Information consistency over time –**

- Historic data describing cost and nature of operations prior to partnership/merger may not be applicable.

F. Next Steps

- Clarify scope.
- Develop written scope of work with clear deliverables.