

LOCAL GOVERNMENT & ALTERNATIVE SERVICE DELIVERY 2017

ICMA has been assessing local government practices, experiences, and policies in alternative service delivery for more than three decades. In June 2017 ICMA launched another version of the Alternative Service Delivery (ASD) Survey. The survey was distributed to CAOs of all municipalities with a population over 2,500 and all counties across the United States. It was completed by 2,343 local governments, yielding a response rate of 17%.

Survey Highlights

- Most public services are provided by local government employees entirely (41%).
- A large majority of local governments also use intergovernmental contracting and private providers to deliver services.

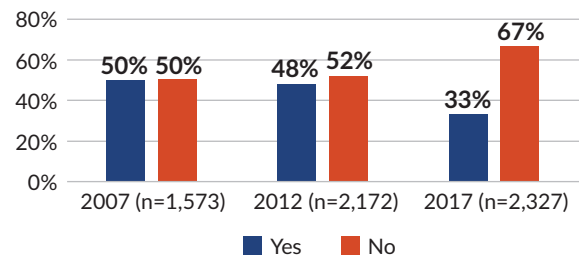
Private service delivery trends:

- Studying the **feasibility** of adopting private service delivery is becoming less common among local governments. In fact, the rate of local governments studying the feasibility declined between 2007 and 2017.
- Only 25% of the responding local governments systematically **evaluate** their private service delivery.
- 1 out of 5 responding local governments encounter an **obstacle in adopting** private service delivery. Opposition from local government employees, elected officials, and citizens are the three most common obstacles.
- Local governments monitor citizen satisfaction, quality, and cost mostly through:
 - monitoring citizen complaints,
 - conducting field observations,
 - conducting regular re-bidding/RFP processes or renewal evaluations deliverables.

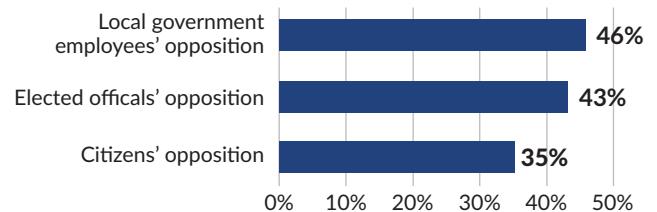
Intergovernmental contracting motivations:

- More than 50% of local governments are motivated by:
 - saving money,
 - achieving economies of scale,
 - strengthening intergovernmental relations,
 - promoting higher quality and effective service delivery.

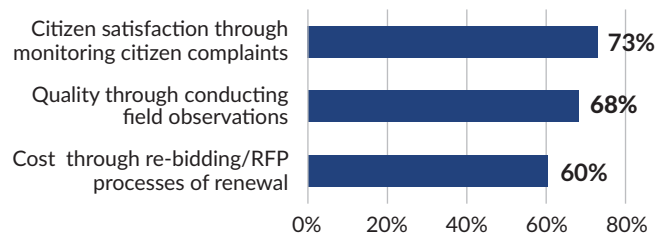
Has your local government studied the feasibility of adopting private service delivery within the past five years?



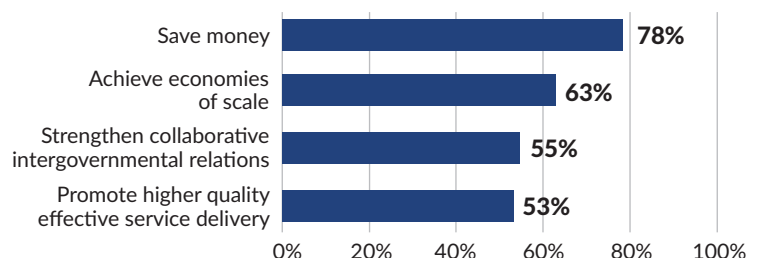
Obstacles in adopting private service delivery (n=454)



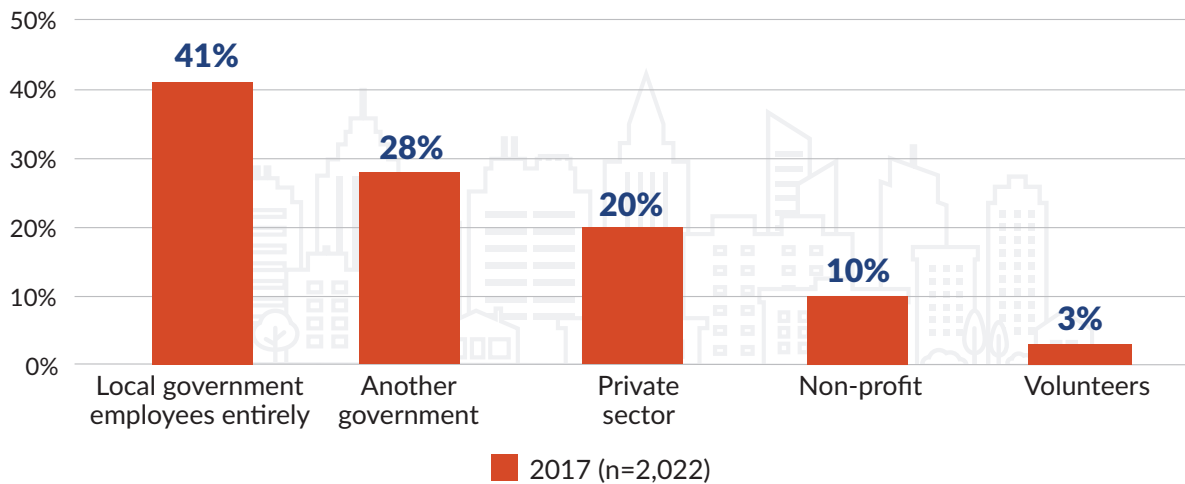
Techniques used to monitor cost, quality, or citizen satisfaction (n=562)



Motivations to use intergovernmental contracting (n=1,606)

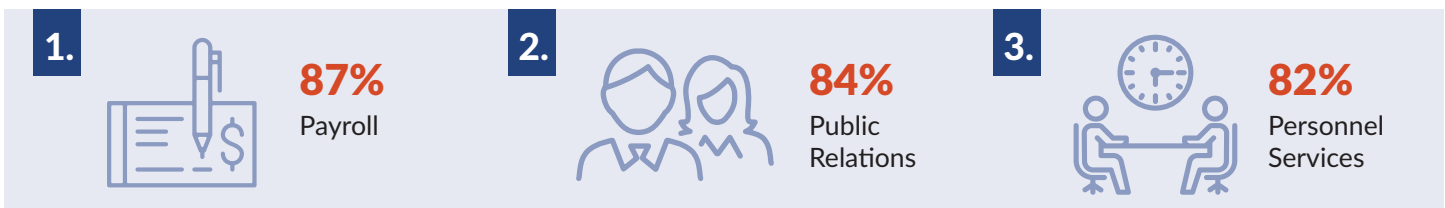


How Services are Provided – Averages Across All Services



Common Services by Provider:

- Top three services provided directly by **local government employees** are:



- Top three services provided most often by the **private sector** are:



- Top three services provided most often by **another government or authority** are:



- Services provided mostly (more than 40%) by **non-profits** are social services including operation of homeless shelters, museums, and cultural and arts programs.



- **Volunteers** provide more than 15% of the services in fire suppression, and operation of museums and cultural and arts programs.