

Delivering Exceptional Value:

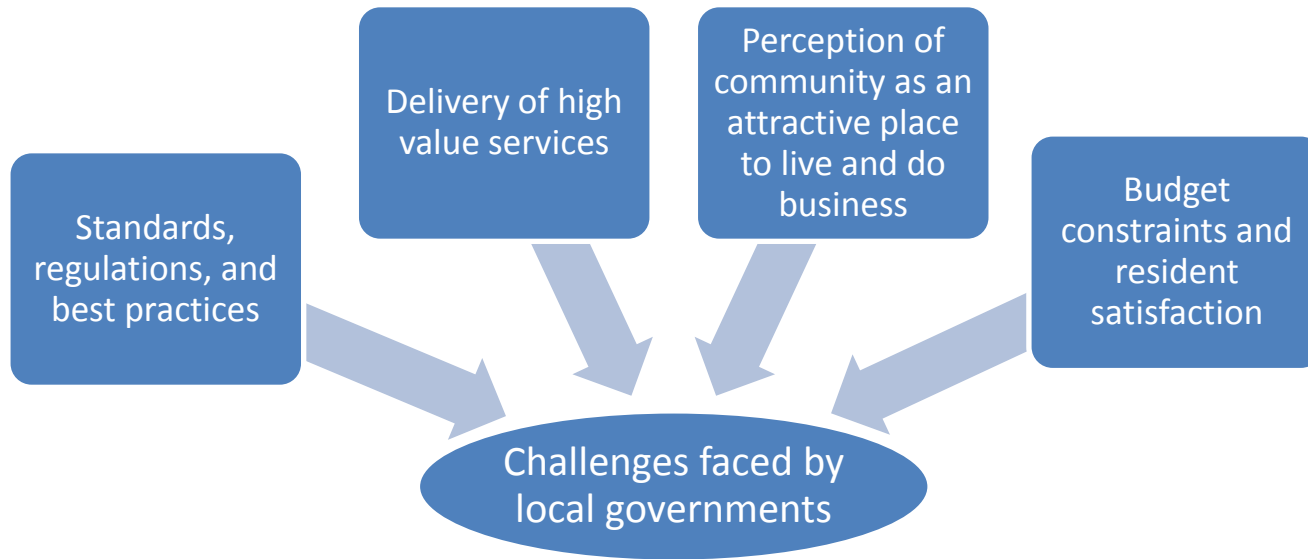
Delivering Municipal Services Using a Nonprofit Provider

Robert Burns, David Ratcliff, and Mayor “Mac” Watts

ICMA Conference Presenters



Challenges



- **The Solution:** Public/Nonprofit partnership approach to service delivery

Providing a Unique Balance

Efficiency Level

To be an efficient service provider who will collaborate with your organization

Policy Level

Oversight from elected and senior government officials to keep in sight the ultimate role of the city, which is to serve its citizens

Facing Challenges

As municipalities consider alternate methods of delivering services, the following concerns may arise.

Challenges	Solutions
Avoid disruption of current organizational structure	A nonprofit will work with the municipality to evaluate current situation and will adapt services.
Flexibility in services being provided	Service offerings available in a la carte fashion. In addition, a nonprofit is nimble and able to react to specific needs.
Integration of local staff	The focus on community allows a nonprofit to consider the long-term benefits to using local staff as appropriate.
Public acceptance	Given mission, public can relate to the nonprofit model and appreciate its mission.
Governmental Constraints	Nonprofit business flexibility

Introduction



Robert Burns

Director of Local Government Solutions, IBTS



David Ratcliff

Program Manager of Local Solutions



Mayor “Mac” Watts

Mayor, City of Central, LA

IBTS – Board of Directors

- IBTS is guided by a Board of Directors consisting of representatives of five national associations:



Tim Nogler, Chairman
Managing Director, Washington State Building



Charlotte Randolph, Vice Chairman
Parish President, Lafourche Parish, LA



Richard Sliwoski, Secretary
Director of the Department of General Services, Co



Craig Thurmond, Board Member
Mayor, Broken Arrow, OK



Steven R. Sarkozy, Board Member

IBTS – Mission

At IBTS, our mission is to deliver quality services to meet the challenges of governance at all levels while enhancing public safety, economic development, and the general welfare of the community.



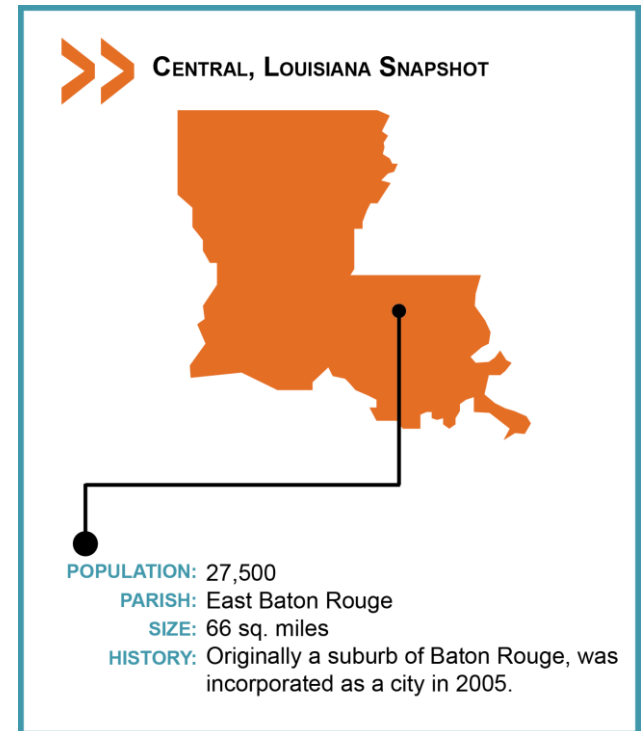
City of Central, LA

- The City of Central was incorporated on April 23, 2005
- Mayor and Council were appointed and worked pro bono for a year and a half before the first election
- City-Parish performed city services under joint venture until March 2008



City of Central, LA

- Louisiana's 12th largest city
- 66 square miles
- Estimated 27,500 population



Case Study: City of Central, LA



The Central Approach

“ *Using this approach, we have been able to provide good services to our residents at a reasonable cost. Creating a city from the ground up is a one-pitch game—you have one chance to do it right, and I’m proud of what we have been able to accomplish.* ”

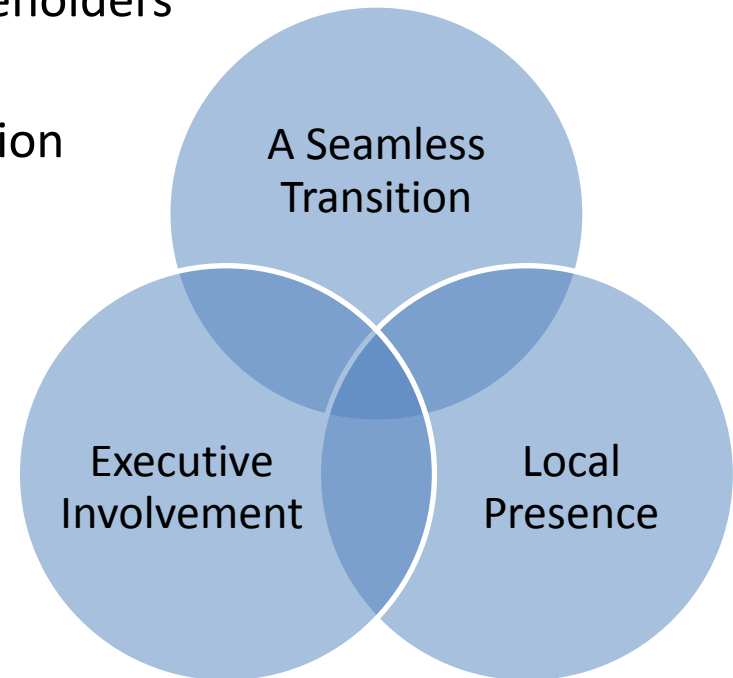
**-Shelton “Mac” Watts
Mayor, City of Central**

The Central Approach

- Requested Services:
 - Administrative Services and Communications
 - Financial Services
 - Planning and Zoning
 - Public Works, Engineering, and Floodplain Management
 - Code Enforcement
 - Permits and Inspections
 - Emergency Preparedness

The Nonprofit Approach

- In its proposal to the city, IBTS committed to:
 - Maintain close connections with all stakeholders to build trust and confidence
 - Carry out a smooth and seamless transition without any disruption of city services
 - Promote local job growth and security
 - Ensure transparency of services and finances



The Nonprofit Approach

- With delivering the best-possible service as its bottom line, IBTS has emphasized actions and strategies that reflect its nonprofit philosophy to establish a sustained, successful partnership.

“ *Comfort, confidence, and trust are essential in public service.* ”

-Ashok Goswami
CEO, IBTS

Transition

- IBTS viewed the transition as a 30-day relay race designed to ensure a smooth passing of the baton from one service provider to another
- Transition work began while contract negotiations were still underway

Transition

- Early transition work included:
 - Creating a team of headquarters staff to coordinate all aspects of the transition
 - Interviewing, hiring, orienting, and training staff to deliver services to Central residents
 - Finding a location for the new services center and completing all preparations before opening day
 - Conducting a welcoming ceremony to open the new service center on July 1, 2011



Local Presence

- IBTS emphasized local presence and local connections.
- Carrying out this goal included:
 - finding a program director and subcontractors with solid professional reputations and significant experience in the state
 - hiring staff with municipal experience and good performance records beginning with people already working in Central under the previous contract

Involvement

- IBTS's CEO and COO were directly involved in the transition process and remain connected to Central operations two years later.
- The COO interviewed all staff who were considered for positions on the Central team and oversaw day-to-day operations for the first three months.

Involvement

- The CEO has monthly conference calls with the Mayor to maintain a one-on-one dialogue, discuss the continuing partnership, and identify any challenges or emerging issues that could affect service delivery.



The Nonprofit Approach

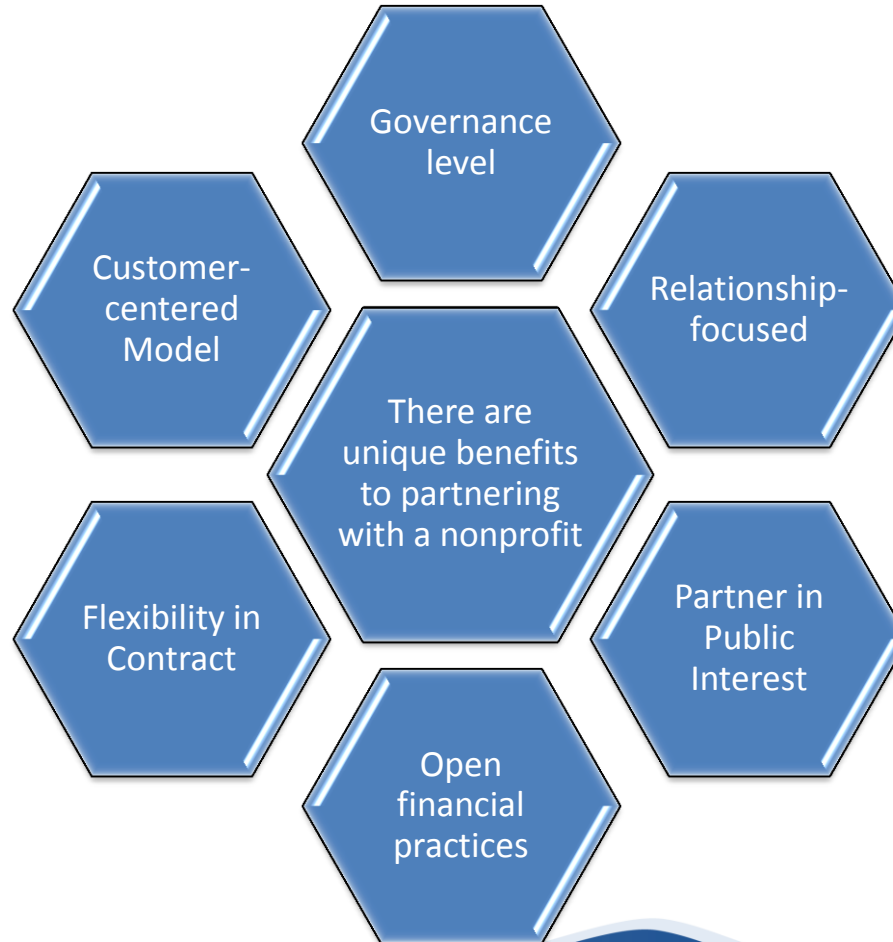
“ *From the start, we have viewed every aspect of our contract with the city as a relationship to be built and sustained rather than a set of problems to be solved.* ”

-Ashok Goswami
CEO, IBTS

Value of Public/Nonprofit Partnership



Unique Benefits



Public Service Commitment

CENTRAL SPEAKS "Good News for a Great City"

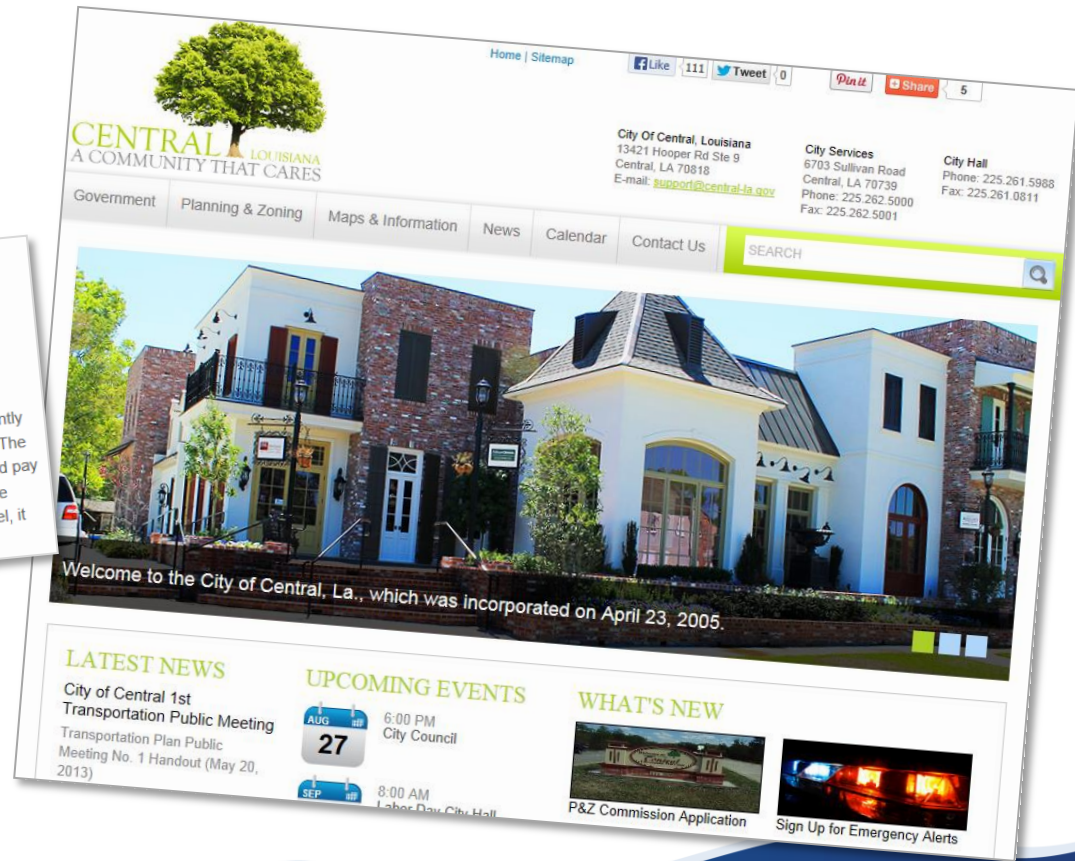
Building Permits Going Digital

Posted on 28 March 2013.

Submitted by IBTS

On Monday, April 1, 2013 the citizens of Central will be able to apply for building permits online.

Since the non-profit organization, IBTS, began providing city services to Central, they have worked diligently to provide online permit service to the community and building contractors, at no additional cost to the city. The Field Inspection Technology (FIT) system is a "pay-as-you-go" service that will allow applicants to apply and pay for building and trade permits online, schedule inspections, upload construction plans, and receive real time inspection results via email or text message. Not only will the online system save customers time and travel, it will reduce the amount of paper and printing, further making Central even more eco-friendly.



The screenshot shows the City of Central Louisiana website. At the top, there is a navigation bar with links for Home, Sitemap, and social media icons for Facebook (111 likes), Twitter (0 tweets), and YouTube (5 shares). The main header features the city logo and contact information: City of Central, Louisiana, 13421 Hooper Rd Ste 9, Central, LA 70818, E-mail: support@central-la.gov, City Services at 6703 Sullivan Road, Central, LA 70739, and City Hall at 6703 Sullivan Road, Central, LA 70739. A menu bar includes Government, Planning & Zoning, Maps & Information, News, Calendar, and Contact Us. A search bar is located on the right. The main content area features a large photograph of a modern brick and white building with a sign that reads "Welcome to the City of Central, La., which was incorporated on April 23, 2005." Below the photo are three sections: "LATEST NEWS" with a link to "City of Central 1st Transportation Plan Public Meeting", "UPCOMING EVENTS" with a calendar showing "AUG 27" for "6:00 PM City Council" and "SEP 08" for "8:00 AM Labor Day City Hall", and "WHAT'S NEW" with links for "P&Z Commission Application" and "Sign Up for Emergency Alerts".

The Nonprofit Difference



IBTS pledged to return any excess income to the city or increase services to the city if its expenses, including a reasonable fee for the risks of the project, are less than the final fixed price.

A Different Type of Nonprofit Partnership



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Questions/Comments?



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99TH ANNUAL CONFERENCE
BOSTON
NEW ENGLAND 

September 22-25, 2013