



**Wisconsin Counties Association Presentation  
Sept. 26, 2011  
Kalahari**

1. Introduction
2. What's LGI Working On?
  - a. Resource Directory/Case Studies
  - b. Service Innovation Certificate Program
  - c. Lean Government Conference
  - d. Local Government Training Partnership
  - e. Collaboration Councils
3. Achieving Greater Efficiency in Service Delivery
  - a. Increasing the service base (external)
    - Consolidation
    - Cooperative or Sharing Service Delivery
    - Privatization
    - Horizontal, Vertical, Indirect Collaboration
    - Continuum of Shared Services Strategies (Eau Claire)
  - b. Process efficiency (internal)
  - c. Economic Attributes of Government Services Must Be Considered
    - Capital Intensive Services
    - Technically Intensive Functions/Services
    - Labor Intensive Services
    - Fiscal Capacity
4. What We Have Learned About Promoting Greater Collaboration
  - a. Lesson #1: There is a lot of collaboration already occurring between local governments in Wisconsin
    - Fire, dispatch, police, EMS, public health, economic development, water, planning, road maintenance are most common.
    - Communities want to collaborate, but on their own terms – imposed collaboration (mandates) likely to be resisted.
  - b. Lesson #2: There is no silver bullet, one solution cannot apply across the board. One issue is clear:
    - The number of local units of government does not impact per capita local government expenditures

- Local government expenditures can be impacted by focusing on how services are delivered rather than on who delivers those services.
- c. Lesson #3: Many reasons not to collaborate
- Turf
  - Competition for revenue/growth
  - Perceived differences
  - Perceived loss of identity, access, reduced control & accountability, threat to employees
- d. Lesson #4: Obstacles can be overcome, but it takes nearly all the following factors:
- Demonstrate improved services
  - Clear fiscal benefit
  - Collaborative leadership and multi-disciplinary boundary-crossing team
  - Trust
  - Community support
  - Shared perception of need
- e. Lesson #5: Do not expect reduced expenditures in short term - work for long-term benefit, improved service delivery for same expenditure in short term. Positive fiscal impacts commonly seen:
- Capital cost avoidance over medium & long-term
  - Lower rate of increase in annual expenditures
- f. Lesson #6: Not all services are suitable for collaboration/consolidation. Factors impacting suitability:
- Association with community identity
  - Geography - scope & limitations
  - Operating costs
  - Capital costs
  - Ratio of line staff to customers
  - Mandates
5. General Process for Improving Service Efficiency - Internal or Collaborative:
- a. Create forum for discussion
- Recognize shared interests, mutual dependency and need to move beyond ad-hoc arrangements
- b. Ensure transparency of process & sharing of information
- Post meeting notices, agendas, minutes
  - Provide same information to all parties involved
  - Provide a central repository for all documents and information considered
  - Engage frequently those who have a stake in the outcome
  - Periodic updates for public
- c. Establish a Team (Process) or Joint Advisory Board (Collaboration)

- Multi-disciplinary
  - Develop & monitor metrics
  - Work across departments/agencies
  - Seek out ideas from others
  - Set a culture for change
  - Narrow Focus
- d. Inventory
1. E.g. Appleton's List of Cooperative Agreements (Service Sharing Folder)
- e. Measure & Compare
- Basic measures of need/benefit
  - Basic fiscal/economic measures
  - Basic performance measures
  - Value stream mapping
- f. Identify Opportunities & Prioritize
- Collaboration: Strategically select functions & services for which joint service provision may result in savings as well as the governmental units or private providers that will be best suited for collaboration
    1. Existing capital investment with capacity for greater utilization without significant additional investment
    2. Existing labor force with available capacity and potential for cross-training
    3. Presence of capable managers/staff with high technical skills that can be utilized across jurisdictions
    4. Fiscal capacity matches fiscal benefit across jurisdictions
  - Process Efficiency: Start with relatively simple processes
- g. Analyze
- Private feasibility study may be the best starting point
  - Appraisal of assets may be required for service consolidations or some cooperative agreements
- h. Discuss & Identify Areas of Convergent and Divergent Interest
- i. Develop Agreements Over Points of Convergent Interests and Agree on Approach to Addressing Divergent Interests
- Well crafted agreements prevent future problems
  - Clear and equitable funding formulas covering participant's obligations
  - Designate a fiscal agent
  - Consider a dissolution clause with mandatory cooling off period prior to dissolution
- j. Implement, Administer, Monitor, Adjust
- Either a team for internal process improvements or a permanent joint board for service collaborations
  - Monitor service levels, costs, benefits