

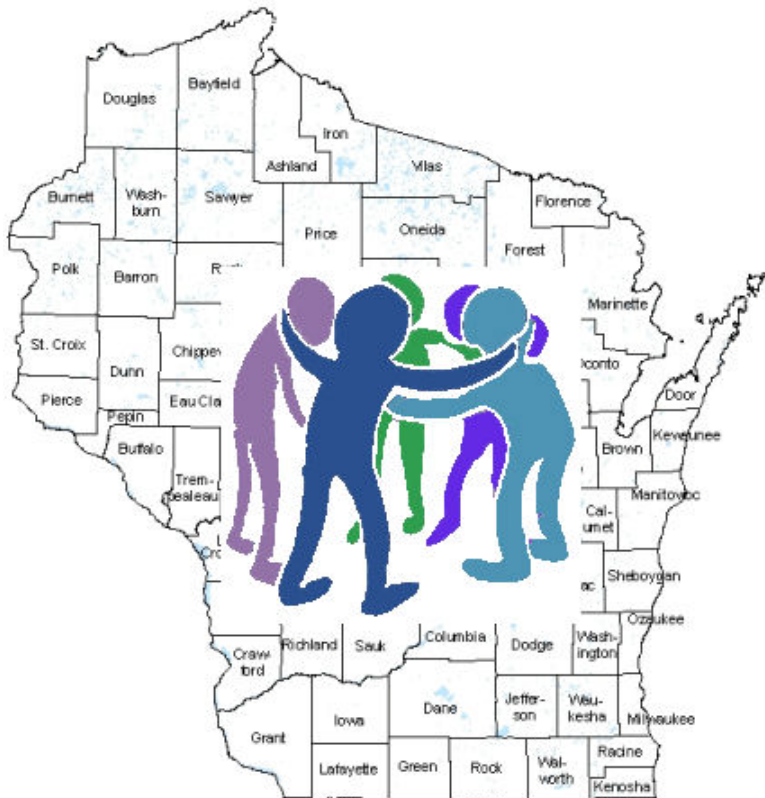


LOCAL GOVERNMENT INSTITUTE OF WISCONSIN

BRINGING LOCAL GOVERNMENTS TOGETHER TO SERVE

2012

Local Government Collaboration In Wisconsin: Case Studies



“The Local Government Institute of Wisconsin will collaborate with others to find solutions for the efficient delivery and funding of local government services consistent with the needs of our citizens.”

Introduction

The Local Government Institute of Wisconsin (LGI) was formed by the Wisconsin Counties Association, the League of Wisconsin Municipalities, the Wisconsin Towns Association and the Wisconsin Alliance of Cities (now the Urban Alliance) to promote greater cooperation and collaboration between units of government in the delivery of services.

In 2010 LGI published a study, prepared by Baker Tilly, called *A Roadmap For Government Transformation*. The report identifies barriers to greater cooperation occurring between local governments in Wisconsin and factors that contribute to success when such endeavors are attempted. One of the recommendations of the report was to compile case studies of cooperative initiatives so that others could learn from the experiences of those who have been through such efforts.

For the past two years, LGI has been collecting case studies of cooperative and collaborative initiatives in Wisconsin and presenting them on our website – www.localgovinstitute.org/casestudies. This report is the first publication of our collection. The collection of case studies is an on-going effort. As such, some of the case study write-ups are not as complete as we would like and some of the contacts may be out of date. Also, there are many successful efforts across the State that escaped our attention. We would love to hear about these as well as any corrections or suggestions for future editions – please let us know by sending an email to info@localgovinstitute.org.

This report is available for download on the LGI website – www.localgovinstitute.org/publications and may be freely distributed to anyone interested in the content. Hard copies are also available for purchase – visit our website for details.

Collaboration

The LGI has identified a number of factors that contribute to the ability of two or more units of government to work together in the delivery of services to the public. Below is a summary of our findings:

Obstacles to collaboration include:

- Turf
- Competition for Revenue/Growth
- Perceived Differences
- Perceived Loss of Identity
- Perceived Loss of Access
- Reduced Control and Accountability
- Threat to Employees

Many obstacles can be overcome, but it takes nearly all of the following:

- Demonstrate improved service/situation/conditions
- Clear fiscal benefit
- Shared perception of need
- Support of community/stakeholders
- Trust
- Collaborative Leadership

What is Collaborative Leadership?

- Set of skills and attributes needed to deliver results across organizational boundaries
- Brought about by the need to use strategic alliances and partnerships to more effectively mobilize resources and deliver better results to customers/stakeholders
- “A collaboration is a purposeful relationship in which all parties strategically choose to cooperate in order to accomplish a shared outcome.” – Hank Rubin
- “Collaboration needs a different kind of leadership; it needs leaders who can safeguard the process, facilitate interaction and patiently deal with high levels of frustration” – Rosabeth Moss Kanter
- “Getting value from difference is at the heart of the collaborative leader’s task... they have to learn to share control, and to trust a partner to deliver, even though that partner may operate very differently from themselves.” – David Archer and Alex Cameron

What are the tools of collaborative leaders?

- The purposeful exercise of your behavior, communication, and organizational resources in order to affect the perspective, beliefs, and behaviors of a collaborative partner
- The structure and climate of an environment that supports the collaborative relationship
- Facts and evidence are the foundation of successful collaborations

What qualities do collaborative leaders have?

- Willingness to take risks
- Eager listeners
- Passion for the cause
- Optimistic about the future
- Able to share knowledge, power and credit

Key lessons for collaborative leaders:

- Find the *personal* motive for collaborating
- Find ways of simplifying complex situations for your people
- Prepare for how you are going to handle conflict well in advance
- Recognize that there are some people or organizations you just can’t partner with
- Have the courage to act for the long term
- Actively manage the tension between focusing on delivery and on building relationships
- Invest in strong personal relationships at all levels
- Inject energy, passion and drive into your leadership style
- Have the confidence to share the credit generously
- Continually develop your interpersonal skills, in particular: empathy, patience, tenacity, holding difficult conversations, and coalition building.

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Airport

There are approximately 130 public use airports in Wisconsin, most of which are owned by local units of governments – towns, cities, villages and counties all own airports. A little over a dozen of these are regional or joint-ownership airports where multiple jurisdictions join together to own and operate a single airport for the benefit of the region.

Wisconsin statutes s. 114.11 authorizes a local unit of government to establish an airport or spaceport, while s. 114.151 authorizes two or more units of government to jointly establish, own and operate an airport or spaceport.

Information about airports in Wisconsin can be found on the Wisconsin Department of Transportation website - <http://www.dot.wisconsin.gov/travel/air/airport-info.htm> or the AirNav website - <http://www.airnav.com/airports/us/WI> .

Airport

Central Wisconsin Airport

Type of Jurisdictions, Jurisdictions Involved

County

Owners:

Marathon County;

Portage County;

Operator/Governed By:

Central Wisconsin Joint Airport Board

County & Region

Marathon, Portage

Central

Agreement Type

Joint ownership, joint operation, and joint governance

Implementation & Incubation

Airport first opened in 1969 with 39,000 departing passengers and is now serving 160,000 departures per year.

Benefits

- Regional non-hub airport located 12 miles south of Wausau in Mosinee, WI
- Served by American Eagle, Delta Connection, and United Airlines regional carriers
- CWA has two concrete runways (one 7,645 feet long x 150 feet wide, one 6,500 feet long x 150 feet wide); complete terminal services with dining and car rental, general aviation services and charter, regular jet and turbo prop commercial and private departures daily

Web Site

<http://www.fly-cwa.org>

Airport

Regional air services – Chippewa Valley Regional Airport

Type of Jurisdictions, Jurisdictions Involved

County

Eau Claire County, Dunn County, Chippewa County

Region

Northwest

Agreement Type

Shared governance agreement to jointly operate regional airport across three counties

Implementation & Incubation

Prior to 1979, Eau Claire County and the City of Eau Claire each owned and operated their own airport. In 1979 the County acquired ownership of the City airport. In 1992 the Eau Claire County Board of Supervisors created the Chippewa Valley Regional Airport Commission. In 1999 a five year ownership and operation agreement was executed by the County Boards of Chippewa, Dunn and Eau Claire counties. The agreement was renewed in 2004 and again in 2009. It initially took approximately 12-14 months to develop and implement the agreement

Factors Involved

Recognition that regional operation of airport is required to maintain a competitive airport that brings economic benefits to the region

Benefits

Efficiency and cooperation in operations

Results

Increased commercial activity in the region with joint operation of the airport

Website

www.chippewavalleyairport.com

Animal Control

Consolidated public animal control services – Milwaukee Area Domestic Animal Control Commission

Type of Jurisdictions, Jurisdictions Involved

County, City

Villages of Bayside, Brown Deer, Fox Point, Greendale, Hales Corners, River Hills, Shorewood, West Milwaukee, and Whitefish Bay; Cities of Cudahy, Franklin, Glendale, Greenfield, Milwaukee, Oak Creek, South Milwaukee, St. Francis, Wauwatosa, West Allis

County & Region

Milwaukee

Southeastern

Agreement Type

Consolidation of Services

Implementation & Incubation

- In 1996 the Milwaukee County Intergovernmental Cooperation Council created an Animal Control Services Planning/Steering Committee to plan for animal control services for Milwaukee County once the Milwaukee County Humane Society decided they no longer would provide animal control services.
- Milwaukee Area Domestic Animal Control Commission (MADACC) opened August 1, 1999 to provide animal care and control services for the nineteen municipalities of Milwaukee County.
- In its first year, MADACC accepted 13,559 animals.
- MADACC is governed by a Board of Directors and an Operations Committee.
- Services:
 - ✓ Provides animal rescue and care for the nineteen municipalities of Milwaukee County.
 - ✓ Provides animal control officers to rescue stray, injured, sick, mistreated and dangerous animals.
 - ✓ MADACC provides emergency on call service between hours of operation.
 - ✓ Reunites stray domestic animals with their owners, provides responsible pet ownership education and promotes animal licensing.
 - ✓ Provides shelter and care for nearly 13,000 animals a year including domestic stray animals, pets seized by the police for safekeeping, illegal exotic pets, and animals that require rabies quarantine.
 - ✓ Provides limited veterinary services including medications, splints, and minor suturing.
 - ✓ Emergency medical care is provided by MADACC through Milwaukee Emergency Center For Animals (MECA).
 - ✓ Provides a central location for owners to find and recover their lost pets and for stray animal drop off. The shelter is open 7 days a week with extended weekday hours. Business hours are Monday through Friday, 10:00 a.m. to 8:00 p.m., Saturday and Sunday 10:00 a.m. to 5:00 p.m.
 - ✓ Upon admittance, animals are scanned for a microchip, given a health exam, dewormed and vaccinated, given food, water and clean bedding, and if a stray animal, its photograph is posted onto MADACC's website, www.madacc.com.
 - ✓ Under law, stray animals are sheltered for a minimum of 7 days. If unclaimed after the 7 day hold, the animals are evaluated for health and temperament and offered to local shelters, breed placement groups or euthanized as a last resort.

Factors Involved

Milwaukee County Humane Society ceased animal control operations. Desire to have one shared facility.

Benefits

Reduce costs, greater efficiency, streamlined service delivery, avoid having to build and staff separate animal control facilities.

Results

Avoided having to build and staff separate animal control facilities. Improved service delivery and clear fiscal benefits. MADACC also got to take over pet licensing from Milwaukee County - lost pets are much easier to locate than before with a single database.

Web Site

<http://www.madacc.com/>

Contact

Milwaukee Area Domestic Animal Control Commission

For more information, please call 414-649-8640

Agreement

<http://localgovinstitute.org/sites/default/files/14-R-97 MADACC doc20110407104242.pdf>

Animal Control

Waupaca area dog pound services

Type of Jurisdictions, Jurisdictions Involved

Town, City
City of Waupaca,
Town of Farmington,
Town of Dayton,
Town of Waupaca

County & Region

Waupaca
Central

Agreement Type

Cost Sharing

Agreement

[http://localgovinstitute.org/sites/default/files/Waupaca Area Dog Pound Services Agreement.pdf](http://localgovinstitute.org/sites/default/files/Waupaca%20Area%20Dog%20Pound%20Services%20Agreement.pdf)

Assessment Services

Pleasant Prairie shared personal property assessment services

Type of Jurisdictions, Jurisdictions Involved

Village, Town

Village of Pleasant Prairie,
Town of Brighton,
Town of Randall,
Town of Salem,
Village of Twin Lakes

County & Region

Kenosha
Southeastern

Agreement Type

Contract for Services

Implementation & Incubation

- Began to explore in 1995 after Kenosha County disbanded their County Assessor Office
- Took 6 months to adopt and begin implementation of agreement

Factors Involved

Kenosha County disbanded their County Assessor's Office

Benefits

- Smaller communities hoped to gain professional quality assessment services from the Village of Pleasant Prairie, which had a large staff available
- Economic savings through economies of scale

Results

Enhanced service delivery

Web Site

www.pleasantprairieonline.com

Contact

Village of Pleasant Assessing
Consortium - Rocco Vita
9915 39th Avenue
Pleasant Prairie, WI 53158
(262) 925-6707

Building Inspection Services

Monona - McFarland Sharing of building inspection services between two municipalities

Type of Jurisdictions, Jurisdictions Involved

Village, City

Dane County - City of Monona and Village of McFarland

County & Region

Dane

Southwestern

Agreement Type

Shared Services

Implementation & Incubation

The process began March 1, 2010 and took about six months to work out the agreement before it was put in place.

Factors Involved

Slower workload/construction seen in both municipalities. Consolidation of services allows one building inspector to work half days each day in each city, keeping inspector employed full-time.

Benefits

The benefits include reduced costs for both municipalities, as well as being able to keep one building inspector employed on a full-time basis.

Results

Both municipalities have been satisfied with the easy transition.

Project Contact

Pauline Boness Community Development Director Village of McFarland

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Don Peterson Village Administrator Village of McFarland

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Contact

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Village of McFarland

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Agreement

<http://localgovinstitute.org/sites/default/files/Monona-McFarland.pdf>

Building Inspection Services

Sharon/Fontana/Walworth shared building inspection services between municipalities

Type of Jurisdictions, Jurisdictions Involved

Village

- Village of Sharon;
- Village of Fontana;
- Village of Walworth

County & Region

Walworth
Southeastern

Agreement Type

Consolidation of Services

Implementation & Incubation

Villages of Walworth and Fontana shared a full-time building inspector
Village of Sharon sought stability as it pertains to building codes, zoning, and maintenance services
Village of Sharon approached Villages of Walworth and Fontana, who shared a full-time building inspector

Factors Involved

Desire for stability in service delivery without increasing costs
Desire for the knowledge and expertise that could be brought to the Village by bringing on a shared professional

Benefits

- Increased efficiency and service delivery
- Reduced costs - \$9,500 saved one year
- Follow-through on items to be done
- More revenue and cleaner Villages
- Financial benefits from not having to fund certifications, training, or education
- Consistency in service delivery

Project Contact

Diana Dykstra
Village of Sharon
(262) 949-2494

Chip Sealing

Menasha Intermunicipal Agreement for Chip Sealing

Type of Jurisdictions, Jurisdictions Involved

Town, City
City of Menasha,
Town of Menasha,
Town of Grand Chute

County & Region

Outagamie
Northeastern

Agreement Type

Shared Services Agreement

Agreement

<http://localgovinstitute.org/sites/default/files/Town of Menasha Intermunicipal Chip Sealing Agreement.pdf>

Comprehensive Planning

Collaborative comprehensive planning

Type of Jurisdictions, Jurisdictions Involved

Town, Village, County, City

Marathon County worked with 53 of its 62 municipalities in the county in the comprehensive planning process.

County & Region

Marathon

Central

Agreement Type

Comprehensive planning; urban stormwater coalition

Implementation & Incubation

The process was implemented in 2001, with the plans adopted in 2006.

Factors Involved

Relationships mended and 'bridges built' to bring municipalities together.

Benefits

- Coordinated county planning, and the development of an ongoing collaborative relationship between municipalities across the county
- Local adopted plans

Results

- The result of the collaborative efforts was a more thorough comprehensive plan developed with the input of various stakeholders. The county was divided into 5 different sub-areas to facilitate cooperative planning, with meetings organized in each of the sub-areas to facilitate cooperation and communication. These meetings are ongoing.
- The Intergovernmental Cooperation portion of the county comprehensive plan that describes this collaborative planning effort, as well as the other collaborative goals and objectives of the county can be found at <http://www.co.marathon.wi.us/LinkClick.aspx?fileticket=giOW-kwDkeM%3d&tabid=460>.

Web Site

<http://www.co.marathon.wi.us/Departments/ConservationPlanningZoning/PlanningDivision/ComprehensivePlanning/CountyComprehensivePlan.aspx>

Project Contact

Rebecca Frisch

Director, Marathon County Planning and Zoning Department

(715) 261-6000

Cooperative Plan

DeForest and Windsor created a framework for settling boundary conflicts and sharing services

Type of Jurisdictions, Jurisdictions Involved

Village, Town

Village of DeForest, Town of Windsor

County & Region

Dane

Southwestern

Agreement Type

Cooperative Plan – s. 66.0307

Implementation & Incubation

After years of conflict and litigation, community leaders in DeForest and Windsor formed DeForest and Windsor Now (DAWN) - to promote development/investment and building of tax base. The two communities successfully resolved litigation over an annexation by entering into the 2004 Settlement Agreement under s. 66.0225 Wis. Stats. In addition to resolving the annexation dispute, the 2004 settlement agreement also established future boundaries between the Village and Town and committed the communities to develop a more comprehensive cooperative boundary plan under s. 66.0307 Wis. Stats.

After six years of meeting and working on a cooperative plan, a final document was submitted to Wisconsin Department of Administration on July 13, 2010. The DOA approved the plan on Oct. 8, 2010. This Cooperative Plan replaces the 2004 Settlement Agreement. The Plan will be in effect for 20 years, expiring on May 12, 2030.

The Cooperative Plan addresses boundaries between the two communities, including areas that will transition to the Village of DeForest, and areas that will transition to the Town of Windsor. Past annexations have created islands of Town land surrounded by the Village, and they have created a large Village area that is completely surrounded by the Town. These boundary irregularities have caused problems for community identity, planning, service delivery, and budgeting. Therefore, the boundary changes that will occur because of the Cooperative Plan will improve this situation.

The Cooperative Plan maintains a large rural area in Windsor by preventing it from being annexed to De Forest . This will ensure a contiguous block of land for agricultural activity. The Cooperative Plan also establishes joint planning, police protection standards, and joint services.

Factors Involved

Previous intergovernmental agreements laid the foundation for trust and cooperation. Previous agreements included:

- Community center and senior center programs agreement (1993)
- Joint municipal court (1995)
- Fire protection (1997)
- Police protection services (2009)

These plans and agreements are available for download at www.localgovinstitute.org/content/cooperative-plan.

Benefits

- Greater political stability regarding land use decisions and new development
- Predictability of future development and land use patterns
- Stability and predictability in land use and development should set the stage for greater private investment in area
- Confirm and expand intergovernmental agreements around key services
- Greater protection of water quality through a coordinated approach to stormwater management

Results

- Increased cooperation between the communities
- Expedited longstanding disagreements
- Increased tax base and school funding
- Fire Protection & EMS - existing intergovernmental agreement established an area-wide fire and EMS department. The Cooperative Plan included this agreement but does not change it.
- Police Protection - The Village has a police department of its own and the Town of Windsor contracts with the Dane County Sheriff's office for service. The Plan does not directly affect the services provided by each community, although it does create service level standards for police protection. This resolves a dispute stemming from the varying service levels between the communities. A separate agreement was negotiated - the Intergovernmental Agreement on Police Protection Services (December 2009) - and incorporated into the Cooperative Plan. As a result, minimum police protection standards are now in place.
- Sewer Service & Water Service - this Plan impacts sewer and water service in three ways. First, it recognizes and continues the "Sewer and Water Utility Neutral Policy" which is a policy developed by the 2004 Settlement Agreement in order to provide service as efficiently as possible to area residents, regardless of jurisdiction. Second, Windsor and DeForest have undertaken a Joint Utility Study to plan future extensions as efficiently as possible. The communities agree that if the study concludes that existing lines should serve development in both communities, they will consider turning these lines over to the Madison Metro Sewerage District. Third, DeForest and Windsor agree to not object to Capitol Area Regional Planning Commission (CARPC) regarding each other's proposed utility extensions.
- Community Center and Recreation Programs - the Intermunicipal Community Center and Senior Center Programs Agreement (1993) is incorporated into the Plan without change.
- Stormwater Management - DeForest has an erosion control and stormwater management ordinance, while Windsor is regulated directly by Dane County's stormwater ordinances. Through this Plan, the parties pledge mutual cooperation with coordinating stormwater management strategies as development occurs. They also agree that where any inconsistency between stormwater ordinances exists, the ordinances of the negatively impacted municipality will control.
- Municipal Court - The Plan does not impact or modify the pre-existing Intergovernmental Agreement on Joint Municipal Court (1996)

Contact

Steve Fahlgren
Village Administrator, Village of DeForest
(608) 846-6751 ext 1103
Town of Windsor
(608) 846-3854

Agreement

<http://localgovinstitute.org/sites/default/files/DeForest Windsor Cooperative Plan - No Exhibits.pdf>

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Data Services

Wausau/Marathon County consolidation of data services and IT support

Type of Jurisdictions, Jurisdictions Involved

County, City, Other

City of Wausau, Marathon County, and the North Central Health Care Center

County & Region

Marathon

Central

Agreement Type

Consolidation of Services

Implementation & Incubation

The effort began in the late 1980s, morphing into its current configuration.

Benefits

Some benefits include:

- Less expensive service delivery
- Less expensive service delivery
- IT services provided to local police departments at lower costs than on an individual basis

Results

The result of this collaborative effort is the City-County IT Commission. The Commission maintains all computer hardware, software, and networking capabilities, and it provides technical assistance and maintenance for the City of Wausau, Marathon County, and the North Central Health Care Center based in Wausau. The Commission has a single director who provides overarching guidance and direction.

Web Site

<http://www.ci.wausau.wi.us/Departments/InformationTechnology.aspx>

Project Contact

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wally.sparks@co.marathon.wi.us

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Contact

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(715) 261-6700

Agreement

http://localgovinstitute.org/sites/default/files/Wausau_City_County_IT_Commission.pdf

Dispatch Services

Racine County Joint Dispatch Services

Type of Jurisdictions, Jurisdictions Involved

Village, County, City

Racine County;
City of Caledonia;
Village of Sturtevant;
Village of Mt. Pleasant;
Village of Wind Point;
Village of North Bay;
Village of Elmwood Park

County & Region

Racine
Southeastern

Agreement Type

Consolidation of Services

Implementation & Incubation

- Joint dispatch had been a contentious issue facing local officials for decades preceding joint service consolidation in September of 2010
- Meetings held in 2009 and 2010 to discuss specifics of a potential joint dispatch consolidation
- Modeled after Rock County joint dispatch plan
- Approved by all municipalities involved, after issues of clerical duties and other logistics worked

Factors Involved

- Desire and belief that joint dispatch will improve the delivery of emergency services while reducing the overall cost to area taxpayers
- Hopeful reductions in costs of personnel/staffing and equipment
- Improvements in services include reduction in communication gaps and a more efficiency, coordinated emergency response
- Joint, consolidated dispatch system seen as solution to aging dispatch systems in smaller communities

Benefits

- Elimination of the need to transfer emergency calls between agencies, thus improving emergency response
- Efficiency, coordinated response

Results

- Joint dispatch center a county department run by a civilian director
- Operations out of Racine County's Communication Center
- Communications Center governed by Board of representatives from participating municipalities
- Established fee structure for participating municipalities

Related Documents:

- Journal Times May 27, 2010 Summary of Consolidation
- Exhibit A: Terms and Conditions of Operation
- Exhibit B - Terms and Conditions of County Hiring of Participating Municipalities Employees
- Exhibit C - Dispatchers and Supervisors Currently Employed in Municipal Dispatch Centers
- Exhibit D - Agreement Regarding Use by Joint Dispatch of City of Racine Communications Center as Back-Up Facility
- Exhibit E - Municipal Payments to Racine County for Dispatch Services
- Exhibit F - Agreed Staffing of Joint Dispatch

Copies of these documents are available at <http://localgovinstitute.org/content/dispatch-services>

Web Site

<http://www.racineco.com/jointdispatch/index.aspx>

Agreement

<http://localgovinstitute.org/sites/default/files/Resolution No 2010-56.pdf>

Dispatch Services

Consolidate emergency dispatch technology within Waukesha County

Type of Jurisdictions, Jurisdictions Involved

Village, Town, County, City

Waukesha County Sheriff,

Lake Area Communications,

Six other agencies,

A total of 29 cities and villages, and 5 fire districts throughout Waukesha County

County & Region

Waukesha

Southeastern

Agreement Type

Consolidation of Services

Implementation & Incubation

After 4 years of discussion, the Waukesha County Communications Center was formed in 2004. Some delays in forming due to switching from old systems and achieving desired response times.

Factors Involved

- 10 separate public safety answering points throughout Waukesha County in 2000.
- One of the PSAPs was having trouble retaining employees. PSAPs were facing expensive capital systems replacements.

Benefits

- Minimize costs of replacements by consolidating and pooling resources
- Comprehensive emergency response and management
- Ability to use advance response and dispatch technology

Results

- Better service, capacity to provide support services to municipal dispatch centers, improved ability to deal with staff turnover, and evidence of lower annual operating costs
- Waukesha County has control of the dispatching - member participants are part of the Waukesha County Dispatch Operations Commission
- Larger staff - ability to cope with turnover Improved training and testing programs enabling it to ID outstanding candidates
- Ability to maintain an equipment replacement fund
- Declines in annual operating costs

Web Site

<http://www.waukeshacounty.gov/defaultwc.aspx?id=37215>

Contact

William F. Stolte

Emergency Management Coordinator

(262) 548-7580

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Dispatch Center

Feasibility study for a consolidated dispatch center

Type of Jurisdictions, Jurisdictions Involved

City

Cudahy, WI, South Milwaukee and Saint Francis, WI (Milwaukee County)

County & Region

Milwaukee

Southeastern

Agreement Type

Cost Sharing

Factors Involved

Shared interest in reducing costs of providing public safety services.

Benefits

- Understanding of the fiscal benefit to all parties of consolidated dispatch
 - decreased annual operating expenditures of \$132,000 - \$256,000
 - avoided capital expenditures of \$400,000 - \$600,000 over 5 years
 - eliminating two of the existing dispatch centers and those two communities contracting with the third community would result in even more cost savings.
- Exploration of various models for structuring a consolidated dispatch service
- Better coordinated responses to major incidents.

Website

Feasibility study available at www.publicpolicyforum.org/pdfs/SouthShoreDispatchReport.pdf

Dispatch Services

Oneida County provides police dispatch services to the City of Rhinelander

Type of Jurisdictions, Jurisdictions Involved

County, City
Oneida County,
City of Rhinelander

County

Oneida
Central

Agreement Type

Contract for services

Implementation & Incubation

Initiated through an agreement in 2005, the City of Rhinelander contracts with Oneida County to have Oneida County provide police dispatch services within city limits.

Benefits

- Oneida County Sheriff's Department provides dispatch services for the City of Rhinelander 365 days per year
- The terms of the agreement to contract services commenced January 1, 2006

Agreement

http://localgovinstitute.org/sites/default/files/Rhinelande_r_OneidaCounty_EMS_Agreement.pdf

Economic Development

City/University joint development of a business park.

Type of Jurisdictions, Jurisdictions Involved

University, City
City of Whitewater,
Whitewater Community Development Authority,
University of Wisconsin Whitewater

County & Region

Walworth, Jefferson
Southeastern

Agreement Type

Real Estate Development and Operations Agreement

Implementation & Incubation

The City of Whitewater and the University of Wisconsin-Whitewater collaborated to build the 130 acre Whitewater University Technology Park. In February 2011 the first building opened - a \$5.7 million, 38,000 s.f. (\$150/sf) Innovation Center. Plans call for a total of 1 million square feet of space over 13 buildings (average 80,000 s.f. per building). A Memorandum of Understanding between the City, the Whitewater Community Development Authority (CDA) and the UW-Whitewater is attached. Covenants developed by the City on the land are in place.

The City of Whitewater owned the land for the park, spent \$2.3 million on roads, sewer & water and another \$2.9 million to extend a road to provide better access to the University. A Feasibility Study was prepared in July 2008 by NorthStar Economics and MSA Professional Services.

A \$4.7 million Federal grant from the Economic Development Administration helped defer much of the costs. A Tax Increment Finance District #6 from the City of Whitewater helped to finance the remaining City expenses.

The Innovation Center includes a series of office suites and four wet labs. The building currently has four tenants - Blackthorne Capital Management, which creates software for the financial markets has a three year lease and 10 employees - UW-Whitewater iHUB, which provides business support resources and services as well as space for collaboration - The Jefferson-Eastern Dane Interactive, is a distance education network and virtual charter school - and Cooperative Educational Service Agency (CESA) #2 which assists public school districts in Wisconsin in providing educational opportunities for students, educational effectiveness and economic efficiency.

Planners of the park sought input from officials at Madison's University Research Park which has 126 companies on 255 acres on Madison's west side. A second 270 acre research park is being developed on the far west side of Madison.

The Whitewater Technology Park is attracting development to the City of Whitewater. In July 2011, Simonswerk, a German company that makes heavy-duty hinges and hinge systems, opened its North American headquarters with 6 employees in an 8,000 s.f. building (.75 employees/1,000 s.f.) next to the technology park. The company was attracted by the university and the technology park.

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A second German company, Schenck AccuRate with 150 employees in 92,000 s.f. (1.6 employees/1,000 s.f.) also anticipates growth. They make precision feeding and measuring systems for a cross section of industries including food, chemical, biofuel, plastics, cement and pharmaceuticals.

Project documents can be found here: <http://localgovinstitute.org/content/economic-development-0>

Factors Involved

Improved Services - the City of Whitewater is able to provide more effective economic development services and the UW-Whitewater is able to provide more educational and employment opportunities for its students and business/consulting opportunities and greater attraction/retention of university staff as the result of this collaboration.

Clear Fiscal Benefit - the collaboration resulted in the ability to attract a significant Federal grant which would not have been provided in the absence of the collaboration.

Trust - a history of joint initiatives between the University and City helped establish a trusting relationship between the two jurisdictions.

Leadership - leaders from the key sectors - civic, business and university - exhibited strong collaborative leadership traits including: assessing the environment, creating clarity, building trust, sharing power & influence, developing people, willing to take risks and optimism for the future.

Benefits

- Increased tax base for the City
- Increased employment opportunities for the residents
- Greater opportunities to attract new employers to the region
- Greater educational and employment opportunities for UW-Whitewater students
- Business and consulting opportunities for UW-Whitewater staff
- Increased ability to retain/attract top-notch professors/teachers at UW-Whitewater

Results

Whitewater Technology Park is being developed. The first of 13 planned buildings are in place - the Whitewater Innovation Center with 4 business tenants. Two companies were attracted to Whitewater with combined 156 employees as the result of this development.

Web Site

<http://www.whitewatertechpark.org/>

Project Contact

Kevin Brunner, City Manager, City of Whitewater; kbrunner@ci.whitewater.wi.us; (262) 473-0500

Agreement

[http://localgovinstitute.org/sites/default/files/Inter-Jurisdictional Memorandum Whitewater TechPark.pdf](http://localgovinstitute.org/sites/default/files/Inter-Jurisdictional%20Memorandum%20Whitewater%20TechPark.pdf)

Economic Development

Fox Cities Economic Development Partnership

Type of Jurisdictions, Jurisdictions Involved

Town, Village, County, City, Other

City of Appleton,
City of Kaukauna,
City of Menasha,
City of Neenah,
City of New London,
East Central Wisconsin Regional Planning Commission,
Fox Cities Chamber of Commerce & Industry,
Fox Cities Convention and Visitors Bureau,
Fox Cities Workforce Development Board,
Fox Valley Technical College,
Town of Buchanan,
Town of Clayton,
Town of Grand Chute,
Town of Greenville,
Town of Harrison,
Town of Menasha,
University of Wisconsin Extension - Outagamie County,
University of Wisconsin Extension - Winnebago County,
Village of Combined Locks,
Village of Kimberly,
Village of Little Chute,
Village of Wrightstown,
Calumet County,
Outagamie County,
Winnebago County,
Kaukauna Utilities,
WE Energies,
WPPI Energy

County & Region

Winnebago
Northeastern

Agreement Type

No Formal Agreement - Informal Only

Implementation & Incubation

Metro Marketing was launched in 1985 after the Fox Cities Chamber and several area communities teamed up to fund a study to identify desirable target industries. The collaboration worked so well that they decided to pool their resources to recruit specific industries identified in the report. Since its inception, the organization has successfully unified the Fox Cities' communities for the purpose of economic development. In 1999, the membership decided to change the name to better reflect the organization's purpose.

Local Government Collaboration In Wisconsin: Case Studies

Local Government Institute of Wisconsin

Benefits

- Economic and business development efforts
- Marketing - organization provides a list of available business and industrial park parcels
- Provides labor market and relocation information
- Attracts grants

Results

- Economic and business development efforts
- Marketing - organization provides a list of available business and industrial park parcels
- Provides labor market and relocation information
- Attract grants - received a grant from the Wal-Mart Foundation and from SBC Ameritech for website improvements
- Membership dues collected based on population
- Major FCEDP expenditure is contract for services with the Fox Cities Chamber of Commerce and Industry

Web Site

<http://www.foxcities-marketing.org/>

<http://localgovinstitute.org/content/economic-development>

Project Contact

Greg Keil, City of Menasha Community Development Director

Mark Rohloff, Oshkosh City Administrator

Dave Muench, Outagamie County Community Resource Development Educator

Mark Hendrick, Outagamie County Planning Department

Contact

Greg Keil, City of Menasha Community Development Director

Mark Rohloff, Town of Grand Chute Administrator

Dave Muench, Outagamie County Community Resource Development Educator

Mark Hendrick, Outagamie County Planning Department

Emergency Services

Contract ambulance services between two cities

Type of Jurisdictions, Jurisdictions Involved

City

City of Eau Claire, City of Altoona

County & Region

Eau Claire

Northwestern

Agreement Type

Consolidation of Services

Implementation & Incubation

The City of Altoona contracts with the City of Eau Claire to provide ambulance service. The contract was approved in 2008. To read more about the contract, see this article from the Altoona Star:

[http://localgovinstitute.org/sites/default/files/ALTOONA CHANGES AMBULANCE SERVICE.pdf](http://localgovinstitute.org/sites/default/files/ALTOONA_CHANGES_AMBULANCE_SERVICE.pdf).

Factors Involved

The primary reasons that the collaboration was pursued were a desire for cost savings and enhanced service delivery. Previous to the contract, ambulance services in the City of Altoona were provided by a private company, and there was the desire to establish more stability in the ambulance coverage for the City. Previous to the contract, the City of Eau Claire Fire Department responded to roughly 10% of City of Altoona ambulance calls.

Benefits

According to City of Altoona Administrator (in 2008), the contract for ambulance services cuts the cost of an ambulance call nearly in half.

Project Contact

Bill Spangler

wspangler@ci.altoona.wi.us

(715) 379-8188

Contact

Mike Golat

michaelg@ci.altoona.wi.us

Emergency Services

Augusta – Bridge Creek Fire and Rescue

Type of Jurisdictions, Jurisdictions Involved

Town, City
City of Augusta,
Town of Bridge Creek

County & Region

Eau Claire
Northwestern

Agreement Type

Shared governance agreement – fire district

Implementation & Incubation

Estimated six to eight months was required to adopt and commence implementation of the agreement.

Factors Involved

- Positive relations and close proximity between the two communities – the single fire department pre-dates the founding of the City of Augusta – 126 years old.
- Prior to implementation, fire departments operated out of the same building

Benefits

- Potential cost savings through economies of scale (spreading large capital costs across more people) - pooling equipment together, in particular, fire trucks
- Share costs according to proportion of equalized value

Results

- Economic benefits/savings through economies of scale - ability to pool/share equipment
- Enhance service quality
- Collectively staff 45 officers and 20 cadets
- Won Wisconsin Fire Inspectors Association awards

Website

www.facebook.com/pages/Augusta-Bridge-Creek-Fire-Department/106617023073

Contact

(715) 286-5606

Environmental Protection and Management

Spring Green Western Basin Flooding

Type of Jurisdictions, Jurisdictions Involved

Town, County, Other

Richland and Sauk Counties,

Towns of Buena Vista and Spring Green,

UW-Madison Nelson Institute for Environmental Studies; Wisconsin Department of Natural Resources

County & Region

Sauk, Richland

Southwestern

Agreement Type

No Formal Agreement -Informal Only

Implementation & Incubation

- Began in 2010 with goal of agreeing on a process for collaboratively exploring solutions to ongoing water related issues including ground water levels and flooding in the Spring Green area.
- Host three sessions to get feedback from the public with emphasis on objective discussions on the key issues and questions

Factors Involved

Desire to develop strategies to deal with water issues to avoid high costs incurred for each flood event.

Benefits

- Creation of a forum to discuss a problem affecting an area that cuts across political jurisdictions
- Commitment from multiple parties to work toward actions that will remediate flooding.

Results

- First forum held November 17, 2010, second forum held February 23, 2011. A third meeting presented important points of consensus and an agreement to get beyond a local belief about the role of a specific pond in flooding despite research to the contrary.
- There was also agreement that the focus on future efforts should be on adaptation and that information will continue to be presented to the community so decisions on remedial action could be made.
- A Drainage District was formed to address flooding of ag land and the Tri-County Airport. Richland and Sauk County Highway Departments are investigating design and construction of a culvert.
- An EDA grant was secured to help pay the cost of a flood control system.
- FEMA buy-outs eliminated many of the structures that were in the flood area and new flood control maps will prevent future construction in areas prone to flooding.

Web Site

<http://www.co.sauk.wi.us/landconservationpage/spring-green-western-water-basin-press-release>

Contact

Office of the Administrative Coordinator, jdobratz@co.sauk.wi.us

Local Government Collaboration In Wisconsin: Case Studies

Local Government Institute of Wisconsin

Fiber Optic Network

Appleton Area Metropolitan Fiber Optic Network

Type of Jurisdictions, Jurisdictions Involved

Other, Town, County, City
City of Appleton,
Appleton Area School District,
Outagamie County,
Town of Grand Chute,
Fox Valley Technical College

County & Region

Outagamie
Northeastern

Agreement Type

Shared Construction of Infrastructure

Benefits

- The Town of Grand Chute performed an analysis of this agreement and determined that the Towns cost for the same infrastructure would have cost \$377,000 if they contracted the work on their own.
- The cost to the Town as a result of this agreement was \$163,000 - a savings of 57%.

Results

In the fall of 2002, the City of Appleton, Appleton Area School District, Town of Grand Chute, Outagamie County and Fox Valley Technical College became partners in a technology project that provided a new fiber optic network for the community.

Together they created AAMFON (Appleton Area Metropolitan Fiber Optic Network). AAMFON is a \$2.5 million, 40 mile network. Nearly a third of the fiber or 14 miles of it is buried underground. The fiber optic cable holds more than 10,000 times the bandwidth of high capacity, leased phone lines and provides enhanced telephone and computer communications capabilities for the five entities involved. AAMFON collectively hosts a total of 57 sites:

- 28 Appleton Area School District
- 19 City of Appleton
- 5 Outagamie County
- 3 Fox Valley Technical College
- 2 Grand Chute

Enough fiber was installed to provide growth above and beyond the initial plan.

Project Contact

Mark Rohloff - Grand Chute Town Administrator at the time, recently Oshkosh City Administrator

Agreement

<http://localgovinstitute.org/sites/default/files/Appleton Area Metro Fiber Optic Network.pdf>

Fire Protection and Emergency Medical Service

Fire protection and EMS services are perhaps the most common type of local government service that is delivered in collaboration with other units of government. This collaboration takes many forms from an agreement between local governments to form a fire district to mutual aid agreements. Despite the prevalence of cooperation between units of government around fire services, there are still many examples of individual fire departments within close proximity of one another, each with their own sets of equipment, volunteers, and administrative structures. Of the 854 registered fire fighting units in Wisconsin, about 113 are clearly identified as covering multiple units of government. A list of registered fire fighting units in Wisconsin can be obtained from the Wisconsin Department of Safety and Professional Services <http://dps.wi.gov/sb/SB-FirePrevention-FireDepartments.html>.

Fire Protection and Emergency Medical Services

Grand River Fire District Joint Fire and EMS Services

Type of Jurisdictions, Jurisdictions Involved

Town, City

- City of Markesan;
- Town of Mackford;
- Town of Manchester;
- 2/3 of the Town of Green Lake

County & Region

Green Lake
Northeastern

Agreement Type

Consolidation of Services

Implementation & Incubation

Grand River Fire District and Southern Green Lake Ambulance Service provide fire and EMS services to an area that covers 100 square miles and includes all of the City of Markesan, the Towns of Mackford, Manchester, and approximately 2/3 of the Town of Green Lake

Factors Involved

- Improved service delivery, particularly to rural areas
- Reduced costs

Benefits

Improved fire and EMS response to all rural emergency calls

Results

- All equipment is housed in one central location
- A new fire station was built after consolidation

Project Contact

(921) 398-3524

Fire Protection and Emergency Medical Services

Consolidation of fire and EMS service between municipalities

Type of Jurisdictions, Jurisdictions Involved

Village, City

City of Oconomowoc;

Village (formerly Town) of Summit

County & Region

Waukesha

Southeastern

Agreement Type

Consolidation of Services

Implementation & Incubation

- From the middle of 2008 to present the Town of Summit and the City of Oconomowoc fire department have shared training of fire fighters as well as a 3,500 gallon tanker
- In late 2009, the City and Town began construction of a 14,000 square foot fire station - new facility allows for the co-location of the merged department

Factors Involved

- Elimination of duplication of services in such close proximity
- Reduced costs

Benefits

- Elimination of duplicate services
- Reduced capital costs
- Public safety substations and water/electrical utility monitoring system placed within the fire station - effective budgeting and use of tax and other funding
- New water station is green built - reduces waste and energy consumption/tax payer dollars
- Increased service delivery and public safety as a result
- Multi-functionality in new fire station
- Enhanced collaboration and cooperation throughout the process
- Enhanced training capabilities
- Sustainability, health, and environmental benefits

Results

Obstacles included working across different municipalities with different processes and procedures and the financial downturn

Project Contact

Dennis Bednarski

Oconomowoc Utilities

(262) 569-3197

Fire Protection and Emergency Medical Services

Consolidation of fire protection and emergency medical services between adjacent municipalities

Type of Jurisdictions, Jurisdictions Involved

Town, City
City of Bayfield,
Town of Bayfield

County & Region

Bayfield
Northwestern

Agreement Type

Consolidation of Services

Project Contact

Larry McDonald
Mayor of Bayfield
bayfieldmayor@gmail.com 715-209-4878

Agreement

http://localgovinstitute.org/sites/default/files/Bayfield_Consolidation_of_services_0.pdf

Fire Protection and Emergency Medical Service

Automatic aid and coordinated response and training agreement

Type of Jurisdictions, Jurisdictions Involved

Village, City

Village of Plover; Village of Whiting;

City of Stevens Point

County & Region

Portage

Central

Agreement Type

Automatic aid and coordinated response and training agreement

Implementation & Incubation

- 2005 - Village of Plover and Village of Whiting developed a single engine company automatic-aid agreement for all structure fires after existing for a period with independent departments
- 2008 - Comprehensive automatic-aid agreement to all types of incidents across municipal and governmental jurisdictions - called Metropolitan Portage County Fire District - METRO
- 2009 - City of Stevens Point requested inclusion in the METRO Fire District
- 2011 - METRO agreement expanded to all three jurisdictions

Factors Involved

- Improve service delivery; Reduce service delivery costs

Benefits

- Reduced maintenance costs from the elimination of one truck from fleet
- Reduction in ISO rating of the Village of Whiting
- Joint training throughout year has increased service delivery and customer service
- Joint purchasing and grant writing development has eliminated duplication
- Improved fire fighter safety
- Training improved due to sharing of resources and equipment
- Increased trust and cooperation between municipalities

Results

Some difficulties included:

- Territorial feelings
- Relationships between leaders
- Consolidating training strategies and tactics
- Public perception

Project Contact

Dan Mahoney

Village of Plover Administrator

(715) 345-5230

Fire Protection and Emergency Medical Service

Automatic and mutual aid agreements

Type of Jurisdictions, Jurisdictions Involved

Village, Town, City

Village of Weston,

City of Wausau,

Villages of Schofield, Rothschild, Ringle, Easton, Town of Wausau,

Town of Rib Mountain

County & Region

Marathon

Central

Agreement Type

Joint, Automatic, and Mutual Aid Agreements

Benefits

Increased/enhanced service delivery

Reduces costs

Results

The Village of Weston has a number of mutual aid agreements with neighboring departments and an automatic aid agreement with the City of Wausau. When Weston needs additional help on a call, we call mutual aid from Schofield, Rothschild, Ringle, Easton, Town of Wausau, and Rib Mountain. Any or all of these jurisdictions may be in Weston assisting us handle a call, just as we may be in their jurisdiction to assist them. The City of Wausau has an automatic aid agreement with Weston whereby they respond with a fire engine, a ladder truck, and five personnel to known structural fires in Weston and commercial fire alarms in high hazard buildings like schools, nursing homes, hospitals, and industrial plants. In return for responding to our fires, the City of Wausau has use of the Village of Weston equipment.

Project Contact

Daniel Guild

dguild@westonwisconsin.org

715-581-8901

Fire Protection and Emergency Medical Service

State funding to improve fire and emergency response during U.S. 41 and State Highway 29 construction

Type of Jurisdictions, Jurisdictions Involved

Village, State

Village of Howard,

Wisconsin Department of Transportation

County & Region

Outagamie, Brown

Northeast

Agreement Type

Wisconsin DOT-funded vehicle for mitigating highway emergencies

Implementation & Incubation

In 2008, the Village began attending meetings regarding U.S. 41 and State Highway 29

Factors Involved

- Wisconsin DOT construction on US 41 and STH 29 corridors was expected to cause increase in accidents and congestion
- The Village of Howard performed a gap analysis considering current resources available to the fire department and expected limitations placed on rescue efforts from construction
- The Village Fire Department not equipped to manage highway emergencies in the limited roadway conditions that the construction project would present with limited road access - limited capabilities means additional hazards and/or traffic delays.

Benefits

- Village of Howard looking to have Wisconsin DOT fund the purchase of an emergency vehicle designed to mitigate highway-related emergencies
- Reduced costs
- Improved services

Results

- Wisconsin DOT reimbursing the Village \$175,000 of \$250,000 total vehicle cost
- Vehicle will be a Rapid Intervention Concept Vehicle allowing the Village to have access to emergency scenes and allow quick-clearance of traffic incidents
- Budgetary impact to Village less than \$20,000 out of capital fund since Village had some equipment and tools already available to them
- Reduced costs
- Improved services

Project Contact

Ed Janke

920-434-4640

ejanke@villageofhoward.com

Fire Protection

Consolidation of fire protection services between adjacent municipalities

Type of Jurisdictions, Jurisdictions Involved

Town

Winnebago County:

Town of Winchester,
Town of Clayton,
Town of Neenah,
Town of Menasha,
Town of Vinland,
Town of Greenville

County & Region

Winnebago

Northeastern

Agreement Type

Consolidation of Services

Implementation & Incubation

It took two years to establish the agreements for joint fire protection. The agreements were signed in June 2010.

Factors Involved

One major factor that prompted cooperation was an intergovernmental fire agreement between the Towns of Clayton and Winchester in Winnebago County that has been in place since the 1940s.

Benefits

Benefits include enhanced service delivery, increased public safety with increased fire protection, and cost/financial benefits.

Results

Other results included possible reduced insurance costs for residents of Towns because of enhanced fire protection coverage. Another key result included the ability to put on hold construction of new fire station due to the consolidation of services. Furthermore, the consolidation allowed each Town's fire department to respond automatically when a structure fire occurs within a predetermined area from each town's fire station. There is the hope of future intergovernmental cooperation and financial savings from less duplication.

Project Contact

Mary E. Luebke

Town of Clayton Chairperson

920-836-2007

meluebke@new.rr.com

Fire Protection

Consolidation of fire protection services between towns

Type of Jurisdictions, Jurisdictions Involved

Town

- Town of Shelby;
- Town of Greenfield

County & Region

La Crosse
Southwestern

Agreement Type

Consolidation of Services

Implementation & Incubation

Fire protection with the Town of Greenfield agreement approved March 10, 2008

Factors Involved

- Town of Greenfield currently contracted with Town of Shelby for fire protection services
- Town of Shelby will continue to provide fire protection services to parts of Town of Greenfield
- Greenfield was planning to construct a new Town Hall and Community Center
- Two fire truck bays were added into the plans in order for the Town of Shelby to house fire vehicles there and to serve as a 2nd Shelby fire station

Benefits

- Higher level of fire service and cost savings
- Shelby and Greenfield would recruit fire and first responder personnel from the immediate area to be members of the Shelby Fire Department and responding to calls from the Greenfield Stations - would be one department with 2 stations

Results

- Enhanced fire protection service coverage
- Shelby able to delay construction of a new station with vehicles housed in the Greenfield station
- Greenfield did not need to develop a separate fire department
- Greenfield pays Shelby \$35,000 - \$45,000 per year for fire protection services
- Greenfield residents saw a decrease in their fire insurance premium due to have a station closer to their residents
- Total savings to Greenfield: Capital expenditures \$600,000, fire operating \$50,000
- Total savings to Shelby: Capital (less 2 truck bays) \$200,000, additional income \$35,000 - \$45,000 per year, delayed new stations \$500,000 - \$800,000
- Residents save \$200 - \$400 per year in fire insurance premiums

Web Site

http://www.townofshelby.com/content/fire_department

Project Contact

Jeffrey L. Brudos

Local Government Collaboration In Wisconsin: Case Studies

Local Government Institute of Wisconsin

Town of Shelby
608-788-1032
jeff.brudos@townofshelby.com

Contact

Mike Kemp
Town of Shelby Fire Chief
608-788-1032, Ext 4

Agreement

http://localgovinstitute.org/sites/default/files/Town_Shelby_Town_Greenfield_Amend_to_Fire_Protection_Service_Agreement.pdf

Fire Protection

Waupaca Area Fire District

Type of Jurisdictions, Jurisdictions Involved

Town, City

City of Waupaca;
Town of Farmington;
Town of Dayton;
Town of Waupaca;
Town of Lind

County & Region

Waupaca
Central

Agreement Type

Fire District

Implementation & Incubation

Original fire district formed in 1990. Amendments in 1992 and 1998. Agreement re-negotiated in 1999.

Agreement

[http://localgovinstitute.org/sites/default/files/Waupaca Area Fire Services Agreement.pdf](http://localgovinstitute.org/sites/default/files/Waupaca%20Area%20Fire%20Services%20Agreement.pdf)

Fire Protection

Consolidation of fire protection and dispatch services between adjacent municipalities – North Shore Fire Department

Type of Jurisdictions, Jurisdictions Involved

Village

Ozaukee and Milwaukee Counties:

- Village of Bayside,
- Village of Brown Deer,
- Village of Fox Point,
- Village of Glendale,
- Village of Shorewood,
- Village of Whitefish Bay,
- Village of River Hills

County & Region

Ozaukee, Milwaukee
Southeastern

Agreement Type

Contract for services

Implementation & Incubation

- Merger of fire departments - in 1995, the North Shore Fire Department was created from a portion of the previously independent fire departments of these north Milwaukee suburban villages
- Service for approximately 69,000 people
- WI Statutes s. 66.0301(2) merger In 1970s and 1980s - Brown Deer, Glendale, Shorewood, and Whitefish Bay proposed the creation of a merged/consolidated fire and EMS, neither of which were successful In 1988 and 1989
- Glendale, Whitefish Bay, and Shorewood teamed up to form a joint dispatch service to meet new State 911 emergency dispatch requirements; Bayside, Fox Point, Brown Deer, and River Hills did not join this effort at this time

Factors Involved

- Several factors were involved that led to collaboration:
- Past merged services
- Two major apartment fires in the late 1980s and early 1990s, both of which might have been contained with assistance from surrounding communities - this started the conversation about regional fire fighting approach again
- 1992-1993 decision by City of Milwaukee to no longer provide mutual aid to surrounding municipalities
- 1993 - Villages of Glendale and Whitefish Bay decided to share one fire chief with control over their separate departments
- Villages of Glendale, Shorewood, and Whitefish Bay were major leaders of the consolidation
- Strong political leadership helps with community support of merger
- Outside facilitator conducted planning meetings
- Involved employees in consolidation process.
- Goals were set for service outcomes.

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- New identity created for the new entity

Benefits

- Enhanced service quality - response times improved by an average of 40% across all communities and more effective response to large events.
- Insurance ratings for private residences, commercial buildings and manufacturing facilities were upgraded in every member community, saving property owners millions of dollars of insurance premiums.
- More efficient delivery of services - number of administrators reduced from 21 to 7
- Consistent and higher quality fire/building code enforcement
- Unified efforts and vision in training, fire codes, philosophy, and all phases of operating the fire department

Results

- Villages appointed representatives to set up a series of committees to investigate key questions regarding the proposed merger
- Response time has improved
- Department can respond to any municipality at any time without requiring approval
- Less administration
- More consistent and higher quality fire and building code enforcement Better response coverage to large events
- Higher level of paramedic certification attained than smaller communities Insurance ratings of private residences, commercial buildings, and manufacturing facilities have been upgraded
- The Fire Department includes a Board of representatives from each of the member communities

Web Site

<http://www.nsfire.org/>

Agreement

<http://localgovinstitute.org/sites/default/files/North Shore Fire Services Agreement.pdf>

Fire Protection

Consolidation of fire protection services

Type of Jurisdictions, Jurisdictions Involved

Village, City

City of Milwaukee,

Village of West Milwaukee

County & Region

Milwaukee

Southeastern

Agreement Type

Consolidation of Services

Implementation & Incubation

City of Milwaukee began providing fire suppression and EMS services to the Village of West Milwaukee in 1991.

Factors Involved

- Economics and shrinking resources caused desire for future consolidation
- No other area fire department can offer the full range of emergency services the Milwaukee Fire Department (MFD) offers
- MFD has stations and resources well placed to offer consolidation

Benefits

Challenges included:

- MFD's "stand-alone" attitude MFD's bad will and poor relationships with county departments
- Lack of trust between MFD and local departments MFD's "for profit" motive

Concerns Included:

- Community loss of identity
- Community loss of control
- Idea of Village feeling overtaken by "big brother"
- Smaller community receives second class service
- Decisions based on emotions and politics rather than service and economy
- Labor unions/agreements
- Pension issues

Results

Total Fire Protection and EMS Capabilities Included:

- 36 engine companies
- 15 truck companies
- 12 ALS MED units air truck
- Heavy urban rescue team
- Diver rescue/boat team
- Hazardous materials team
- 5 battalion chiefs
- Incident safety officers

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- Staffed daily by 231 sworn personnel
- Quick response times
- No formal complaints
- Consolidation of 911 dispatch centers

Contact

Milwaukee Fire Department
(414) 286-8948

Agreement

[http://localgovinstitute.org/sites/default/files/2003 Agrmnt Milw -West Milw Fire Services.pdf](http://localgovinstitute.org/sites/default/files/2003_Agrmnt_Milw_-_West_Milw_Fire_Services.pdf)

Health Services

Consolidation of health services

Type of Jurisdictions, Jurisdictions Involved

Village, City

City of West Allis,

Village of West Milwaukee

County & Region

Milwaukee

Southeastern

Agreement Type

Consolidation of Services

Website

www.westmilwaukee.org/health.html

Project Contact

Ron Hayward

ronald.hayward@westmilwaukee.org

414-645-1530 ext. 126

Health Services

Merger of a city with a county health department

Type of Jurisdictions, Jurisdictions Involved

County, City
City of Beloit,
Rock County

County & Region

Rock
Southwestern

Agreement Type

Transfer of services agreement

Implementation & Incubation

Estimated three years from initial proposal to complete implementation

Factors Involved

- Diminishing state aid and increasing service costs
- State law requirement of counties to provide local health services Rock County assumed full operational responsibility
- Health department funded through County property tax levy

Benefits

Reduce net costs of providing health services

Results

- Reduction in net costs of providing health services
- Service quality has not diminished after establishment of agreement
- Merger maintained positions of existing employees in new structure

Agreement

http://localgovinstitute.org/sites/default/files/oct5_beloit_agreement.pdf

Health Services

Formation of a regional health services commission to share costs

Type of Jurisdictions, Jurisdictions Involved

County

La Crosse, Monroe, Sauk, Richland, Vernon, Crawford, Juneau, Chippewa, Marinette, Rock, Trempealeau, Outagamie, Winnebago

County & Region

Trempealeau, Sauk, Rock, Richland, Outagamie, Monroe, Marinette, La Crosse, Juneau, Crawford, Chippewa, Vernon, Winnebago

Agreement Type

Mississippi Valley Health Services Commission

Implementation & Incubation

Desire to share costs of providing nursing home and care services to the developmentally disabled

Factors Involved

Need for increased cost sharing

Benefits

Need for increased cost sharing

Results

- Intergovernmental cooperation agreement established that created the Mississippi Valley Health Service Statutory
- Authority granted to counties authority to compute the assessments to share costs
- WI Attorney General issued opinion in October 2009 confirming county authority to collectively furnish and fund nursing homes
- Ability to participate in the initiative of provision of services for counties involved, without regard to county size
- La Crosse County no longer needed to subsidize services to other county residents through local taxpayer dollars
- La Crosse County taxpayer positive impact of approximately \$1,000,000 per year generated

Project Contact

Steve O'Malley

La Crosse County Administrator
400 4th Street, North Room 3301
La Crosse, WI 54601
608-785-9700
omalley.steve@co.la-crosse.wi.us

Agreement

http://localgovinstitute.org/sites/default/files/Miss_Valley_Health_Services_Commission_Cooperative_Agreement.pdf

Highway Services

Labor and equipment sharing for highway maintenance & highway construction across 5 counties

Type of Jurisdictions, Jurisdictions Involved

County

Adams County;
Marquette County;
Waushara County;
Waupaca County;
Green Lake County

County & Region

Marquette, Green Lake, Adams, Waupaca, Waushara
Central

Agreement Type

Cooperative Agreement

Implementation & Incubation

- Originally implemented in October 2006, it took about 6 months and included Adams, Marquette and Waushara Counties
- It has since been expanded to include Green Lake and Waupaca Counties

Factors Involved

- An existing informal arrangement of sharing equipment and labor resources
- Shrinking budgets and labor forces
- The need to obtain expensive equipment and ensure maximum possible utilization

Benefits

- Continued cooperation in a formalized system
- Ensuring that equipment that was purchased received as much utilization as possible
- Maintaining the County resources necessary for winter and emergency work

Results

- All parties were very satisfied with this program
- It has allowed more flexibility with regards to staffing, workloads and equipment purchases

Project Contact

Ron Chamberlain,
Highway Commissioner Adams County
608-339-3355, rchamberlain@co.adams.wi.us

Contact

Tom Dahlke
Commissioner Waushara County
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Local Government Collaboration In Wisconsin: Case Studies

Local Government Institute of Wisconsin

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Commissioner Waupaca County
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Dean.steingraber@co.waupaca.wi.us

Robert Podgorski
Commissioner
Green Lake County
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Agreement

http://localgovinstitute.org/sites/default/files/Cooperative_Agreement_Document.pdf

Highway Services

Feasibility study for merger of local highway services at the County level; formation of a Highway Services Board

Type of Jurisdictions, Jurisdictions Involved

Village, Town, County, City

Various jurisdictions in New York State

Agreement Type

Multi-Jurisdictional

Implementation & Incubation

- Discussions have been underway since the early 1990s to deal with the issues with delivering highway services.
- In 2006, the Chemung County Legislature passed a resolution authorizing the formation of the Highway Services Board.
- Study completed in August 2010 to offer recommendations for further efficiencies, etc.

Factors Involved

- Purpose of the Highway Services Board is to explore the potential for shared highway services among all municipalities in the county.
- Desire is to build on collaborative efforts for highway services that have already occurred.
- This study builds upon those efforts and delivers an innovative model to enhance highway services delivery and increase sharing amongst county municipalities.

Benefits

Study meant to figure out ways to increase efficiency and quality of highway services delivery, as well as sharing amongst County communities. Maintain quality services and lower delivery costs.

Results

Study done in August 2010

Project Contact

Highway Services Board

Contact

See attached study.

Agreement

[http://localgovinstitute.org/sites/default/files/Chemung Co NY Highway Services 8-16-10_small.pdf](http://localgovinstitute.org/sites/default/files/Chemung%20Co%20NY%20Highway%20Services%208-16-10_small.pdf)

Intergovernmental Cooperation

Western Racine County Legislative Meetings

Type of Jurisdictions, Jurisdictions Involved

City, County, Town, Village, Other

Racine County;

Various Towns and Villages;

City of Burlington;

School Boards

County & Region

Racine

Southeastern

Agreement Type

Informal Collaboration

Factors Involved

Desire for coming together to discuss issues, collaborate, and work to address issues of common concern

Benefits

- Meetings are very informative and educational, and provide insight into municipal and school leaders into challenges that they would not normally hear about
- Provided a platform for cooperation in dealing with common challenges
- Discussions about current events at the State Capitol help to inform all attendees what is going on and how it will affect them

Results

- Sponsored by the City of Burlington Chamber of Commerce
- Meetings held 4 - 5 times per year
- Held when Legislature is in session and during budget deliberations
- Elected officials are the invitees
- All participants help to put the agendas together
- The public and Chamber of Commerce guests are invited to attend, as are State Senators and Representatives from the area

Project Contact

Jean Jacobson, Town Chair

Town of Norway

pjacobson1@wi.rr.com

Intergovernmental Cooperation

Municipal initiatives committee

Type of Jurisdictions, Jurisdictions Involved

Village, Town, City

Communities in Brown County

County & Region

Brown

Northeastern

Agreement Type

Municipal initiatives committee

Project Contact

Mike Aubinger

maubinger@ashwaubenon.com

920-492-2301

Intergovernmental Cooperation

Racine County Heads of Government (HOG) Group

Type of Jurisdictions, Jurisdictions Involved

City, County, Town, Village

Racine County

Cities, Villages and Towns in Racine County

County & Region

Racine

Southeastern

Agreement Type

Informal Collaboration

Implementation & Incubation

Racine County Executive calls this group together several times per year

Factors Involved

Desire to get together to discuss issues and share ideas

Benefits

- Forum to discuss issues and challenges, share ideas, and explore ways of collaborating further
- No other forum for this type of conversation and discussion

Results

Several participating municipalities share health services, IT services, and highway machinery with Racine County, and engage in joint purchases with the county as well

Project Contact

Jean Jacobson, Town Chair

Town of Norway

pjacobson1@wi.rr.com

Intergovernmental Cooperation

Various Collaborations – Green Lake County

Type of Jurisdictions, Jurisdictions Involved

Village, Town, County, City

Green Lake County,
Green Lake City,
Town of Brooklyn,
City of Berlin,
City of Markesan,
City of Princeton,
Other Towns in the County

County & Region

Green Lake
Central

Agreement Type

Numerous cost-share, mutual aid, purchasing, library aid, revenue sharing agreements exist

Implementation & Incubation

- Office of Energy Independence - Energy Independent Communities 25x25 pilot program: Green
- Lake County & the School District of Green Lake (City) co-operated on a grant submittal.
- Began in fall 2008, when application for the 2009 pilot program was submitted
- The initial impetus came from a 'team' of interested individuals who worked on the grant
- After the grant was submitted in 2008, the team continued(s) to meet monthly to review & update possible projects and progress
- The County approved a resolution to support & promote the 25x25 initiative in Dec. 2008, as did the City of Green Lake
- The school district is seeking to upgrade & improve its aging building
- The County was in process of building a new justice center & health & human services complex that was planned to be Silver LEED certified. We are now meeting monthly to 'vision' our plan to take us into the future in a healthy, sustainable way.

Factors Involved

- Small budgets
- Need to share equipment, lots of rural roads
- A premiere lake
- A failing tourist industry
- Need to maintain our farms
- Desire to keep healthy water (ground & surface)
- Few jobs, aging population, poverty, declining education support
- Realization that individually not much can be done, but cooperatively much can be achieved if we
- Can educate about the need and present a pro-active plan have been factors.
- The 'STEAM' team (mentioned earlier in this narrative) recognizes that education of our population is a key in helping this to happen.
- The County/School District can be a mentor/model in helping bring awareness & change to a place that historically resists change.

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Benefits

- Substantial cost savings through energy use reduction
- Students would see, use, and work on actual models, and be able to do hands-on learning
- Substantial energy savings in running a county-wide complex, in addition to cost savings through upgrading electrical, heating, etc. in smaller county owned buildings

Results

Now beginning to see some numbers

Project Contact

Susan E. McConnell

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Green Lake, WI 54941

(920) 748-7669

mcconnell.susan9@gmail.com

Elected County Board Supervisor. Serving on Ag./Ext. & Cty. Fair; Land Use Planning & Zoning; Land Conservation; Finance committees

Contact

For the School:

Ken Bates, Green Lake Public School District Administrator

(920) 294-6411

Gordy Farrell - Green Lake School Board Member

(920) 294-3900

For the County:

Jason Kauffeld - UW Ext. Community Resource Director

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(920) 294-4032

Intergovernmental Cooperation

Western Wisconsin Intergovernmental Collaborative open to 99 units of government in Pierce, Polk, and St. Croix Counties in Western Wisconsin

Type of Jurisdictions, Jurisdictions Involved

County, Town, Village, City

Local governments in St. Croix, Polk, and Pierce Counties – open to 99 entities

County & Region

Polk, Pierce, St. Croix

Northwestern

Agreement Type

Regional collaborative initiative

Implementation & Incubation

- Developed from a series of forums held by the University of Wisconsin - River Falls in 2004 and 2005
- Desire to bring local units of government together to talk about the issues facing the western Wisconsin region, which is experiencing changes brought on by population growth
- Issues discussed at the forum included transportation, land use planning, wastewater, and stormwater pollution, leadership development, economic development, and community development
- The collaborative, entitled the Western Wisconsin Collaborative Initiative, serves as a forum on the discussion of issues and best practices for addressing them
- Need for more communication and collaboration between governmental leaders throughout the region
- WWIC officially born in 2006 as a non-profit organization
- Membership voluntary, and open to any and all local government officials
- Charged annual dues

Factors Involved

- Need for regional collaboration and communication
- Area facing numerous issues due to its location in the Minneapolis - St. Paul metropolitan area, which is experiencing population growth
- Forums led to a desire to create a formal organization which could attempt to address the changing needs of the area
- Desire was for organization to be advisory in nature, with no formal authority
- Resistance to the creation of any formal regional government entity
- Serve as voice for the region
- Create a more unified identity

Benefits

- Sharing of information, experiences, and best practices
- Serve as a forum for problem-solving

Results

- Quarterly meetings began in 2006
- Regional transportation was a recurring topic at meetings, among others

Local Government Collaboration In Wisconsin: Case Studies

Local Government Institute of Wisconsin

- Attendance at meetings was not what had hoped
- Discussion was lively among those that did attend meetings
- Communities reluctant to become official members
- By 2007, WWIC had failed to grow
- Conducted survey in 2010 which indicated that many jurisdictions in the region participated in regional collaboration initiatives already, and time and other constraints led to poor attendance, as many did not feel the group would bring sufficient enough interest

Project Contact

Dr. Neil Kraus

Associate Professor, University of Wisconsin - River Falls

neil.kraus@uwrf.edu

Contact

A web presentation recording on this case study is available at

http://www.instantpresenter.com/WebConference/RecordingDefault.aspx?c_psrId=E957DB878948

Intergovernmental Cooperation

Inter-County Coordinating Committee

Type of Jurisdictions, Jurisdictions Involved

County

Columbia County;
Dodge County;
Green Lake County;
Jefferson County;
Marquette County;
Sauk County

County & Region

Green Lake, Dodge, Jefferson, Marquette, Columbia, Sauk
Central

Agreement Type

Organizing agreement

Implementation & Incubation

- Created in the 1970s
- At this time, regional planning commissions were being formed across the state
- Columbia, Dodge, Jefferson, and Sauk Counties were denied attempts at creating their own regional planning commission for the four-county area
- The ICCC was then formed to help to address issues and concerns of the area
- The by-laws state the purpose of the ICCC shall be: "...to foster a cooperative effort in resolving problems, establishing priorities, exchanging information, and providing educational programs."
- Other counties left their respective RPC and joined the ICCC
- UW-Extension officials of the counties help to facilitate topics and meetings

Factors Involved

- Realization of similar regional interests
- Desire to protect rural interests amongst the urban centers of the area

Benefits

- Forum for discussion, sharing of ideas, and best practices
- Unified identity and voice on important regional rural and county issues
- Media and public attention is also a benefit of the ICCC and the meetings

Results

10 meetings held per year

- UW Extension agents facilitate meetings, topics, speakers, etc.
- Meetings rotate in location
- State and federal legislators are invited to the meetings
- Wisconsin Counties Association provides an update at all meetings
- Issues are able to be brought before the legislators and the Wisconsin Counties Association
- County Board members and staff attend meetings
- Greater communication and trust between counties

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- Sharing of services being explored
- Group lobbying efforts

LGI has been receiving meeting agendas and minutes since April 2012. These are available at www.localgovinstitute.org/content/intergovernmental-cooperation.

Project Contact

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A web presentation recording on this case study is available at:
http://www.instantpresenter.com/WebConference/RecordingDefault.aspx?c_psrId=E957DB878948

Intergovernmental Cooperation

Western Racine County Super Board

Type of Jurisdictions, Jurisdictions Involved

Village, Other, Town
Village of Rochester;
Town of Waterford;
Village of Waterford;
Town of Norway;
School Boards

County & Region

Racine
Southeastern

Agreement Type

Informal Collaboration

Factors Involved

- Desire to come together to discuss issues facing all of the municipalities and potential ways in which they can work together
- A chance for school board members and municipal leaders to come together and discuss projects and challenges they are facing

Benefits

- Group meets twice per year and meeting location and Chairperson change each time
- Meetings have resulted in fruitful discussions between municipal leaders, and between municipal leaders and school board officials, with issues and challenges being discussed by one side that the other side was not aware of

Project Contact

Jean Jacobson, Town Chair
Town of Norway
pjacobson1@wi.rr.com

Intergovernmental Cooperation

Consolidation of fire, library, landfill, airport, aquatic invasive species services

Type of Jurisdictions, Jurisdictions Involved

Town, City

City of Eagle River,

Towns of Lincoln, Washington, Cloverland

County & Region

Vilas

Northeastern

Agreement Type

Consolidation of Services

Project Contact

Joe Laux

City of Eagle River Administrator

administrator@ci.eagle-river.wi.us

715-479-8682 ext. 226

Landfill Services

Formation of a regional commission to construct & operate a landfill

Type of Jurisdictions, Jurisdictions Involved

Town, City

City of Eagle River and all the Towns in Vilas County except for the Town of Land O' Lakes

County & Region

Vilas

Northeast

Agreement Type

Commission to construct and operate landfill

Benefits

Shared landfill responsibility

Reduced costs

Results

Each participating Vilas County municipality has a commissioner in the group, and an elected body manages the operations

Project Contact

Hodshang Zeyghani

hzeyghani@cwengineers.com

715-359-9400

Contact

Mark Busha

715-479-2938

Law Enforcement

Consolidation of law enforcement services between towns

Type of Jurisdictions, Jurisdictions Involved

Town

- Town of Bristol,
- Town of Burke,
- Town of Westport

County & Region

Dane

Southwestern

Agreement Type

Consolidation of Services

Implementation & Incubation

- 2004 contract to share services between Town of Burke and Town of Bristol was initiated
- Expanded to also include Town of Westport in 2006
- Full police services were not required
- Contract to share services of a deputy providing services contracted through the Dane County Sheriff's Department

Factors Involved

- Limited ability to police
- Limited to routine patrols and answering emergency calls by the Dane County Sheriff's Department
- No availability of targeted police services to deter undesirable behavior or to address specific

Benefits

- Increased service delivery
- Reduced costs
- Better service to Town residents

Results

- Town of Bristol paying 25% of the contract price for an average of 10 additional hours of police service per week
- Represents an annual cost of \$32,000, which is offset by citations written by the deputy when the deputy is in Bristol
- Other benefits include better service delivery, more customization of the duties of the deputy to the Town needs and respond to specific problems in specific parts of the Town
- Residents feel their concerns are being addressed better than before
- Having a contract deputy has allowed the Town of Bristol to better use our membership in the Municipal Court as citations written in Bristol by the contracted deputy are run through the Municipal Court, with some financial benefit coming back to the Town

Project Contact

Sandra Klister, Clerk, Town of Bristol
608-837-6494, bristolclerk@spwl.net

Local Government Collaboration In Wisconsin: Case Studies

Local Government Institute of Wisconsin

Law Enforcement

Contract law enforcement services

Type of Jurisdictions, Jurisdictions Involved

Village, City

City of Brillion - Calumet County

Village of Reedsville – Manitowoc County

County & Region

Calumet County

Northeast

Agreement Type

Contract for Services

Results

In 2009 Brillion contracted with the neighboring Village of Reedsville to provide law enforcement services.

Project Contact

Gary Deiter , Mayor

mayor.gldeiter@hotmail.com

(920) 756-2343

Chief Daniel Alloy

brillionshief@ci.brillion.wi.us

(920)756-2221

Law Enforcement

Fox Valley Metro Police Department

Type of Jurisdictions, Jurisdictions Involved

Village

- Village of Little Chute,
- Village of Combined Locks,
- Village of Kimberly

County & Region

Outagamie
Northeastern

Agreement Type

Consolidation of Services

Implementation & Incubation

- Previous sharing of services between Villages of Kimberly and Little Chute
- Village of Combined Locks operated its own "in-house" police department
- Before 2011 operating year, Village Administrator approached Fox Valley Metro Police Department about combining with Village's in-house department
- Agreement went into effect in April 1995 - initiated a 66.0301 (2) agreement to consolidate 14 and 9 officer staff into a combined district with 17,000 residents

Factors Involved

- Projected cost savings of approximately \$561,563
- Primary obstacle was gaining support of residents
- Desire for economies of scale, enhances service
- Communities already had close working relationship from the previous library merger
- High degree of trust between Village leaders aided in the creation of this partnership
- Some degree of opposition to the merger - more than 10% of voters signed a petition asking the merger be put up for referendum, although state law does not require approval by voters for consolidation of 'functional' operations

Benefits

- Enhances service delivery
- Cost savings
- More efficient and streamlined delivery of services

Results

- Original study showed that the merger might save up to \$100,000 in operating expenses in the first year
- These savings were found to be overestimated - Little Chute had to reassign some of their central administrative costs that they had directly assessed in their own police department
- Each Village pays a percentage of the costs of the department based on a formula that is weighted by the populations and by the equalized valuations of each community- about a 40% for Kimberly and 60% for Little Chute split
- Became 'Fox Valley Metro Police Department'

Local Government Collaboration In Wisconsin: Case Studies

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- Some say real savings is from reducing the added costs for policing in both communities, which have been caused by increasing population growth over the last five years
- Policing costs in the combined area per capita is about 6.2% below the average comparable sized city in 2000 based on per capita law enforcement costs
- Enhanced quality of service - two full-time crime investigators, one community relations lieutenant working in schools, at festivals
- Discussions with the Village of Combined Locks to join joint department as well

Project Contact

Sean Hutchison, Administrator
Village of Combined Locks
(920)-788-7740

Chuck Kell
Village of Little Chute Administrator
(920) 788-7380 ext. 202

Fox Valley Metro Police Chief Dave Peterson
Little Chute Village Administrator
Kimberly Village Administrator
Little Chute Financial Director

Agreement

<http://localgovinstitute.org/sites/default/files/Pages from Village of Combined Locks 0811.pdf>

Law Enforcement

Contract law enforcement services – Villages with County

Type of Jurisdictions, Jurisdictions Involved

Village, C ounty
Brown County,
Village of Howard,
Village of Allouez

County & Region

Brown
Northeastern

Agreement Type

Contract for Services

Factors Involved

- Desire to save money by avoiding investment of significant dollars to build police stations, to obtain and maintain equipment, and to hire staff and officers
- Avoiding capital investment of starting own police force by contracting with Brown County for services

Benefits

- Reduce costs by avoiding capital cost investment (for Villages)
- Delivery of police services to residents of Villages
- Access to best possible law enforcement at best possible price

Results

- Cost savings with increased efficiency and better service
- All officers are trained in the same manner and with the same manner and with the same technology
- County can still attract a higher caliber of employees than a single village can - this gives the villages the advantage of having a large and specialized department without the enormous (capital) cost
- County can access large amounts of information and records from central system, making enforcement more effective
- County can get backup from other county units - contracting with municipalities makes this backup easier to provide
- Lower per capita cost for law enforcement for the Villages of Howard and Allouez. Village of Howard does not have to handle union contracts and negotiations

Contact

Brown County Sheriff - Thomas Hintz
Deputy Sheriff - Ed Janke
Village of Howard Finance Director - Chris Haltom
Village of Allouez Administrator - Susan Foxworthy

Law Enforcement Services

Merger of the Village of Schofield and Town/Village of Weston police departments

Type of Jurisdictions, Jurisdictions Involved

Village, Town

Village of Schofield,

Town of Weston - later becoming Village of Weston

County & Region

Marathon

Central

Agreement Type

Merger

Implementation & Incubation

Village of Schofield and Town of Weston reached agreement to merge police departments over a 5 year period.

Agreement

<http://localgovinstitute.org/sites/default/files/Schofield - Weston Police Merger Agreement.pdf>

Lean Government

Brown County Lean Government Initiative

Type of Jurisdictions, Jurisdictions Involved

Brown County

County & Region

Brown

Northeastern

Agreement Type

Informal lean efficiency agreement

Implementation & Incubation

- Began process in February 2009
- LEAN Steering Committee created
- Charter adopted in November 2009
- Desire to improve customer service and workplace organization while reducing operating costs

Factors Involved

- Improve speed and efficiency of government services and processes by eliminating non-value added steps
- Skepticism by staff and County Board was major obstacle to getting process underway - education was essential, as staff were concerned for their jobs
- Funding was an issue as well

Benefits

- Major cost savings
- Time savings
- More attentive government services
- Work on backlog projects
- Maintain workload
- Collaboration between departments to avoid duplicative efforts
- Solutions with diminished resources in difficult economic times

Results

Increased employee interest and "buy in"

Web Site

<http://www.co.brown.wi.us/departments/?department=9828882e1158>

Contact

Cathy Williquette Lindsay
Brown County
(920) 448-4469

Library Services

Wisconsin has a well developed system of regional library systems and a long history of cooperation and sharing around library services. There are 382 libraries in Wisconsin supported by 17 library systems. A complete directory and other information can be found at http://pld.dpi.wi.gov/pld_wipldir.

Library Services

Two-county consolidated library system provides services to 10 counties and 51 libraries

Type of Jurisdictions, Jurisdictions Involved

County

Outagamie County,
Waupaca County

County & Region

Outagamie, Waupaca
Northeastern

Agreement Type

Consolidation of Services

Implementation & Incubation

- Originally formed Outagamie-Waupaca County Library System (OWLS) in 1976 In the late 1980s, OWLS agreed to purchase the City of Appleton's computerized circulation system and created a shared library circulation system
- In 1995, OWLS agreed to automate the system of library services for 9 different counties
- Today, OWLS provides computerized library services to 51 libraries in 10 counties

Factors Involved

- The partnership was originally pursued in an effort to give greater library access to residents of the two counties
- Outagamie and Waupaca Counties had a preexisting relationship that led to better communication between library systems
- Both counties had to adopt resolutions in 1976 to allow for cooperation

Benefits

More efficient and automated delivery of library services

Results

- OWLS charges membership fees to libraries that want to participate in its computerized circulation system - represents a large percentage of OWLS' revenues Receive state funds as well
- More efficient and automated delivery of library services to a wider range of individuals 840,000 items loaned in OWLS-Nicolet partnership in 2008, compared to 32,000 in the 1980s Fiscal savings for those involved

Contact

Outagamie - Waupaca Library System – www.owlsweb.info

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Local Government Institute of Wisconsin

Library Services

Merger of two adjoining village libraries

Type of Jurisdictions, Jurisdictions Involved

Village

Village of Kimberly, Village of Little Chute

County & Region

Outagamie

Northeastern

Agreement Type

s. 66.0301(2) joint agreement

Implementation & Incubation

September 2001

Factors Involved

- Desire to create a new library on the part of the Village of Little Chute
- Desire on the part of the Village of Kimberly to retain their library director, who was considering taking a job with the larger Little Chute
- A joint agreement was decided to be a logical approach

Benefits

- Each village would be financially responsible for the remodeling and construction of their individual library buildings, two villages would share a library director and staff

Results

- Two villages share a staff that rotates between the two libraries, thus increasing the number and specialties of employees available at both sites
- Merger allowed additional full-time and part-time staff members to be hired
- Village of Kimberly is the fiscal leader of the project because it had an established library and because the library director was familiar with Kimberly's personnel and budget procedures
- Deemed a success by both villages. It is one of the few joint library systems nationwide that has more than one building
- Decrease in library budget, but increase in the amount of service delivered - more books and resources available, greater staffing
- Reduced (or eliminated) capital costs of starting a system from scratch
- Little Chute assessed 60% of the total costs since it is the larger of the two municipalities
- Modern and convenient libraries Staff enjoys being able to work in both locations
- Number of library cards on file increased about 3,000 from 1994 to 2000
- Formation of Joint Library Board

Website

www.kimlit.org

Contact

Kimberly-Little Chute Library Director Barbara Wentzel

Local Government Collaboration In Wisconsin: Case Studies

Local Government Institute of Wisconsin

Mental Health Services

Coordination and joint delivery of mental health services

Type of Jurisdictions, Jurisdictions Involved

Regional Health Center, County

Outagamie County,

Fox Cities Community Health Center

County & Region

Outagamie

Northeastern

Agreement Type

Consolidation of Services

Implementation & Incubation

May 26, 2009 MOU adopted

Factors Involved

- Outagamie County had to subsidize many private HMO's and State's Medicaid program in order to deliver needed services to some residents since Medicaid only reimburses 58% of county costs for mental health services
- Fox Cities Community Health Center was seeing Outagamie County residents with no form of 3rd party health coverage and thus receiving no reimbursement for services
- Fox Cities Community Health Center experiencing high no-show rates for mental health services and productivity levels of clinicians low
- Long waits for residents to get appointments to receive mental health services
- Outagamie County helping pay for large amount of medications for county residents at \$160,000 per year

Benefits

- Reduced costs, improved service delivery
- More efficient and comprehensive services

Results

- Great financial benefits - Savings in staffing costs, medication costs
- Increased Medicaid revenues
- Reduction in medical costs in emergency room visits and the like
- Greater efficiencies and improved service delivery - shorter wait times, decrease in no-show rate, increased worker productivity

Project Contact

John Rathman

Outagamie County Deputy Director of Health and Human Services

rathmajs@co.outagamie.wi.us

Agreement

http://localgovinstitute.org/sites/default/files/Outagamie_County_Fox_Cities_Mental_Health_MOU_0.pdf

Local Government Collaboration In Wisconsin: Case Studies

Local Government Institute of Wisconsin

Merger

Merger of town & village by annexation

Type of Jurisdictions, Jurisdictions Involved

Village, Town

Town of Bristol;

Village of Bristol

County & Region

Kenosha

Southeastern

Agreement Type

Annexation Ordinance Effectively Merged Town with Village

Implementation & Incubation

- On November 3, 2009, the voters approved the incorporation of a portion of the Town of Bristol into a Village. Wisconsin's Secretary of State Douglas LaFollette officially issued the Certificate of Incorporation for the Village of Bristol on December 1, 2009
- The election for the first Village Board of Trustees of the Village of Bristol was held on January 19, 2010. The new Village Board was sworn in by Kenosha County Circuit Court Clerk Rebecca Matoska-Mentink on January 25, 2010
- On that same night, Town of Bristol Supervisors John McCabe and Colleen Fisch along with Clerk Amy Klemko appointed Alex Destefano, Noel Elfering and Joan Peterson to fill the vacancies on the Town Board which were created by the incorporation of the Village of Bristol
- Colleen Fisch was appointed Town Chairman by Supervisor John McCabe and Clerk Amy Klemko. The new Town Board members will fill out the remainder of the terms of the former supervisors
- Many voters in the Town have asked why they could not vote on the Village incorporation. Under the state statutes for incorporation, the remaining Town residents are not allowed to vote, only those in the proposed incorporation area can vote. The Village Board decided to allow Town residents to vote on an annexation referendum to determine whether the Town should become part of the Village. On February 18, 2010, the Kenosha County Circuit Court denied the annexation referendum for the residents of the Town of Bristol because of a technicality in the legal description. The court stated that corrections could be made and the Village could then reapply for the referendum.
- On February 22, 2010, the Village Board of Trustees took action to allow the Town residents' voices to be heard by approving the re-submittal of a Petition to Annex the remainder of the Town of Bristol into the Village of Bristol. The referendum was held on June 29, 2010 and on July 4, 2010 after a week or so between vote of public and Town approval the Village approved an ordinance annexing the remaining Town of Bristol.

Factors Involved

- After formation of Village of Bristol on December 1, 2009 there were separate budgets, Board Meetings, ordinances, etc. where there used to be only one with the Town of Bristol
- Public works and fire department employees did the same work for the Town of Bristol and the Village of Bristol Admin staff did same services for Village and Town related to Board meetings,
- Planning Commission meetings, accounts receivable, and accounts payable, budgets, ordinances, and permitting

Local Government Collaboration In Wisconsin: Case Studies

Local Government Institute of Wisconsin

Benefits

- Eliminate doubling of service delivery between Town of Bristol and Village of Bristol, and for the 'general good of taxpayers'
- Reduced costs
- Greater efficiency
- Benefits for taxpayers (reduced taxes)
- Improved service delivery

Results

- Reduced costs
- Greater efficiency
- Benefits for taxpayers (reduced taxes)
- Taxpayers see positive work of officials working to 'streamline' government processes
- Improved service delivery

Web Site

<http://town.bristol.wi.us>

Project Contact

Village Administrator Randy Berkman
262-857-2368
bristoladmin@wi.rr.com

Village President
Richard Gossling
262-857-2368

Agreement

<http://localgovinstitute.org/sites/default/files/Village%20of%20Bristol%20Ordinance%20Annexing%20Town%20of%20Bristol.pdf>

Parks and Recreation Services

Consolidation of services

Type of Jurisdictions, Jurisdictions Involved

Village, Town

Village of Pewaukee,

Town of Pewaukee

County

Waukesha

Southeastern

Agreement Type

Consolidation of Services

Implementation & Incubation

Village and Town adopted ordinances approving consolidation of services in November 1996

Factors Involved

- Prior successful merger of fire and rescue services - saw another opportunity
- The Village was concerned with the level of recreational programs and maintenance of the parks

Benefits

- Improve a public service
- Provide better programming on a more efficient basis and attract children and senior citizens year-round Improve maintenance within the parks and expand existing park lands

Results

- Combined each community's recreation director together into one position In 1998, the Town of
- Pewaukee incorporated and became the City of Pewaukee Transition period started in 1998
- No duplication and recreation services in the communities Improved condition of parks
- Diverse and abundant recreation programming
- Recreation programs running at capacity More efficient use of shared equipment, higher level of service
- Creation of 43 acre new park
- Opening up of membership to soccer, baseball, and adult softball club
- Creation of a maintenance manual has led to discussions of other mergers

Contact

Chair of the Park and Recreation Board Bob Rohde

Village of Pewaukee Administrator Jennifer Sheiffer

City of Pewaukee Administrator Harlan Clinkenbeard

Park/Recreation Director Dawn Thomson

Parks & Recreation Services

Joint agreement for parks and recreation services

Type of Jurisdictions, Jurisdictions Involved

Village, City

City of Wisconsin Dells;

Village of Lake Delton

County & Region

Columbia, Juneau, Adams, Sauk
Central

Agreement Type

Joint Department Agreement

Implementation & Incubation

- Joint agreement approved in March 2012 by the City of Wisconsin Dells to operate a joint parks and recreation program with the Village of Lake Delton
- Desire to have cohesive approach in delivering parks and recreation amenities and programs

Factors Involved

Desire to have cohesive approach in delivering parks and recreation amenities and programs

Benefits

Mission is to enhance the quality of life of community residents with a diverse set of leisure options and programs

Results

- Agreement provides that joint department programs are open to city and village residents alike.
- City will set up programs, activities, eligibility criteria, costs and fees, personnel, and staffing and use of facilities and equipment.
- Village appoints one member to a city-run Parks, Recreation, and Waterways Commission
- Agreement will continue year-to-year unless a participant decides to opt out.

Web Site

http://www.citywd.org/index.asp?Type=B_BASIC&SEC=%7B7C4AD9FF-42A9-4442-B173-403B0655CFB3%7D

Project Contact

Thad Meister

Parks, Recreation, and Waterway Director

tmeister@dellsnet.com

(608) 254-7458

Parks & Recreation Services

Shared youth recreation programming and funding

Type of Jurisdictions, Jurisdictions Involved

Town, City

City of Waupaca,
Town of Dayton,
Town of Farmington,
Town of Waupaca

County & Region

Waupaca
Central

Agreement Type

Cooperative agreement

Implementation & Incubation

- Pursuant to Wisconsin Statutes s. 66.30
- Agreement effective as of January 1, 2002
- Automatically renewing agreement - every 3 years

Factors Involved

Equally distribute the costs of providing the City's youth recreation programming and provide a source of funding for this programming which is currently accessed by those in the Townships as well.

Benefits

Shared costs of youth programming

Results

- Parks and Recreation Board restructured to include 2 Alderpersons from the City of Waupaca, and 1 representative from each of the Towns involved
- Other members are citizen members
- Annual payments from Towns to City due

Web Site

<http://www.cityofwaupaca.org/pview.aspx?id=504&catid=31>

Agreement

[http://localgovinstitute.org/sites/default/files/Youth Recreation Programming.pdf](http://localgovinstitute.org/sites/default/files/Youth%20Recreation%20Programming.pdf)

Public Works

Equipment sharing agreement

Type of Jurisdictions, Jurisdictions Involved

Village, Town, County, City
City of Onalaska,
Town of Medary,
Village of Holmen

County & Region

La Crosse
Southwestern

Agreement Type

Consolidation of Services

Implementation & Incubation

Several meetings to realize sharing equipment would give everyone much more access to specialized equipment

Factors Involved

- Heavy storms that left rain damage on streets throughout La Crosse County
- Realization that would have access to more specialized equipment if municipalities cooperated on providing service

Benefits

- Reduced costs
- Municipalities have access to more specialized equipment
- Better service delivery to residents without bearing capital costs of purchasing new equipment

Purchasing Services

13 Counties went in on the purchase of re-usable ballot bags

Type of Jurisdictions, Jurisdictions Involved

County

13 counties, including Barron County

County & Region

Barron

Northwestern

Agreement Type

Joint Purchasing

Implementation & Incubation

- Received some incentive funds from the Wisconsin Government Accountability Board (GAB) for a new reporting method that must be spent on something that enhances the election process and is not budgeted
- Research done - found a vendor to manufacture re-usable canvass ballot bags at a very reasonable price
- Coordinating the purchase of the bags to ensure best price
- Several other counties are also interested in coordinating the purchase in order to get the best price

Factors Involved

- Savings of resources
- Cost of plastic ballot bags

Benefits

- Reduced costs
- Pooled resources
- Reduced environmental
- Wastefulness
- Improved services
- Savings of approximately \$9.00 per bag for over 2,500 bags

Results

- Financial benefits from reusable canvas bags instead of disposable plastic bags
- Cooperative effort
- Reduced waste

Project Contact

Dee Ann Cook

deeann.cook@co.barron.wi.us

715-537-6200

Purchasing Services

Shared purchasing management position

Type of Jurisdictions, Jurisdictions Involved

County, City
City of Eau Claire,
Eau Claire County

County & Region

Eau Claire
Northwestern

Agreement Type

Purchase contract - city contracts with county for purchasing manager's services

Implementation & Incubation

- Three month trial period
- Four months to draft and approve a final agreement

Factors Involved

- City of Eau Claire vacancy in purchasing manager position
- Close proximity between city and county governments allowed for easy sharing of services and split of manager's time and salary Workload between both city and county enough for one position

Benefits

- City hoped to avoid costs associated with recruitment to fill vacated position
- Financial savings by Sharing costs to staff the position

Results

- An estimated savings of \$28,000 to \$36,000 annually for each unit of government
- Purchasing manager remains county employee

Project Contact

J. Thomas McCarty
Eau Claire County Administrator
(715)839-5106
admin@co.eau-claire.wi.us

Records Management

Consolidation of police records management

Type of Jurisdictions, Jurisdictions Involved

City

City of Sun Prairie,
City of Fitchburg,
City of Middleton

County

Dane
Southwestern

Agreement Type

Consolidation of Services

Benefits

- Sharing of services
- Cooperation of services
- Increased efficiency in data handling

Project Contact

Tony Roach Administrator
City of Fitchburg
608-270-4209 (office)

Agreement

[http://localgovinstitute.org/sites/default/files/Intergovernmental Agreement 2008 Signed.pdf](http://localgovinstitute.org/sites/default/files/Intergovernmental%20Agreement%202008%20Signed.pdf)

Recycling Services

Consolidation of recycling services

Type of Jurisdictions, Jurisdictions Involved

Villages, Towns
Taylor County

County & Region

Taylor
Northwestern

Agreement Type

Consolidation of Services

Implementation & Incubation

15 towns and 2 villages (as of January 2002) collecting and marketing recyclables under a joint agreement administered by the county

Factors Involved

- Came about after 1990 Wisconsin Act 335 - Wisconsin Recycling Bill
- Language forced municipalities to close their existing landfills and mandated that local units of government be designated as 'responsible units' by the WI DNR to begin their own refuse and recycling programs to become eligible for state reimbursement for a portion of the costs necessary to administer such programs
- Municipalities and counties could merge their refuse and recycling programs to gain more state aids and to provide for cost efficiencies in maintaining these programs.

Benefits

- Reduced costs
- Enhanced service delivery

Results

- Authority has an overall director, as well as separate contracts with each of the 17 municipalities
- Each municipality is responsible for its own solid waste collection
- Authority provides the following for those involved:
 - Providing and maintaining a recycling trailer for each collection site, obtaining a license and insurance for each unit, providing storage boxes for storage for each trailer, filing for and administering the state grant each year
 - Administering the budget, accounting and calculating any surcharge for year-end short falls based on each municipality's population
 - Coordinating and funding all educational efforts
- Taylor County has avoided having to site and build a new landfill since the closure of all local dumps. This has led to savings for county taxpayers over the last decade
- Expanded list of materials collected, and better coordinated 'clean sweep' programs.

Web Site

<http://www.co.taylor.wi.us/departments/recycling/recycling.html>

Contact

Ed Stroinski - Chair of the Taylor County Recycling Authority

Chair of the Town of Taft Randy Mayer - Authority Member

President Arlen Albrecht - Community Resource Development Educator

Recycling Services

Joint Rib Lake Area Recycling Commission

Type of Jurisdictions, Jurisdictions Involved

Village, Town
Village of Rib Lake,
Town of Rib Lake,
Town of Greenwood

County & Region

Taylor
Central

Agreement Type

Consolidation of Services

Implementation & Incubation

Village of Rib Lake President Larry Ziembo was in charge of solid waste collection for the Village. He talked to the Town of Rib Lake and the Town of Greenwood about collaborating, since the three municipalities worked together in the past on a fire commission

Factors Involved

- Joint Rib Lake Area Recycling Commission does not have any desire to join the county's program because it feels that its program is working well and is cost effective
- Village and Town leaders involved went to the first Taylor County Recycling Authority meetings and they left with unanswered questions and were uncertain as to what the county would do for the municipalities if the county served as the 'Responsible Unit'

Benefits

Joint Rib Lake Area Recycling Commission became the 'Local Responsible Unit'

Results

- Joint Rib Lake Area Recycling Commission became the 'Local Responsible Unit'
- The agreement was modeled after the fire commission contracts. Three members from each municipality serve on the commission, and a chair position is rotated each year
- Three municipalities evenly split profits and costs
- Costs over revenues are sent to each municipality to incorporate in annual property tax rates
- Late in each year, cost overruns are evenly reallocated to each municipality to pay from municipal funds
- A designated person is in charge of grant writing and reporting to the DNR each year No large financial benefits - costs each municipality pays is about what they previously paid for tipping fees
- Good reports received from the DNR, and even extra money the last couple of years for its bag sticker program

Contact

Village of Rib Lake President Larry Ziembo

Recycling Services

Shared recycling and waste management services

Type of Jurisdictions, Jurisdictions Involved

County

Outagamie County,
Winnebago County,
Brown County

County & Region

Winnebago, Outagamie, Brown
Northeastern

Agreement Type

Purchase contract agreement

Implementation & Incubation

- Took an estimated 3.5 years to complete the project
- Counties provide specialized recycling services, while rotating the responsibility for landfills
- Each county maintains budget and operation control over their own facilities

Factors Involved

- Intense competition from private vendors
- Fiscal pressures
- Part of ongoing positive relations among counties
- Emphasized commonality among existing programs

Benefits

- Save money
- Increase efficiency

Results

- Reduce overall number of facilities being used at any given time
- Reduced costs; significant annual cost savings
- Tipping fees for residents now 1/2 of the statewide average

Contact

Dean Haen, Director
Solid Waste Department
(920)492-4950

Sanitary Services

Consolidation of sanitary utility district services between two adjacent towns

Type of Jurisdictions, Jurisdictions Involved

Town

Town of Algoma, Town of Omro

County & Region

Winnebago

Northeastern

Agreement Type

Consolidation of services

Implementation & Incubation

- The sanitary districts of the Town of Algoma and the Town of Omro have been working cooperatively for the past 10 years to provide sanitary sewer and water services to residents through intergovernmental agreements
- Have recently explored options for consolidating and becoming one entity/district to reduce rates
- Consolidation approved by referendum vote of over 80% on April 2012 ballot
- Public meetings were held in 2011 and early 2012 to provide information on the terms of consolidation after consolidation was approved by Towns of Algoma and Omro in June 2011

Factors Involved

Several motivating factors:

- Save over \$60,000 annually by eliminating duplicated expenses including insurance, attorney fees, building rent, engineering, staffing, and audit expenses
- Maximize economy of scale savings
- Improve financial strength in terms of cash on hand versus annual expenses
- Expand the current customer base and increase future growth potential

Benefits

District able to keep 12 months cash on hand for operating and maintenance

Results

- Consolidation effective May 1, 2012
- Consolidation led to combination of records and ordinances of the District

Web Site

<http://www.algomasd.org/consolidation.asp>

Project Contact

Kevin Mraz

Town of Algoma Utility Director

(920) 426-0335

A web-based presentation of this case study is available at

<http://www.localgovinstitute.org/content/presentation-2-efficiency-and-equity-water-and-wastewater-services-consolidation-and-revenue>.

Local Government Collaboration In Wisconsin: Case Studies

Local Government Institute of Wisconsin

Sanitary Services

Joint expansion of wastewater treatment facility

Type of Jurisdictions, Jurisdictions Involved

Town, City

City of Racine and six area cities and towns in Racine County

County & Region

Racine

Southeastern

Agreement Type

Revenue Sharing Agreement

Implementation & Incubation

Intergovernmental agreement to share costs implemented in April 2002

Factors Involved

- Impetus was an eroding wastewater treatment facility in Racine which had a replacement cost of \$81 million
- Wastewater treatment facility also served neighboring communities
- City had been providing services to neighboring communities, especially water and sewer infrastructure, as well as paying to maintain cultural centers, without annexation from the neighboring communities - neighboring communities saw growth and increase in tax base, while City of Racine saw decrease in tax base

Benefits

- Revenue sharing program was aimed at reducing the fiscal imbalances between Racine and the surrounding suburbs
- Portion of tax base growth from new development is shared with the other municipalities involved

Results

- City of Racine had to agree to boundary alterations with all of the communities involved, and agreed to support the communities in their applications to become either cities or villages
- Balance the per capita tax based in the area
- Portion of the revenues generated by the new wastewater facility would be returned to the City of Racine who would in turn use the funds for financing the zoo, library, and museum

Web Site

<http://www.cityofracine.org/racineagreement.pdf>

Project Contact

City of Racine Wastewater Commission oversees the revenue sharing
(262) 636-9520

A web presentation recording on this case study is available at

<http://www.localgovinstitute.org/content/presentation-2-efficiency-and-equity-water-and-wastewater-services-consolidation-and-revenue>.

Local Government Collaboration In Wisconsin: Case Studies

Local Government Institute of Wisconsin

Sanitary Services

Shared wastewater treatment facility

Type of Jurisdictions, Jurisdictions Involved

Town, City
City of Bayfield
Town of Bayfield

County & Region

Bayfield
Northwest

Agreement Type

Consolidation of Services

Project Contact

Larry McDonald
bayfieldmayor@gmail.com
715-209-4878

Sanitary Services

Merger of wastewater treatment operations and joint facility expansion

Type of Jurisdictions, Jurisdictions Involved

Village

Villages of Black Earth and Mazomanie - Dane County;

Village of Arena - Iowa County

County & Region

Iowa, Dane

Southwestern

Agreement Type

Consolidation of Services

Implementation & Incubation

Implemented in 2001

Discussions began in 1990

Factors Involved

- The Wisconsin DNR concluded in 1990 that the wastewater treatment facilities in the Villages of Black Earth and Mazomanie were outdated and needed to be fixed and updated
- Villages realized that individually renovating their facilities would be much more costly than upgrading completely and building one joint wastewater treatment plant

Benefits

An upgraded wastewater treatment plant and reduced costs of treatment plant construction and operation

Results

- Increased level of cooperation among communities involved Communities formed the Dane-Iowa County Wastewater Commission Positive revenues from the joint wastewater treatment plant generated - Wisconsin Heights School and Village of Cross Plains are considered customers to the plant
- Estimate that Villages of Mazomanie and Black Earth each will save 12% of the costs they would have incurred had each village built its own treatment facility Villages of Mazomanie and Black Earth also estimate 24% in savings and operation and maintenance over individual smaller plants
- Project completed \$800,000 below the total \$11 million project budget Village of Mazomanie and Black Earth save \$65,000 - \$75,000 annually on operation and maintenance

Contact

Mazomanie Village Clerk – Sue Dietzen

Black Earth Village President

Sanitary Services

Joint wastewater treatment facility

Type of Jurisdictions, Jurisdictions Involved

Village, City

City of Delafield,

Village of Hartland

County & Region

Waukesha

Southeastern

Agreement Type

Shared governance agreement with municipalities serving on control commission

Implementation & Incubation

Estimated 18 months to approve the commission and three years to construct new wastewater treatment facility

Factors Involved

- Village of Hartland informed that their existing wastewater facility lacked the capacity to adequately serve their community
- Increase in pollution in nearby Lake Nagawicka as a result
- High costs associated with constructing a new sewage treatment plant

Benefits

- Increased capacity for wastewater treatment
- Sharing of all capital costs associated with construction

Results

- Commission figures out user fees for both communities; communities bill residents
- Village and City split all expansions 50/50

Project Contact

General Manager

Scott Luczak

(262) 646-4364 Ext. 2

Stormwater Management

Multi-jurisdiction stormwater management services

Type of Jurisdictions, Jurisdictions Involved

Village, Town, County, City

Dane County - Towns of: Blooming Grove, Burke, Madison, Middleton, Westport, and Windsor;

Villages of: DeForest, Maple Bluff, McFarland, Shorewood Hills, and Waunakee;

Cities of: Fitchburg, Madison, Middleton, Monona, Sun Prairie, and Verona;

Other Members: Dane County, UW-Madison

County & Region

Dane

Southwestern

Agreement Type

Collaboration under a single Phase 1 stormwater permit

Implementation & Incubation

- Formed in 2000 - members signed three intergovernmental agreements in 2000 to formalize the partnership - Cooperative Agreement to Apply Jointly for Storm Water Discharge Permit
- Intergovernmental Agreement to Create and Fund a Position Responsible for Storm Water Management Education and Outreach
- Intergovernmental Agreement to Fund a Joint Storm Water Monitoring Program through the Scientific Evaluation of Rain Gardens

Factors Involved

- Capital Area Regional Planning Commission (CARPC) was integral in inviting the participating municipalities to a series of discussions regarding the benefits of collaboration
- UW-Extension and Wisconsin DNR integral in the formation of the Madison Area Municipal Storm Water Partnership (MAMSWaP)

Benefits

Pooled resources for information and education programs, as well as monitoring, mapping, and reporting activities

Results

- Initial survey
- Five-year outreach plan
- Two media campaigns
- Including TV and radio ads
- One with evaluation
- Rain garden study
- Native plant grant program
- Leaf program with billboards
- Yard signs and brochures
- Wisconsin DNR UNPS and SW planning grants in 2003 and 2006
- Storm water video
- Storm water curriculum

Local Government Collaboration In Wisconsin: Case Studies

Local Government Institute of Wisconsin

- Website development
- Resource materials for member use

Contact

Marcia Hartwig
Storm Water Education Coordinator
(608) 224-3746
hartwig@co.dane.wi.us

Stormwater Management

Multi-jurisdiction stormwater management services

Type of Jurisdictions, Jurisdictions Involved

Village, Town, County, City

Towns of: Buchanan, Grand Chute, Greenville, Harrison, Lawrence, Ledgeview, Menasha, Neenah, Scott, and Vinland;

Villages of: Allouez, Ashwaubenon, Bellevue, Combined Locks, Hobart, Howard, Kimberly, Little Chute, North Fond du Lac, Suamico;

Cities of: Appleton, De Pere, Fond du Lac, Green Bay, Kaukauna, Manitowoc, Menasha, Neenah, Oshkosh, Two Rivers;

Counties of: Brown, Calumet, Outagamie, and Winnebago

County & Region

Winnebago, Outagamie, Calumet, Brown
Northeastern

Agreement Type

Stormwater consortium

Implementation & Incubation

- Organization formed in 2002-2003, through the efforts of a steering committee which was comprised of representatives from UW-Extension, Fox-Wolf Watershed Alliance, and permitted municipalities
- Communities began contributing dues in 2004

Factors Involved

- More efficient implementation of stormwater programs
- Member support

Benefits

- Facilitate efficient implementation of Phase 2 stormwater programs locally and regionally that will meet EPA and WDNR requirements
- Foster partnerships, provide technical, administrative, and financial assistance to municipal members

Results

- Model ordinances with guidance documents
- Five-year information and education plan
- Community-based social marketing workshop, survey, and marketing sessions to guide education programs
- Applied for a WDNR Urban Nonpoint Source and Stormwater planning grant in 2007 to fund a phosphorus marketing and education campaign

Contact

Sindee Kleckner

NEWSC Coordinator

(920) 886-8164, newsc@fww.org www.newsc.org

Local Government Collaboration In Wisconsin: Case Studies

Local Government Institute of Wisconsin

Stormwater Management

Multi-jurisdiction stormwater management services

Type of Jurisdictions, Jurisdictions Involved

Village, County, City
Village of Germantown,
City of West Bend,
City of Hartford,
Washington County

County & Region

Washington
Southeastern

Agreement Type

Consolidation of Services

Implementation & Incubation

Clean Ways for Waterways - initiated in 2002 by Washington County Conservationist Blaine Delzer

Factors Involved

Desire to work together on stormwater information and education

Benefits

Coordination on stormwater information and education

Results

- County and municipalities established intergovernmental agreements for the duration of the grant project - selected a firm to lead the development and implementation of their public education program
- Effort was funded with a Wisconsin DNR Urban Nonpoint Source and Storm Water Planning grant in the amount of \$70,000
- Local match was provided in both cash and in-kind services
- Applied for and received a Wisconsin DNR Urban Non-Point Source and Storm Water grant, established intergovernmental agreements, hired a consultant to work on education programs, logo contest for schools, website, construction site erosion control workshop for contractors, rain garden installation
- 'Clean Ways for Waterways' DVD, campaign brochure and poster, presentations to community groups, classroom activities for high school students, distribute promotional materials

Contact

Judy Neu
City of West Bend Engineering
262-335-5130
neuj@ci.west-bend.wi.us

Stormwater Management

Formation of a Regional Stormwater Protection Team - crosses state boundary

Type of Jurisdictions, Jurisdictions Involved

Tribe, Town, University, State, Village, County, City, Other

Duluth Township, MN,
Midway Township, MN,
Village of Oliver, WI,
Village of Superior, WI,
City of Cloquet, MN,
City of Duluth, MN,
City of Hermantown, MN,
City of Proctor, MN,
City of Superior, WI,
County of Lake, MN,
County of St. Louis, MN,
Fond du Lac Reservation,
St. Louis River Citizens Action Committee,
Minnesota DNR,
Minnesota DOT,
Minnesota Pollution Control Agency,
South St. Louis County Soil and Water Conservation District,
University of Minnesota - Duluth,
UW-Superior,
Western Lake Superior Sanitary District
Wisconsin DNR,
Lake Superior College,
Non-point Education for Municipal Officials

County & Region

Douglas
Northwestern

Agreement Type

Memorandum of Understanding

Implementation & Incubation

- 2002 - Took two years to develop - formed in 2004 with signing of a MOU to work together on stormwater education activities.
- Summary presentation of initiative

Factors Involved

Desire for joint education and outreach

Benefits

Desire for joint education and outreach

Results

- Each member contributes a specific amount based on population
- Currently, the City of Duluth incurs expenses and then bills member municipalities for their designated amount
- Ad hoc committees are formed for projects Meetings are held approximately nine times per year
- Members are encouraged to provide feedback on current projects and to offer ideas about how RSPT can support their permit programs
- Logo design contest
- Mascot appears at events TV and radio media campaigns
- Educational materials
- Construction industry workshops
- Watershed festivals

Web Site

<http://www.lakesuperiorstreams.org/stormwater/rspt.html>

Contact

Diane Thompson
City of Superior
Environmental Services Projects/Programs Coordinator
thompsond@ci.superior.wi.us
715-394-0392 ext. 131

Agreement

[http://localgovinstitute.org/sites/default/files/Duluth Superior Regional Stormwater Protection MOU.pdf](http://localgovinstitute.org/sites/default/files/Duluth%20Superior%20Regional%20Stormwater%20Protection%20MOU.pdf)

Stormwater Management

Coordinated approach to stormwater management

Type of Jurisdictions, Jurisdictions Involved

Town, State, County, City

Town of Washington,

City of Eau Claire,

Chippewa Falls

City of Menomonie,

City of River Falls,

City of Altoona,

Others: UW-Extension, Wisconsin Department of Natural Resources

County & Region

Eau Claire

Northwestern

Agreement Type

No Formal Agreement - Informal Only

Factors Involved

- Grew from a meeting between the City of Eau Claire and Eau Claire County to discuss coordinating their approaches with builders and developers on storm water management
- The City of Eau Claire was a Phase 1 community and had already established a storm water utility to implement storm water programs when the permitting process began for the Chippewa Valley

Benefits

Coordinated approaches to working with builders and developers on storm water management

Results

- Facilitates the coordination of information and education programs among different members
- A cooperative agreement is in place between members that identifies a limited scope of tasks and responsibilities
- Funding sources - Does not have any funding sources or any dedicated staff members; no member dues
- Clean sweep, presentations to environmental and school groups, displays, best management practice tour co-hosted with homebuilders, workshops, media coverage, informational signs, neighborhood association information sheets, local fair displays, local builders conference, participated in the local Earth Day celebration

Contact

John Genskow

City of Eau Claire

Public Works Department

715-839-4934

john.genskow@ci.eau-claire.wi.us

Stormwater Management

Multi-jurisdiction stormwater management services

Type of Jurisdictions, Jurisdictions Involved

Village, Town, County, City

Cities of Pewaukee and Waukesha;

Villages of Pewaukee and Sussex;

Towns of Delafield, Lisbon, Waukesha, and Brookfield;

Waukesha County

County & Region

Waukesha

Southeastern

Agreement Type

Intergovernmental agreement to form a partnership

Implementation & Incubation

2006 was first formal year

Factors Involved

County Land Resources Manager encouraged municipalities in the county with storm water permits to pool funds to support an urban storm water information and education specialist

Benefits

Joint education and information on storm water permitting

Results

- County oversees and coordinates all information and education activities, while internal I&E activities are the responsibility of each individual member
- Members also assist with implementation
- Expected to grow as the county has offered the same services to other Phase 2 communities in the county
- Intergovernmental agreements for storm water education
- Annual workshops for builders and developers
- Speaking to schools and groups Newsletter articles for use by member municipalities
- Project WET training Volunteer monitoring programs
- Stormwater and I/E web pages

Contact

Jayne Jenks

Waukesha County Conservation Specialist

(262) 896-8305

jjjenks@waukeshacounty.gov

Stormwater Management

Multi-jurisdiction stormwater management services

Type of Jurisdictions, Jurisdictions Involved

Village, Town, County, City

Town of Rib Mountain;

Villages of Kronenwetter, Rothschild, Weston Cities of Schofield, Mosinee, Marshfield, and Wausau;

Marathon County;

County & Region

Marathon

Central

Agreement Type

No Formal Agreement - Informal Only

Implementation & Incubation

- Marathon County Metropolitan Planning Commission Storm Water Management Sub-Committee
- Effort began with the various municipalities discussing partnering opportunities at the April 25, 2007 UW-Extension and Wisconsin DNR WisLine Web program on public engagement
- County will provide financial and other necessary support to the municipalities for implementation of the Phase 2 activities on county properties - county is establishing a Memorandum of Agreement with each implementing municipality.

Factors Involved

Desire for regional public education and involvement programs

Benefits

Enhanced service delivery

Results

MOA permit arrangements

Draft I&E plan

Contact

Diane Wessel

(715) 261-6042

dmwessel@mail.co.marathon.wi.us

Stormwater Management

Multi-jurisdiction stormwater management services

Type of Jurisdictions, Jurisdictions Involved

County, City, Village, Town

County & Region

La Crosse

Southwestern

Agreement Type

No Formal Agreement - Informal Only

Implementation & Incubation

La Crosse Urban Municipal Storm Water Group - began meeting in 2006 and was convened by the UW-Extension Community Natural Resource and Economic Development Educator in La Crosse

Factors Involved

Desire for enhanced service delivery, being able to work together in storm water information and education

Benefits

Enhanced service delivery through pooling of resources - each member has signed an intergovernmental agreement

Results

Worked with Viterbo University in 2006 to develop a storm water marketing plan. Applied in 2007 for a Wisconsin DNR Urban Nonpoint Source and Storm Water Planning grant to do educational programs. Group focuses on information and education programs currently, but members are beginning to explore ways to work together on other aspects of the (Phase 2) permit

Contact

Karl Green

La Crosse County UW-Extension Community Natural Resources and Economic Development Educator

608-785-9593

karl.green@ces.uwex.edu

Stormwater Management

Multi-jurisdiction stormwater utility

Type of Jurisdictions, Jurisdictions Involved

Village, City

Town of Buchanan and Village of Combined Locks (Outagamie County)

Town of Harrison (Calumet County)

County & Region

Outagamie

Northeastern

Agreement Type

Creation of a stormwater utility in 1989

Implementation & Incubation

See website for further information: <http://garnerscreekutility.org/garnercreek/home/default.asp>

Contact

Cathy Drews

drewsc@combinedlocks.org

(920)788-7440 x2

Sustainable Development

Capital Region Sustainable Communities Partnership - Strengthening economic opportunity, environmental resources, and quality of life

Type of Jurisdictions, Jurisdictions Involved

Regional Plan Commission, State, Town, Other, County, City

Capital Area Regional Planning Commission;

Madison Area Transportation Planning Board (MPO);

Dane County;

Madison Metropolitan Sewerage District;

Madison Metro Transit;

City of Madison;

City of Fitchburg;

City of Middleton;

City of Monona;

Village of Waunakee;

Towns of Westport, Windsor, Springfield, Dunn, and Sun Prairie;

Wisconsin Department of Natural Resources;

UW-Madison Department of Urban and Regional Planning;

Various private partners including Urban League of Greater Madison, Dane County Housing Authority, and others

County & Region

Dane

Southwestern

Agreement Type

Informal collaboration initiative

Implementation & Incubation

- Summer of 2010 - entities got together and formed the Capital Region Sustainable Communities to seek funding for collaborative approaches to regional challenges
- Secured a three-year Sustainable Communities Regional Planning Grant from the U.S. Department of Housing and Urban Development

Factors Involved

- Importance of regional collaboration to maintain and enhance the region's positive attributes
- Multi-jurisdictional nature of the region's challenges
- Challenges necessitate collaboration between units of government, and between the public and private sectors

Web Site

<http://www.capitalregionscrpg.org>

Tax Increment Financing

Multi-jurisdictional TIF district

Type of Jurisdictions, Jurisdictions Involved

Village, City

City of Green Bay,

City of DePere,

Village of Ashwaubenon

County & Region

Brown County

Northeastern

Agreement Type

Multijurisdictional creation of TIF

Implementation & Incubation

Communities pushed state legislation allowing the formation of a multi-jurisdictional tax increment financing (TIF) district. Wisconsin 2011 Assembly Bill 179 was enacted.

Benefits

Multijurisdictional TIF around Lambeau Field in Green Bay

Project Contact

Mike Aubinger

maubinger@ashwaubenon.com

920-492-2301

Contact

Fred Monique

Green Bay Chamber of Commerce

Transit Services

Regional transit services – Bay Area Regional Transit

Type of Jurisdictions, Jurisdictions Involved

Tribe, County, City
Ashland County,
Bayfield County,
City of Bayfield,
City of Washburn,
City of Ashland,
Bad River Tribe,
Red Cliff Tribe

County & Region

Ashland, Bayfield
Northwestern

Agreement Type

Consolidation of Services

Implementation & Incubation

In 1980 a group of individuals researched ways to establish a transit system. Area leaders and the Wisconsin Department of Transportation supported the idea. Service started in 1981.

Website

www.bartbus.com

Project Contact

Larry McDonald
Mayor of Bayfield
bayfieldmayor@gmail.com
715-209-4878

Transit Services

Fox Valley Regional Transit Services

Type of Jurisdictions, Jurisdictions Involved

Village, Town, City
City of Appleton,
City of Kaukauna,
City of Menasha,
City of Neenah,
Town of Buchanan,
Town of Grand Chute,
Town of Menasha,
Village of Kimberly,
Village of Little Chute

County & Region

Winnebago, Outagamie, Calumet
Northeastern

Agreement Type

Contract for Services

Implementation & Incubation

In 1977, City of Appleton voters approved a referendum allowing the City to purchase the bus system from Fox River Bus Lines, which had been operating the bus system in the City of Appleton under heavy subsidization from the City of Appleton

Factors Involved

City of Appleton came to the conclusion that it could save money by purchasing the bus system and managing the service through the City of Appleton directly

Benefits

- Significant avoided (capital) costs, clear fiscal benefits - each municipality was not required to purchase its own buses and build a central facility for storage and administration
- Delivery of transit services to entire Valley - smaller communities able to contract for service coverage

Results

- Service improvements
- Future cooperative efforts being discussed
- Delivery of transit services to smaller communities that cannot afford capital costs to start and operate transit
- Contracting for service and having service operate out of a central location in the City of Appleton provides a single, cohesive route schedule and fare system that meets the needs of the area communities

Water Service

Contract between a city and a village for water service

Type of Jurisdictions, Jurisdictions Involved

Regional Plan Commission, State, Town, Village, County, City

Calumet County

Village of Sherwood

City of Appleton

Town of Harrison

East Central Wisconsin Regional Planning Commission

County & Region

Calumet

Northeastern

Agreement Type

Contract for Services

Implementation & Incubation

2010

Factors Involved

Need for appropriate water supply in Sherwood and capacity of water supply in Appleton

Benefits

- Safe, cost-effective water to residents in Sherwood
- The City of Appleton hopes to keep rates in check by having adequate customers

Results

Quality water available

Project Contact

Jay Shambeau

Calumet County Administrator

(920) 849-1448

shambeau.jay@co.calumet.wi.us

Contact

Randy Friday, Sherwood Administrator,

Mayor Timothy Hanna, City of Appleton,

Bill Barribeau, Calumet County,

Joe Sprangers, Town of Harrison,

Eric Fowle, East Central Wisconsin Regional Planning Commission

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