

Joint Commission on Shared Services Initiatives

Annual Report
July 2013



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Purpose: To examine and identify opportunities for potential shared services among the governments, and to recommend to the respective governing bodies the approval of concepts and strategies for implementing those shared services that increase efficiency, improve quality, or reduce costs in the delivery of public services, without sacrificing public accountability.

County Members

Colleen Bates
Gregg Moore
Gerald Wilkie

City Members

Dave Duax
Kerry Kincaid
Eric Larsen

School District Members

Carol Craig
Kathryn Duax
Chris Hambuch-Boyle

Staff

Russell Van Gompel, City Manager
Linda DesForge, Administrative Secretary

J. Thomas McCarty, County Administrator
Angie Harmon, Administrative Assistant

Mary Ann Hardebeck, School District Superintendent

Background

The Joint Commission on Shared Services Initiatives was established in March of 2006 through adoption of resolutions by the Eau Claire County Board of Supervisors and the Eau Claire City Council. The Joint Commission originally consisted of three representatives from the Eau Claire County Board and three representatives from the Eau Claire City Council. In July 2009, the Commission expanded to include members of the Eau Claire School Board.

Current Commission members include: County Board Chair Gregg Moore, Supervisors Colleen Bates and Gerald Wilkie; City Council President Kerry Kincaid, Council Members Dave Duax and Eric Larsen; School Board President Carol Craig and School Board Members Kathryn Duax and Chris Hambuch Boyle. City Council member Jackie Pavelski and School Board member Brent Woghan completed their membership and service on the Joint Commission in April 2013. City Councilman Dave Duax and County Board Supervisor Colleen Bates serve the Commission as the Chair and Vice Chair, respectively. The Commission has established the 4th Thursday of every other month at 7:30 a.m. as its regular meeting time.

“The Mission of the Joint Commission on Shared Services Initiatives (JCCSI) is to provide visionary leadership in delivery of collaborative public services. We will accomplish this by identifying opportunities and challenges, engaging multiple constituencies and developing strategies to support collaboration in areas of common interests among the governmental bodies.”

-Adopted August 2011 by the Joint Commission on Shared Services Initiatives-

Shared Services Rationale

A key role of the Joint Commission is to provide ongoing support and encouragement for exploring and building effective intergovernmental partnerships. The rationale for this role draws on the following key principles:

- The collaborative civic culture of the greater Eau Claire community is a significant asset in working jointly to solve problems and expand shared service partnerships.
- Initial cost savings for budget reductions should not be the only criteria in deciding whether to enter into shared service partnerships, particularly in the information technology arena. Initial increased costs could lead to more effective future collaborations, equitable cost sharing and overall cost savings for the taxpayer by reducing current transaction costs for the City, County, School District and customer, as well as avoiding future long-term costs. The City, County and School District budget and capital improvement project decision criteria should include consideration of potential long-term operational impacts of joint collaborative efforts, and not be restricted to only consideration of initial or first year expenditures.
- An important factor in long-term success in building effective shared services partnerships will be strengthening a shift in the organizational cultures of the organizations to promote the concept of collaboration as one of the customary approaches to problem solving and

program implementation. The Joint Commission provides a means of maintaining public policy focus on the concept of shared services.

- Opportunities for exploring shared services between the City, County and School District are fluid and often change with the shifting availability of resources and priorities. The purchase and implementation timeframes of technology and software projects, for example, tend to extend over several years, and do not necessarily coincide. Consequently, all organizations should be more intentional about working jointly to create more points of convergence prior to major budget and capital improvement decisions.
- It is important to acknowledge the budgetary challenges confronting the City, County and School District in trying to synchronize their capital investment decisions. The organizations should be intentional about creating mutual windows of opportunity for shared services.
- The following strategies and commitments are especially critical to implementing successful and effective shared services:
 - Effective intergovernmental operational partnerships will require specific allocations of staff time and resources to be successful. In times of levy limits and budgetary fiscal constraints, this may require a reduction or deferral of other operational projects in order to allocate the needed resources.
 - Government service partners that differ significantly in size, scope, or program budgets will need to be prepared to address how to reach compromises about different standards and expectations for service delivery.
 - Existing procedures, regulations, statutes, or data practices that limit the ability of different organizations to share basic information will need to be altered.
 - Regular informal and formal communication and sharing of information throughout the organizations will be essential to ensure that the organizations can identify issues, clarify mutual responsibilities, and address the inevitable problems and misunderstandings that occur as partnerships are developed and implemented.

The ongoing tasks of the Joint Commission as identified in the Commission by-laws are to:

- Monitor progress and ensure accountability for the shared services initiative;
- Provide political will/support for shared services initiatives;
- Provide reports to respective elected bodies;
- Select shared services initiatives for consideration;
- Assess potential for future shared services initiatives;
- Evaluate overall effectiveness of shared services initiative as a pilot effort;
- Refine and approve evaluation criteria for project feasibility and implementation;
- Review joint organizational strategies and policies for implementing shared services initiatives;
- Address key political and legal obstacles to implementing initiatives;
- Provide an opportunity for public discussion of shared services issues and initiatives.

2012-2014 Joint Commission on Shared Services Priority Partnership Opportunity Projects Update

In 2011, the City, the County and the School District entered into a joint contract with Craig Rapp, LLC to assist the Joint Commission on Shared Services in conducting a Service Optimization and Process Review to:

- Update the Joint Commission's vision and mission;
- Develop a focused multi-year work plan;
- Develop intergovernmental governance and leadership strategies;
- Develop factors for determining success of the Commission's efforts.

The Joint Commission approved the Service Optimization and Process Review Report including a revised mission statement in August of 2011. The Joint Commission also approved revised bylaws in April of 2012.

Based upon the Joint Commission approval of the Service Optimization and Process Review Report, the City Council, County Board and School Board jointly adopted resolutions in November of 2011 accepting the Shared Services recommendations for priority partnership opportunity projects as the work program priorities for the Joint Commission for 2012-2014. Those projects included:

- Include all three jurisdictions in a joint purchasing program;
- Implement a joint health care program;
- Combine land record systems, including GIS (Geographic Information Systems);
- Combine Information Technology (IT) functions;
- Share administrative functions;
- Share administrative space and facilities.

2012 – 2013 Shared Service Partnership Opportunity Projects Activities

For each project under review, the Joint Commission established a charter for the project that included a description of the project analysis, the mission of the analysis, the desired and undesired outcomes of the project, the project scope/limitations, the project staff facilitator, staff team leader and staff team members, the resources necessary to complete the project and the establishment of a target time line for completion of the project. A Dashboard Project Status Report is attached.

The following project reviews were undertaken during the period April 2012 – July 2013:

1.) Joint Purchasing

Status: The City, County and School District project work team completed a review and analysis of collaborative joint purchasing options and presented a final report to the Joint Commission on September 11, 2012. Fifteen options for joint purchasing collaboration were developed and analyzed by the work team.

Recommendations: The report concluded there were five collaborative options that could be implemented over the course of the next year by the three organizations' purchasing staff. Implementation of these recommendations is expected to result in greater savings and higher productivity. The final report is available on the JCCSI webpage <http://www.eauclairewi.gov/index.aspx?page=345>

2.) Joint Health Care Program

Status: The City, County and School District Health Insurance Shared Service Analysis project report was submitted to the Joint Commission on April 10, 2013. The report analyzed the current state of health care in the Chippewa Valley, explored opportunities for future collaboration and developed recommendations and priorities.

Recommendations: Ten options for greater collaboration between the organizations were analyzed by the work team. With the total cost of health care for the City, County and School District at \$46 million, more economies of scale could be leveraged by the entities working together. Next steps include a further assessment of the feasibility of all three entities combining to engage a consultant to provide an actuarial analysis of loss data and single data base creation, and review the feasibility of creating a combined primary care medical clinic for staff. The final report is available on the JCCSI webpage <http://www.eauclairewi.gov/index.aspx?page=345>

3.) Combined Land Records Management / GIS

Status: The project work team consisting of City and County staff members is currently in the analysis phase of project. The final report is expected later this year. The City and County currently have an approved intergovernmental agreement for implementation of a shared land records software package for assessing and land records permit tracking applications. The agreement provides for the sharing of costs related to purchase of maintenance of software, hardware and associated equipment.

4.) Share Administrative Functions

Status: The Charter for the project work team is under development and will be considered by the Joint Commission at a future meeting.

Additional Shared Projects/Opportunities Considered in 2012 -2013

1.) Emergency Training for Elected Officials

Status: The Joint Commission sponsored a NIMS (National Incident Management System) training for local elected officials provided by local emergency management personnel in January of 2013. Items covered during the training event included general operations and structure of emergency response, the structure of the Incident Command System, the role of elected officials in response and operations, the role of Public Information, delegation of authority, allocation of resources and Emergency Operations Center activation. This training will be repeated on an annual basis.

- 2.) Texas Engineering Extension Service (TEEX) Emergency Management Training opportunities
Status: TEEX is located at Texas A&M University and provides emergency planning training for local elected officials. These training seminars are provided by the National Response and Rescue Training Center, a division of TEEX, and are funded by the US Department of Homeland Security. The Joint Commission will be pursuing an opportunity to have TEEX conduct emergency management training seminars for local elected officials within Eau Claire County within six months.
- 3.) The Joint Commission also discussed a number of additional issues that may be added to the Joint Commission work plan in the future. The Joint Commission agreed to utilize the Service Optimization evaluation matrix to determine the relative priority of the additional items for inclusion in future years' work planning. Additional items identified for review include:
 - Regional Park Land Operations
 - Centrally Located Evidence & Record Storage Center
 - Garbage Collection – Opportunities for Collaboration
 - School Nursing Needs of the ECASD

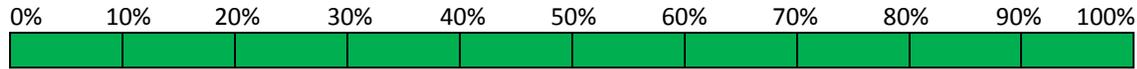
Recommended Action Steps for 2013 – 2014

The Joint Commission's priorities for 2013 – 2014 should include the following:

- Continue work on the Shared Service Partnership Opportunity Projects as identified in the 2012-2014 Joint Commission work plan priorities including:
 - Combine Information Technology (IT) functions;
 - Share administrative space and facilities.
- Utilize Service Optimization decision matrix framework to prioritize additional proposed work plan elements for 2014 and beyond.
- Review opportunities to sponsor additional emergency management planning training sessions, including TEEX seminars for local elected officials and conducting a collaborative simulated disaster exercise between the City, County and School District.
- Follow up on implementation initiatives resulting from recommendations included in the Joint Commission's 2012-2014 work plan projects' final reports.

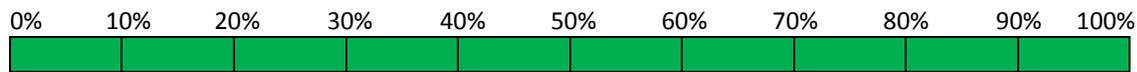
Joint Commission on Shared Services Initiatives – Priority Projects 2012-2014 DASHBOARD

1. Joint Purchasing



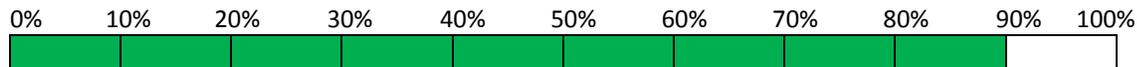
Analysis, evaluation and report completed by the Committee on Joint Purchasing on 9/11/2012. Presented to JCSSI on 9/27/2012. Initiative in implementation phase – greater collaboration between agencies in purchasing processes.

2. Joint Health Care Program



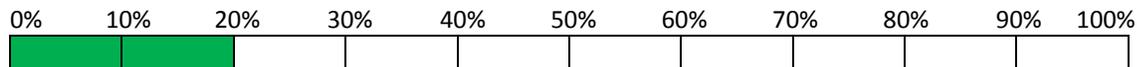
Analysis, evaluation and report completed by Joint Health Care Program work team on 4/05/2013. Presented to JCSSI on 4/10/2013. Presentation made to Boards and Council in May 2013. Implementation projects include consultant analysis of loss data and single data base creation; feasibility of combined primary care medical clinic for staff.

3. Combined Land Records Management/GIS



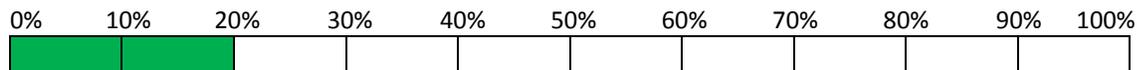
Charter completed. Joint ACS program in progress. Meetings underway. Altoona representative added to team based on use of county system. Final recommendations by team under discussion.

4. Combine IT Technology Functions



Need to prepare Charter (2013/2014). Collaboration underway – Narrowband, BTOP and law enforcement center projects.

5. Share Administrative Functions



Draft Charter under development. Joint city/county/school district elected official emergency mgmt. training conducted January 14, 2013. Joint city/county staff training conducted January 2013.

6. Share Administrative Space & Facilities



Police/Sheriff space sharing in progress with courthouse remodeling. JCSSI decision to complete Project #5 prior to initiating work group.

