Joint Commission on Shared Services
Eau Claire, WI

Summary: The jurisdiction of Eau Claire, WI has established a Joint Commission on Shared Services Initiatives. The Commission consists of three elected officials from: the Eau Claire County Board of Supervisors, the Eau Claire City Council and the Eau Claire School Board. Each governing body approved a resolution officially joining the Joint Commission, then subsequently approved resolutions establishing the bylaws for the Commission (and its revisions) as well as approving a resolution that accepting the Commission’s recommendations for priority projects to be reviewed during 2012-14.

The Commission has existed for about five years and the approach as to what program areas should be reviewed for potential shared services was fairly ad hoc. In other words, Commission members would come into every meeting with a list of items to be reviewed and we really had no cohesive approach to sorting/prioritizing the projects to be reviewed. In 2011, the Commission hired a consultant to develop a process that the Commission could use to set priorities for projects that should be reviewed. After an intensive process where we involved staff and elected officials from the three organizations, plus citizens, the Commission approved a “Service Optimization and Process Review” in August 2011. This report identified 6 major priority areas for review over the next 2 years. And the respective governing bodies all approved the Optimization Report and priority projects by resolution late in 2011. (attachment).

Note that when they reference shared services, they look at the sharing of services as a continuum, moving from simply sharing information between organizations all the way to consolidation to form a new independent organization.

At present, staff has completed one project, the Joint Purchasing review, and they are shortly going to begin work on the Joint Health Care (Insurance) review. They have found the reviews staff and time intensive and keep reminding the Commission that the reviews must be done in a sequential fashion vs. a concurrent fashion. In fact, many of the same staff is involved in different projects. Also of note, all the project reviews are conducted in house; they are not spending funds to hire consultants for the reviews, though that would be an option.

The following page lists the background materials related to Eau Claire’s Joint Commission on Shared Services. Copies of each document are attached.
1) A PDF copy of the revised Intergovernmental Agreement (bylaws) – signed in April of 2012

2) A PDF copy of the County Board resolution approving the revisions to the Intergovernmental Agreement

3) An Excel document that provided an initial outline of the 6 priority projects and how to proceed forward in working on the projects between April 2012 –April 2014

4) A report of the one year status of the Optimization Project

5) A sample Land Records Charter – this is simply the detailed framework for how to move forward with the project review; a charter like this is developed for each of the six projects they are working on

6) A recent “Initiatives Dashboard” that provides a more graphic report of the status of the six projects

7) The County Board Resolution (PDF) accepting the 6 priority work projects based upon the Optimization Report
Intergovernmental Agreement for Governance of the
JOINT COMMISSION ON SHARED SERVICES INITIATIVES
By and Among the City Of Eau Claire, Eau Claire County, and the
Eau Claire Area School District

ARTICLE I. Purpose
A. The Joint Commission on Shared Services Initiatives shall serve as an ongoing advisory body to the County Board, City Council and School Board.
B. The purpose of the Commission is to provide visionary leadership in delivery of collaborative public services. This will be accomplished by identifying opportunities and challenges, engaging the multiple constituencies, and developing strategies to support collaboration in areas of common interest among the governmental bodies.

ARTICLE II. Definitions
In this agreement--
A. “Commission” means the Joint Commission on Shared Services Initiatives.
B. “Governing bodies” means the Eau Claire City Council, the Eau Claire County Board of Supervisors and the Eau Claire Area School District Board of School Commissioners.
C. “Governments” means the City of Eau Claire, Eau Claire County, and the Eau Claire Area School District.
D. “Designee” means a person appointed by the presiding officer for a specified term.

ARTICLE III. Commission Membership
A. The Commission shall consist of nine (9) members consisting of three (3) members from the governing body of each government, one of whom shall be the respective presiding officer of each governing body, or designee.
B. Except for the presiding officers in (A) –
   1) Commission members shall be appointed, removed or reappointed at the pleasure of the governing bodies in accordance with the rules thereof.
   2) Vacancies shall be filled by the appointing governing body for the remainder of the unexpired term.
C. No alternate representatives shall be permitted on the Commission, except as provided in (A).

ARTICLE IV. Officers and Committees
A. Annually in May following appointment of members, the Commission shall select from its membership a chairperson and a vice-chairperson to serve for a term of one year or until a successor is elected. Election shall require the affirmative vote of a majority of the members appointed under Article III (A). The chairperson and vice-chairperson shall not be from the same governing body.
B. The chairperson shall preside over all meetings of the Commission, approve all meeting agendas, appoint any subcommittees created by the Commission, and carry out all responsibilities of and directives by the Commission. The chairperson shall appoint a Commission clerk, as provided upon staff recommendation.

C. The vice-chairperson shall perform the duties of the chairperson in the absence or disability of the chairperson.

D. The Commission may from time to time establish committees, designating their duties and membership. All committees shall report and be accountable to the Commission.

**ARTICLE V. Commission Duties**

A. Monitor progress and ensure accountability for the shared services initiatives.
B. Provide political will/support for shared services initiatives.
C. Provide reports to respective elected bodies.
D. Recommend shared services initiatives for consideration.
E. Assess potential for future shared services initiatives.
F. Evaluate overall effectiveness of shared services initiatives.
G. Refine and approve evaluation criteria for project feasibility and implementation.
H. Review joint organizational strategies and policies for implementing shared services initiatives.
I. Address key political and legal obstacles to implementing initiatives.
J. Provide an opportunity for public discussion of shared service issues and initiatives.
L. Request joint recommendations from staff in Article VIII (A) regarding the feasibility of implementation of potential shared services initiatives.

**ARTICLE VI. Criteria for Shared Services Project Initiatives**

The following criteria shall be used in selecting initiatives for the Commission to review:

A. The likely impact of the initiative on building more effective future work relationships between the City, County and/or School District.
B. The likelihood that the initiative could be successfully implemented.
C. The potential of the proposed initiative having a significant positive impact on expanding shared service partnerships in other service areas.
D. The extent to which the primary focus of the proposed initiative has on direct City/County/School District organizational relationships.
E. The extent to which the proposed initiative would need a significant degree of visible political support from elected officials in order to be successful.
F. The extent to which the key staff involved in a proposed initiative would also be significantly involved in other shared service initiatives.
G. The potential for the proposed initiative to have a significant impact on the effectiveness, quality, and costs of service delivery.
ARTICLE VII. Procedural Rules
A. *Roberts Rules of Order, Newly Revised*, shall govern the meetings of the Commission, unless otherwise provided herein.
B. A quorum shall consist of a majority of the duly appointed members of the Commission as provided under Article III (A).
C. All actions of the Commission shall be upon motion duly adopted by a majority of the members appointed under Article III (A).
D. Regular meetings shall be held at the date and time set by the Commission. Special meetings may be held at the call of the chairperson. The chairperson shall cancel any meeting if a quorum cannot be present.

ARTICLE VIII. Administration
A. The County Administrator, City Manager and Superintendent of Schools shall serve as staff to the Commission. They shall jointly:
   1) Exercise administrative discretion in how to best present recommendations on feasibility and implementation of shared services initiatives.
   2) Coordinate and direct allocation of staff services.
B. The County Administrator and City Manager shall provide all clerical and public record services for the Commission.
C. Commission meetings shall alternate between the City Hall and the County Courthouse, unless otherwise directed by the Commission.
D. This agreement shall become effective on the first day of the month following ratification by all governing bodies of the parties hereto as evidenced by the signatures of the respective duly authorized officers thereof.

CITY OF EAU CLAIRE

By: ________________________________
    Kerry Kincaid, President
    Eau Claire City Council

Date: ________________________________

COUNTY OF EAU CLAIRE

By: ________________________________
    Gregg Moore, Chair
    Eau Claire County Board of Supervisors

Date: ________________________________
EAU CLAIRE AREA SCHOOL DISTRICT

By: ________________________________
   Carol Craig, President
   Board of School Commissioners

Date: ________________________________

Adopted: July 9, 2009

Amended:
Enrolled No.  

RESOLUTION  

- APPROVING A REVISED INTERGOVERNMENTAL AGREEMENT FOR GOVERNANCE OF THE JOINT COMMISSION ON SHARED SERVICES INITIATIVES –  

WHEREAS, by joint action of the Eau Claire City Council and Eau Claire County Board of Supervisors, a Joint Commission on Shared Services Initiatives was established in March 2006 for the purpose of examining potential city/county shared services opportunities and making recommendations to the respective governing bodies regarding potential strategies that increase efficiency, improve quality or reduce costs in the delivery of public services; and  

WHEREAS, in July 2009, the Commission expanded to include members of the Eau Claire School Board; and  

WHEREAS, the Joint Commission has served as a positive focus for exploration of policy issues related to expanding shared services in specific operational areas and has served to maintain a public policy emphasis on the concept of shared services; and  

WHEREAS, in August 2011, the Joint Commission on Shared Services received and approved the Service Optimization and Process Review Report; and  

WHEREAS, in November 2011, the Eau Claire City Council, Eau Claire County Board of Supervisors and the Eau Claire School Board accepted the Priority Partnership Opportunity Projects included in the Service Optimization and Process Review report; and  

WHEREAS, the Joint Commission on Shared Services Initiatives has reviewed and approved revisions to the Intergovernmental Agreement for Governance of the Joint Commission on Shared Services Initiatives as shown on the attached document; and  

WHEREAS, the Intergovernmental Agreement for Governance of the Joint Commission on Shared Services Initiatives requires that any revisions to the agreement must be approved by the respective governing bodies.  

NOW, THEREFORE, BE IT RESOLVED by the Eau Claire County Board of Supervisors that the revisions to the Intergovernmental Agreement for Governance of the Joint Commission on Shared Services Initiatives as shown on the attached document are hereby approved.  

ADOPTED:  

(Approved by Corporation Counsel as to form)  

(Names of signatories)  

Dated this 14th day of February, 2012.  

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FACT SHEET
File No. 11-12/131

The Joint Commission on Shared Services had previously approved the Service Optimization and Process Review report in August 2011. Subsequently, in November 2011, the county board, city council and school board accepted the priority projects included in the Service Optimization and Process Review report.

As a component of the Service Optimization Process Review effort, the Joint Commission on Shared Services has reviewed the Intergovernmental Agreement for Governance in order to better align the governance agreement with the results of the Service Optimization and Process Review report. The Shared Service Commission has approved revisions to the Intergovernmental Agreement for Governance shown on the attached document. The current agreement requires that any revisions to such agreement must be approved by the respective governing bodies.

The Committee on Administration has reviewed the revision and recommends approval of the revisions to the county board.

Respectfully,

[Signature]

Tom McCarty
County Administrator
ARTICLE I. Purpose
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B. The purpose of the Commission is to provide visionary leadership in the delivery of collaborative public services. This will be accomplished by identifying opportunities and challenges, engaging the multiple constituencies, and developing strategies to support collaboration in areas of common interest among the governing bodies, 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.

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B. Except for the presiding officer in (A) --
   1. Commission members shall be appointed, removed or reappointed at the pleasure of the governing bodies in accordance with the rules thereof.
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   1) Exercise administrative discretion in how to best present recommendations on feasibility and implementation of shared services initiatives.
   2) Coordinate and direct allocation of staff services.
B. The County Administrator and City Manager shall provide all clerical and public record services for the Commission.
C. Commission meetings shall alternate between the City Hall and the County Courthouse, unless otherwise directed by the Commission.
D. This agreement shall become effective on the first day of the month following ratification by all on June 1, 2009, following approval of the governing bodies of the governments party hereto as evidenced by the signatures of the respective duly authorized officers thereof.

**CITY OF EAU CLAIRE**

By: 

Kerry Kincaid, President
Eau Claire City Council

Date: 

3
COUNTY OF EAU CLAIRE

By: 
Gregg Moore, Chair
Eau Claire County Board of Supervisors

Date: ________________________________

EAU CLAIRE AREA SCHOOL DISTRICT

By: 
Carol Craig, President
Board of School Commissioners

Date: ________________________________

Adopted: July 9, 2009

Amended:
<table>
<thead>
<tr>
<th>Project</th>
<th>Organization</th>
<th>Staff Support</th>
<th>Estimated Project Timeline</th>
<th>Report Ranking</th>
<th>Comm. Priority</th>
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<tbody>
<tr>
<td>Joint Purchasing</td>
<td>County - Purchasing Director &amp; Staff</td>
<td></td>
<td>8 months</td>
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<td>City- Purchasing Manager</td>
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<td>Purchasing Director</td>
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<td>Exec. Dir. of Bus. Serv.</td>
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<tr>
<td>Joint Healthcare</td>
<td>County - Purchasing Director</td>
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<td>12-18 months</td>
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<tr>
<td>Insurance Program</td>
<td>HR Director</td>
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<td>Finance Director</td>
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<td>Corp. Counsel</td>
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<td>City - HR Director</td>
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<td>Risk Manager</td>
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<td>HR Director</td>
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<td>Exec. Dir. of Bus. Serv.</td>
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<td>Combine IT Technology</td>
<td>County - IS Director</td>
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<td>18 months</td>
<td>1</td>
<td>B-1</td>
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<td>Functions</td>
<td>HR Director</td>
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<td>School District-</td>
<td>IT Director</td>
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# Joint Commission on Shared Services Initiatives - Service Optimization Projects

*Draft - March 29, 2012*

<table>
<thead>
<tr>
<th>Project</th>
<th>Organization Staff Support</th>
<th>Estimated Project Timeline</th>
<th>Report Ranking</th>
<th>Comm. Priority</th>
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<tr>
<td><strong>Combine Land Records / GIS</strong></td>
<td>County - IS Director&lt;br&gt;County Surveyor&lt;br&gt;P&amp;D Director&lt;br&gt;Health Dept.&lt;br&gt;Real Property Lister&lt;br&gt;Treasurer&lt;br&gt;Register of Deeds&lt;br&gt;City - Survey Supervisor&lt;br&gt;GIS Technician&lt;br&gt;Public Works Analyst&lt;br&gt;IS Director&lt;br&gt;School District - NA</td>
<td>18-24 months</td>
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<td><strong>Share Administrative Functions</strong></td>
<td>County - HR Director&lt;br&gt;Finance Director&lt;br&gt;Purchasing Director&lt;br&gt;IS Director&lt;br&gt;County Adm.&lt;br&gt;City - HR Director&lt;br&gt;City Manager&lt;br&gt;Finance Director&lt;br&gt;Superintendent&lt;br&gt;Exec. Dir. of Bus. Serv.&lt;br&gt;HR Director&lt;br&gt;Buildings &amp; Grounds Director</td>
<td>18 months +</td>
<td>2</td>
<td>C-1</td>
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<tr>
<td>Project</td>
<td>Organization Staff Support</td>
<td>Estimated Project Timeline</td>
<td>Report Ranking</td>
<td>Comm. Priority</td>
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</tbody>
</table>
| Share Administrative Space & Facilities | County - Purchasing Director Facilities Manager Finance Director County Administrator *** Possible Consultant  
City - City Manager B, G & Fleet Manager Director of Public Works Various Dept. Directors  
School District- Superintendent Exec. Dir. of Bus. Serv. HR Director Buildings & Grounds Director | 24 months +                  | 6              | C-2            |

Other Considerations: Public notice for all work groups?; staff support for work groups; reporting mechanism to Shared Service Commission; funding for additional "out-of-pocket costs such as printing, consultants, etc.; project coordinator.
In February 2011, The Eau Claire Joint Commission on Shared Services Initiative (JCSSI) conducted a review of the Commission’s processes, developed a revised mission, and established a new set of projects, with revised operating approaches.

The commission discussed 41 possible collaborative opportunities with the potential to enhance service delivery, reduce costs, or both. These were evaluated and then ranked by the Commission – resulting in a list of six (6) priority projects for detailed follow-up.

Priority Partnership Opportunities (Projects) – August 2011
- Combine Information Technology (IT) & communication technology functions
- Share administrative functions
- Include the School District in joint purchasing program
- Joint healthcare insurance program
- Combine land records systems including GIS
- Share administrative space and facilities

The Commission adopted a new mission statement in August 2011:

*The mission of the Joint Commission on Shared Services is to provide visionary leadership in delivery of collaborative public services. We will accomplish this by identifying opportunities and challenges, engaging the multiple constituencies, and developing strategies to support collaboration in areas of common interest among the governmental bodies.*

The Commission also considered long term sustainability and a need to renew and implement projects over time including the adoption of the six (6) priority projects for the next two years (2012 through 2013). It was also decided that new ideas would be developed either from the list generated by the 2011 process, or from new concepts offered by the Commission members. A project Ranking Scorecard/Matrix (Appendix F) was developed that uses ten (10) ranking criteria, which are weighted and divided into two categories:

1. What is the nature and magnitude of the potential success?
   a. Quality of Service
   b. Cost of Service
   c. There is no other way to provide the service
   d. Transferability
   e. Qualitative Advantage

2. What is the likelihood of success?
   a. Short-term manageability/ease of implementation
   b. Longer-term manageability issues
   c. Political feasibility and support among the public
   d. Political feasibility and support among elected and appointed officials
   e. Measurement
Joint Commission on Shared Services Initiatives
Service Optimization & Process Review Report

One-Year Review
Visionary Leadership Initiatives

The three governing bodies approved an updated and revised Intergovernmental Agreement for Governance of the Joint Commission on Shared Services Initiatives during the summer of 2012.

A dashboard has been prepared to assist the JCSSI to quickly review and ascertain the status of the six priority initiatives. (See attached) The three administrators (City Manager, County Administrator, ECASD Superintendent) are responsible for assigning the appropriate personnel and monitoring the progress of the various initiatives identified by the JCSSI.

A method of developing a Charter for each initiative has also been established to better define the initiative, identify the team members, describe the desired outcomes, indicate the project scope/limitations, identify the resources needed for the initiative and establish target dates for completion of the various aspects of the work. To date Charters have been written for three of the six initiatives.

Visionary Leadership

A mission of the JCSSI is to provide visionary leadership and identify opportunities for collaboration. In addition to the 41 priorities identified in 2011, the Commission members recently identified the following areas of interest for evaluation and investigation.

- Regional park land operations
- Centrally located secure evidence and record storage center
- Garbage collection – opportunities for collaboration
- School nursing needs of the ECASD

It is recommended that the Commission use the Ranking Scorecard/Matrix (Appendix F) in the 2011 Optimization report to assist in prioritizing new initiatives that are identified by the Commission.

It is further recommended that the Commission conduct a thorough review of the six priorities for 2012/2013 along with newly identified initiatives every 2 years for the purpose of setting the priorities for the upcoming two-year time frame. The new initiatives identified above should be deferred for consideration until the next priority setting process takes place.

The next prioritization process would occur at the September 2013 meeting, for the purpose of setting the priorities for 2014 through 2015.
**INITIATIVE:** Combining/sharing land records management and geographic information systems (GIS).

**MISSION:** Review current responsibilities and methods used to manage land records, including the provision of geographic information systems (GIS) on a county-wide basis with a goal to identify changes to improve efficiencies, reduce duplication, and upgrade the product delivered to the internal and external users.

**FACILITATOR:** Brian Amundson  
CEC - Director of Public Works/CE

**TEAM MEMBERS:**
1. ECC Land Information Specialist
2. ECC Real Property Lister
3. ECC Register of Deeds
4. ECC IS, ACS Programmer/Analyst
5. CEC GIS Technician
6. CEC Public Works Analyst
7. CEC IS Technician

**TEAM LEADER:** Matt Janiak  
ECC – Land Information Division  
County Surveyor

**DESIRED OUTCOMES:**
- Efficient routing of land records
- Accurate land record information
- Records updated in a timely manner
- Reduction in duplication of work
- One point of entry and responsibility
- Unified computer mapping platform

**PROJECT SCOPE/LIMITATIONS:**
- Understanding of current procedures & processes
- Evaluation of long term options/solutions
- Do not assume have to maintain:
  a) Current organizational structure/processing
  b) Current physical location of personnel
  c) Current assigned duties and scope of responsibility
- Statutory limitations/impediments

**UNDESIRABLE OUTCOMES:**
- Data entry duplication
- Inaccurate land record information
- Increase in processing costs
- Increase in complexity or difficulty of use
- Lower quality and inaccurate maps
- Outdated information

**RESOURCES:**
- Estimate: 60 hours for each person
- Try to complete each step in no more than 3 meetings, totaling no more than 8-12 hours per step.
- Clerical time to compile the information from each meeting will be in addition to meeting times
- Internal staff expertise as needed.

<table>
<thead>
<tr>
<th>Preliminary Plan</th>
<th>Target Date</th>
<th>Actual Date</th>
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<tbody>
<tr>
<td>START DATE:</td>
<td>January 2013</td>
<td></td>
</tr>
<tr>
<td>DEFINE CURRENT STATE</td>
<td>Week of February 18, 2013</td>
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<tr>
<td>DEFINE POSSIBLE OPTIONS</td>
<td>Week of April 1, 2013</td>
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<td>DEFINE BARRIERS TO IMPLEMENTATION</td>
<td>Week of May 1, 2013</td>
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<td>PRIORITIZE OPTIONS</td>
<td>Week of June 3, 2013</td>
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<tr>
<td>DEVELOP RECOMMENDATIONS WITH TIMELINES</td>
<td>Week of July 8, 2013</td>
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</tbody>
</table>

**KEY STAKEHOLDERS:** City & County staff, tax assessors, real estate firms, general public.
Joint Commission on Shared Services
Initiatives – Priority Projects
DASHBOARD

1. Joint Purchasing


2. Joint Health Care Program

Charter complete. Team members selected. Meetings to establish the current state to be started in October.

3. Combined Land Records Management/GIS

Charter completed. Joint ACS program in progress. Team start January 2013

4. Combine IT Technology Functions

Need to prepare Charter (2013/2014)

5. Share Administrative Functions

Need to prepare Charter (2013/2014)

6. Share Administrative Space & Facilities

Police/Sheriff space sharing in progress with courthouse remodeling. Need to prepare Charter for other administrative services (2013/2014).

STATUS – September, 2012
ACCEPTING THE JOINT COMMISSION ON SHARED SERVICES
RECOMMENDATIONS FOR PRIORITY PARTNERSHIP OPPORTUNITIES
FOR 2012-2014

WHEREAS, by joint action of the Eau Claire City Council and Eau Claire
County Board of Supervisors, a Joint Commission on Shared Services Initiatives was
established in March 2006 for the purpose of examining potential City/County shared
services opportunities and making recommendations to the respective governing bodies
regarding potential strategies that increase efficiency, improve quality, or reduce costs in
the delivery of public services; and

WHEREAS, in July 2009 the Commission expanded to include members of the
Eau Claire School Board; and

WHEREAS, the Joint Commission has served as a positive focus for exploration
of policy issues related to expanding shared services in specific operational areas and has
served to maintain a public policy emphasis on the concept of shared services; and

WHEREAS, the City of Eau Claire, Eau Claire County, and the Eau Claire Area
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 on Shared Services’ 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; and

WHEREAS, the Joint Commission on Shared Services has received and
approved the Service Optimization and Process Review Report August 2011, which
includes a recommended list of six priority projects for detailed follow-up over the next
several years.

NOW, THEREFORE, BE IT RESOLVED by the Eau Claire County Board of
Supervisors that the following Priority Partnership Opportunity Projects are accepted as
the work program priorities for the Joint Commission on Shared Services Initiatives for
2012-2014:
  • Combine Information Technology (IT) and communication technology
functions;
  • Share administrative functions;
  • Include the Eau Claire Area School District in a joint purchasing program;
  • Implement a joint healthcare insurance program;
  • Combine land record systems including GIS (Geographic Information
Systems);
  • Share administrative space and facilities.
ADOPTED:

Committee on Administration

Dated this 7th day of November 2011.
FACT SHEET
TO FILE NO. 11-12/092

The Joint Commission on Shared Services Initiatives (JCSSI) is a collaborative effort between the City of Eau Claire, Eau Claire County, and the Eau Claire Area School District. It was initiated in 2005 for the purpose of identifying and developing opportunities to share resources and improve the efficiency and cost effectiveness of government service delivery.

In late 2010, the JCSSI began discussing the need to reexamine how it has been operating, including updating and refining how it developed new projects. Following a period of discussion and consideration, the three jurisdictions hired Craig Rapp, LLC, to lead the effort to review the JCSSI’s operations. Between March and August 2011, four facilitated workshops and a series of outreach activities were conducted. Outreach activities included an online survey of elected officials and staff in the three jurisdictions, and focus groups with a variety of citizens.

The resultant Service Optimization and Process Review Report August 2011 was received and approved by the Joint Commission on Shared Services Initiatives. The JCSSI has approved six Priority Partnership Opportunity Projects as the work program priorities for the JCSSI for the next two years.

Respectfully Submitted,

J. Thomas McCarty
County Administrator

Fiscal Note: There is no immediate anticipated fiscal impact for this resolution, though the projects established by the JCSSI as work program priorities may result in greater operating efficiencies and some cost savings.