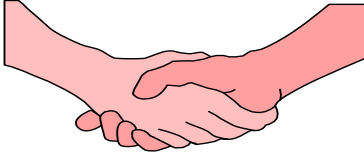


Appendix 14: Shared Services in Sheboygan County

City Of Sheboygan

County Of Sheboygan



Cities, Towns, Villages and Municipalities

Working Together to Provide

Shared Services in Sheboygan County

A listing of shared services between the City of Sheboygan, the
County of Sheboygan and all
Municipalities within Sheboygan County.

Submitted by the Shared Service Sub-Committee

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Below is a list of the current shared services between the City of Sheboygan, Sheboygan County, and various cities, villages and towns within the County. This listing was originally compiled by the Shared Services Sub-Committee at the request of the Shared Services Committee in 2002 and updated in 2004 and 2009.

The list follows no specific order and is not categorized by importance or other criteria. Inclusion on this list is dependent on how broadly or narrowly the reader defines shared services. Updates have been added as the programs are put into place.

800 Megahertz Radio system

This very important radio system connects all Municipalities in the County via radio link. It encompasses Public Safety, Law Enforcement, Fire, Public Works and transportation. It is truly shared in all respects.

Mobile Data System

This system provides law enforcement data to officers in the field at a very high rate of speed. Currently, the City of Sheboygan maintains its own infrastructure, while the County shares its infrastructure with law enforcement agencies in Sheboygan Falls, Plymouth, Kohler and Elkhart Lake. The City and County have the ability to share the County(s) infrastructure should that become a necessity in the future. Equipment for each of the squads was purchased jointly in an effort to gain inherent economies of scale and provide standardization for parts, spare equipment etc.

The shared usage of this system will continue with the new CAD/RMS system. It will revert from its primary position to a secondary or backup position.

Law Enforcement Software

Each and every law enforcement agency in Sheboygan County currently shares the same database of software. This software allows the agencies to access criminal records, identification information, alert information in an emergency, etc. Standardization has allowed for the elimination of duplication errors and the cost associated with individual systems has been saved.

There is a current initiative underway to replace the current, somewhat dated system with a new, state of the art CAD/RMS system. The new system, like the present one, will be shared across the county, and will include Fire and EMS modules as well.

City / County Fiber Link

There is a fiber optic connection currently in place between the Law Enforcement Center and City Hall. The software above runs on a computer software at City Hall and is transferred via fiber to the Law Enforcement Center. This eliminates the need to have duplicate servers at each location, thereby saving considerable tax dollars.

Eastern Shores Library System

This regional information resource is funded jointly by all Municipalities in Sheboygan County. Smaller Municipalities with Libraries have the option to "opt-out" if they so choose. Conversely, those without libraries are required to participate, in order to assure their residents access to the system. According to the ESLS Director, the cost of participation in the system, versus local funding of the smaller libraries, can be upwards of fifty percent less, with the added benefit of access to materials system-wide.

Purchasing

With the addition of the County Purchasing Agent in 2000, the ability to join together to take advantage of economies of scale has increased tremendously. Through shared Services and the heads of Government meetings, other Municipalities have been given the opportunity To enjoy savings on a variety of commonly purchased items. While the purchases of these items do not constitute a huge portion of the budgets, they equate to tax dollar savings none the less. Currently the City and County purchase many items off of State Contracts and enjoy tremendous savings associated with this purchasing power. These include: Squad Cars, light duty trucks, computer equipment , building maintenance supplies, cell phones, furnishings and a host of other items. Further, the City and County also join their volume to purchase paper, office supplies, dispatch furnishings, and other supplies and equipment far too numerous to list in detail.

In January 2009, a pilot program was enacted that effectively combines or ‘Shares” the services of the current county purchasing agent with the City. As of March 1, 2009, the initiative has reached the halfway point in the initial 6-month trial period. In June of 2009, the City and County will assess the situation and make a joint determination of how to proceed.

E 911 Dispatch

Enhanced 911 dispatch services are shared on a County wide basis providing quick response to all citizens of Sheboygan County. City of Sheboygan provides dispatch within the city limits.

Cellular 911

This initiative, completed in 2008, allows the County, designated as the official Public Safety Answering Point (PSAP) to receive and map all cellular 911 calls. Previously, calls from cellular phones were only able to be mapped back to the nearest cellular tower.

Multi-jurisdictional Enforcement Group (MEG Unit)

The services this group provides are jointly funded and staffed by the Sheriff’s Department and other city and county police departments. All training, supply, and operational expenses are shared equally, allowing for enforcement on a county-wide basis.

County Museum

This historical resource is provided through the sharing of resources from throughout the County. It provides a central depository of historical artifacts and information.

ERC (Emergency Response Center)

This central command post is equipped through the sharing of resources from the city and county on an equal basis. In the event of a catastrophic Disaster, City and County Law Enforcement, public protection and public safety officials have the capability to be dispatched and all efforts coordinated out of this site.

Sanitarian/ Restaurant Inspection

This program was developed when a group of elected officials from the city and the county determined that the State inspection program was not adequate for the proper protection of the citizenry. Out of this came the County wide sanitarian and restaurant inspection program. These services provide inspection and enforcement of standards on a county wide basis. Costs are funded through tax dollars and inspection fees. The responsibility for this program falls under the Sheboygan County Department of Health & Human Services, under the Division of Public Health.

Tax Software & Collection

Property tax collection software is shared between city and county. Collection of taxes is jointly shared between city/county as well. Outlying Municipalities collect taxes and then forward these funds and data to the County, providing centralized collection and record keeping.

Employee Training

Computer Applications

Computer training and refresher courses are provided for city and county employees on a joint basis as needs or requests dictate. Outlying Municipalities are offered to participate in this training as well. This sharing of services and resources allows for comprehensive training rates and is very cost effective even when compared with LTC.

Supervisory, Harassment and Diversity Training

Courses or seminars dealing with this training is also offered on an as-needed basis to all Municipalities in the County. These shared classes provide the necessary training in a centralized and cost-effective manner.

Geographic Information System (G.I.S)

Computerized digital land records are maintained and shared centrally to allow all jurisdictions in Sheboygan County equal access. This eliminates the need for the smaller Municipals to procure and maintain the costly systems required for this database. **As part of the CAD/RMS Initiative, the City of Sheboygan may also be added to the current ESRI G.I.S system, allowing for uniform mapping of all dispatched calls county-wide.**

Law Enforcement Target Range

This resource is shared between all law enforcement officers in the County. It eliminates the need for duplication of these facilities so that officers may remain current on their handgun certification. **The range was updated in 2006 with new animated targets as well as, an enhanced ventilation system.**

Rural Address System

The maintenance of all address numbers is performed on a centralized basis, to insure accuracy and avoid duplication, this means that the smaller municipals need not have staff and equipment adequate to fulfill these needs. This also assures that emergency vehicles have up to date information available in response to emergencies. **This goes hand in hand with the county ESRI GIS database.**

Parcel Mapping

All parcel mapping is completed and a database maintained on a central basis. Like the GIS records, this eliminates the need for each Municipality to Provide these services individually, thereby saving tax dollars. Also part of this is the County plat book. In Fall of 2002, a new improved County Atlas was unveiled. This comprehensive guide offered significant improvement over the older plat books and provides a wealth of information regarding land ownership, addressing, subdivision information as well as recreational resources. **The 3rd Edition Biennial edition of the County Atlas was available in early 2009.**

Ordinance Enforcement

Smaller municipalities have the ability to contract with the Sheriff's Department for enforcement of their Ordinances. This relieves them of the necessity of having to hire, train, and equip their own constable force.

Public Health

A shared Public Health Department provides services to all county residents. This includes school vaccinations, and services necessary to assure that the public health is maintained. In addition, local waters are tested regularly to assure they are safe for swimming.

Human Services

The Sheboygan County Health and Human Services Department provides a vast array of services and programs available to all citizens of Sheboygan County. While some of these are required, mandated services which the County must provide, many programs are provided to assist the citizenry on a discretionary basis. These are truly shared services.

Agriculture/Land Conservation

Services related to Agricultural and land Conservation issues are also shared and available to all County Residents. Much like the County's Human Services Department there are many programs which distribute services to residents on a discretionary basis. These are generally referred to as community outreach programs which provide these services to all citizens. **In 2008, the Sheboygan County UW-Extension offices were relocated to the UW-Sheboygan Campus, in a move to further share common synergies between the two entities. The Land & Water Conservation Department was relocated in March 2009 to its new offices in the County Administration Building, which provides the opportunities for further cooperation with the Planning and Resources Department.**

Hazardous Waste Collection

A county-wide hazardous collection and disposal site is offered to County residents annually. The intent is to keep these materials out of the environment.

Prescription Medication Collection

This began in 2008 as a means of protecting the water supply from toxins associated with the "flushing" of prescription medications and was made available to all county residents. The County is developing a permanent drop-off collection location for waste medications.

Maywood Environmental Park

This City owned nature conservancy is open to all residents of the County. Many school districts across the county are invited to participate in a plethora of programs and workshops offered at Maywood.

Fire Protection

At this time, the City of Sheboygan has a fully staffed, professional Fire Department. The County funds no fire protection services directly. Each municipality has its own fire department. These are typically volunteer departments. In many cases, these departments provide not only fire protection, but First Responder personnel as well. The County does assist all fire & rescue units in the county in the requisition of grant funding from the state and federal governments. This funding has been used to purchase special equipment for use in bio-terrorism, terrorism in general, as well as, general emergency services.

Mutual Aid

Mutual Aid agreements are used by the smaller volunteer fire departments in concert with larger departments in an effort to provide assistance with major fires. Generally, these agreements work very well. Included in these are not only fire personnel and apparatus, but other more specialized, costly equipment such as the jaws of life. **A new initiative known as the Mutual Aid Box Alarm System or MABAS, is beginning to take shape in the County.**

Sewage (Wastewater) Treatment

The largest sewage (wastewater) treatment plant in the County is owned and operated by the City of Sheboygan. In specific cases, the treatment plant is shared with adjoining municipalities, such as the Towns of Wilson and Sheboygan, the City of Sheboygan Falls, the Village of Kohler, as well as providing for treatment of effluent brought to the plant by private waste haulers, thus providing its services indirectly to a large county-wide population.

In addition, this plant serves as a showcase for wastewater treatment operators from around the world in the use of biogas and other by-products in the production of energy and heat. In 2009, the airport was added to the future Sewer Service Area for the wastewater treatment facility.

Water Utility

The Sheboygan Water Utility also provides municipal water to a number of other municipalities, including Kohler & Sheboygan Falls. This eliminates the necessity and expense of establishing & maintaining water wells, water purification, monitoring etc, and assures a safe and adequate supply to many county citizens.

Stewardship Fund

A relative newcomer to the shared service pool is the Stewardship Fund. This Fund provides grant dollars to municipalities and groups in order to fund projects seen as worthwhile to develop, maintain and protect resources. Some grants that have been awarded include projects such as, dam removal and restoration to the City of Plymouth, creation of a nature trail in Elkhart Lake, wetland restoration in the Town of Rhine, a grant to the Sheboygan River Basin Partnership for a rehabilitation plan for Fisherman's Creek, and many others. **In 2008, the County awarded the Sheboygan Area School District-Jackson School Green Scene Initiative Project with a stewardship grant.**

City /County Dive Team

This shared service is funded jointly by the City and County. It provides certified, trained divers to assist in rescue operations under water. If called upon, the team will respond to any body of water in Sheboygan County. It is staffed primarily by divers from the Sheboygan Police Department and Sheboygan County Sheriff's Department. Funding for equipment and training is shared equally. **In 2007, a new shared boat was purchased, expanding upon the teams current capabilities for dive rescue and recovery.**

Century Kids-Fingerprinting

This is shared between City and County. It allows for parents to obtain fingerprints for their children, which are seen to be useful in the investigation of a missing or abducted child. There is no charge to the public for this service.

Accident Reconstruction Team

The County provides and shares their personnel, services, equipment and expertise with the City of Sheboygan in the investigation of serious vehicular accidents. This work is very specialized and requires intense training.

Criminal Investigations

Many criminal investigations performed are a joint, unified effort between detectives of the Sheriff's and Police Departments. This allows for a wide range of specific expertise to be tapped in these investigations.

TRIAD Group

This group works with City and County Law enforcement agencies to address law enforcement issues regarding senior citizens.

Fleetwatch

This program allows for radio communications between law enforcement, public works, bus fleets and highway maintenance crews. All of these entities are operating on the shared 800 Mhz radio system. This initiative provides literally hundreds of additional "watchdogs" on the streets and highways within the county.

Multi-Jurisdictional Citizens Academy

This is a 9-week course sponsored by Representatives of all police agencies in the County and allows for citizens to become more knowledgeable regarding Law enforcement activities.

Public works/ Highway

The City Public Works Department and County Highway Department work together on a number of projects, on an as needed basis. Equipment, supplies and materials are shared as determined by needs. This has always been the case.

Additionally, goods and services are currently shared between the city and County and the various smaller cities, towns and villages. These include, but are not limited to:

- Road paving and re-construction on a time and material basis.
- Traffic light and signal Maintenance
- Line striping on a time and material basis.
- Snow plowing of town roads as requested.
- Pavement Maintenance including crack filling, seal coating etc.
- Bridge inspection and repair.
- Recreational trail construction and paving on a time and material basis.
- Group purchasing of Highway road salt and de-ice chemicals.
- Sand/gravel/soil sold to Municipalities at cost.
- Mutual assistance as needed at Interstate crash sites.
- Administration of Local Road Improvement Plan (LRIP)
- Administration of Federal/State bridge Replacement program.
- Culvert repair, replacement.
- Pavement rating services provided to Municipalities
- City provides equipment when not available from other sources
Such as sweepers, sewer rodder's etc.
- Snow removed from Courthouse etc is dumped on city owned land.
- Road signs are made at City and County shops and available to all Municipals.
- Surveying services are provided by both City and County.
- Planning for routing of emergency vehicles is done by City/County and benefits all County residents.
- Street sweeping.

ADA Transportation

The very familiar buses provide low or no cost transportation to all citizens of Sheboygan County. This is available to all Senior citizens as well as physically and developmentally disabled persons on a county-wide basis. **In 2005, the City and the County came together to create RTC, working together to provide transportation county-wide for the elderly and disabled. The City of Sheboygan Transit authority provides all of the maintenance, fuel, washing and dispatching of these buses.**

Senior Center/Mealsites

In a true joint effort, the City, which owns the senior center, and the County, through its Office on Aging, provide a wide variety of activities and meals to County seniors. There are a number of senior meal sites throughout the County, and assure that seniors are able to get a low-cost, nutritious meal on a regular basis.

Jail / Detention Center(s)

While run by the County, the Sheboygan County Jail and the Juvenile and adult detention centers provide housing for sentenced and Huber law inmates from throughout the County. Having a County-wide jail eliminates duplication of these facilities by the Cities within the County.

Ambulance

Ambulance services are contracted by the City and County in a joint effort. Services are provided to all areas of the County with the exception of those jurisdictions where a separate service has been set up. **In 2008, the City of Sheboygan established its own ambulance service, under the management of the Sheboygan Fire Department.**

Hazardous Materials Response Team

Both the City of Sheboygan and the County have a trained and fully equipped Haz-Mat team in place to respond to chemical spills and other hazardous materials accidents. In the case of a major accident, these teams are ready to respond to assure the citizens of the entire County are afforded protection in such a crisis. A shared response unit/command post vehicle, in the form of a converted semi-trailer, is stationed at the County airport and kept in a state of readiness at all times.

Emergency Government

Emergency Government services are available to all citizens of the County. Both the City of Sheboygan and the County have personnel on staff for the purposes of planning and coordination in times of emergency. These emergencies could be weather related, hazardous, or terrorist in nature. This office files requests for grant funding with the state and federal government for funding to purchase necessary equipment which is then distributed to emergency response units across the County.

Local Government initiatives

Shared services should extend beyond the City/County proper. Since that time, we have been successful in providing assistance to other local units of government in the County, most notably the towns and villages. These areas of assistance include joint purchasing of many items, taking advantage of the city & county purchasing power. In 2001, the Chamber of Commerce, working with then County Board Chair LeMahieu, began a program called Heads of Government. This program has been embraced and continues under the leadership of Chairman Michael Vandersteen. It provides a venue for local government leaders to meet to discuss common issues and research ways to save tax dollars through the formation of alliances. **This initiative continues to reap dividends for the taxpayers in 2009.**

Printing Services

In order to achieve the budget goals set forth for 2004, the City of Sheboygan was forced to eliminate a part-time position associated with the Printing Department. Working with the county, these services are now available through the county printing department. The costs associated with this are significantly less than that of the private sector.

Elderly Transportation Fuel

In late 2003, an initiative was studied and approved to provide fuel and wash services to the Handi-Care Transportation Fleet, through Sheboygan Transit. This was a true collaborative effort between city and county personnel, and should result in significant savings. After studying all of the options, Sheboygan Transit was selected as the best site, due primarily to the presence of staff and the fact that the bush wash can be used to provide clean vehicles to the county's elderly. **This relationship has blossomed into the RTC.**

Fire Investigation Unit

In 2006, the Sheboygan County Fire Investigation Unit was formed. This unit is called to investigate the circumstances behind fires of a "questionable or suspicious origin". The team received a grant to cover the cost of tools and equipment and works in concert with the City of Sheboygan unit and the State Fire marshal's office.

Joint Dispatch

Under the leadership of the new Shared Services Committee, a renewed focus on the subject of combined dispatch for the county has risen. Though studied many times over the past 25 + years, the initiative, until now, has never borne fruit. The current initiative being considered, calls for stakeholders to take a slow, measured approach that allows the potential for it to be accomplished in phases.

Conclusions

The size of the above list speaks volumes to the amount of shared services currently in place. Within each of the individual departments of the City of Sheboygan and Sheboygan County, are many, many more programs that are made available to all citizens of the County. While it is true that many such programs are mandated, many more are not, and are provided in many cases without the assessment of user fees or costs to the public.

The future of shared services in the County is bright. It is recognized that there are many more opportunities available, but it should also be recognized that the "low hanging fruit" has already been harvested.

That said, it must be noted that additional opportunities still exist and deserve serious consideration to assure that the services that local government provides the taxpayer continue to be of the highest quality and received at the absolute lowest cost.