



*December 1, 2016*

Eau Claire County Government  
721 Oxford Ave, Eau Claire WI 54703

**Team Internal Collaboration**

**Goal Leader(s):** Tiana Glenna, Admin-facilitator  
Diane Cable, DHS-co facilitator

**Team :** Dan Bresina, Sheriff  
Jon Lenz, IT  
Ron Hon, DHS  
Daniel Powers, District Attorney



## Purpose

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The purpose of this project is to improve overall service quality provided by county departments within Eau Claire County government system. This project will identify 3 cross-departmental or cross- system collaborations annually that result in more efficient service or operations annually for the 2017, 2018, and 2019 budget years.

## Scope

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The scope of the project is to develop a framework which will allow departments to identify areas of common interest, impact or collaboration which will result in more efficient service or operations annually for the 2017, 2018, and 2019 budget years.

### What is the projected outcome?

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- Build a culture and climate which will support intentional collaborations
- Develop a process for notification or development of cross agency collaboration
- Support the county in becoming a learning organization
- Improved cross system data sharing
- Improved Communication
- Safeguard and enhance the wellbeing of residents and resources

### Activities

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#### Phase 1: Project Conception – October 1, 2016

- 1.1 Establish team members
- 1.2 Determine the name of the Project team
- 1.3 Establish focus and scope of the project to ensure we are all obtaining the correct information to guide our work
- 1.4 Identify timeline
- 1.5 Establish meeting times and location

#### Phase 2: Definition and Planning – September 10, 2016

- 2.1 Develop Charter
- 2.2 Identify scope as to collection of data
- 2.3 Determine additional team members as needed
- 2.4 Develop survey questions and means for delivery of survey
- 2.5 Collection and analysis of survey
- 2.6 Develop process map for identification of collaboration



Phase 3: Project Execution – November 28, 2016

- 3.1 Establish reporting dates and process for department heads to identify collaborations to County Board

Phase 4: Monitoring - December 20, 2016

- 4.1 Ensure timeline is included on budget plan for identification of collaborations to be delivered to administration

Phase 5: Project Closure – December 31, 2016

- 5.1 All final documents will be delivered to oversight body by December 31, 2016

Deliverables

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- Team Charter
- Process for defining collaborations
- Results of survey which will identify potential collaborations

Timeline

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Preliminary Plan	Target Date	Actual Date
Start Date: Define innovate/discuss written plan	October 1, 2016	October 1, 2016
Review Charter & define outcomes	September 7, 2016	September 10, 2016
Share Charter/Timeline with CORE team	December 1, 2016	November 30, 2016
Create distribute survey	November 10, 2016	November 14, 2016
Identify policy and process for submission	November 10, 2016	November 28, 2016
Review Recommendations	December 20, 2015	
Implementation	December 31, 2016	

## Analysis of Results

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Summary of the 49 survey results indicate that 100% stated they agree that collaborations will benefit county operations. Stating collaborations will build teamwork, allow for resources to go further and reduce duplication, standardization of service, The County is one entity with many common goals so working together only makes sense, and streamlining workloads.



## Conclusion

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In conclusion, the collaboration workgroup for the county strategic plan developed a collaboration process for the identification of cross agency collaborations. We ask that this proposed process become part of the existing county budget and annual reporting process.

## Cross Department Collaboration process

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### *Purpose*

Based on the 2016 County Strategic Plan – the county is moving forward in becoming a learning organization. Through this process we hope to encourage departments to openly communicate and work collaboratively to improve direct services or operational components across the system.

### *Process*

This process will become part of the annual budget process, annual reporting and presentations to the county board.

## Recommendation

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### *Introduce strategic initiative to county employees*

- Include in budget documents/annual reports/ **REQUESTED**
- Communication at department head meeting/ **TASKED**
- Send out written information/ **TASKED**
- Address employees at MLK training days / **COMPLETED**
- Update internal electronic communication/ **COMPLETED**

### *Institute within the County Budget process*

- Identification of internal collaborations will become part of the annual budget process-highlights within budget and identification of reasons for collaboration including return on investments.
- Develop a process for annual reporting which will include collaboration identification to county board and/or oversight committees.
- Develop Continuous Quality Improvement (CQI) process to ensure success of collaborations. This process will be internal to each department.



## Appendix A

### Survey Results

Survey completed on November 23, 2016  
County Department Heads and Supervisors where appropriate  
49 Respondents

#### Q2

#### List current or planned collaboration with EXTERNAL stakeholders (title of project or work group)

Cover Crop tour; Farm-City Days (and Farm Technology Days); Eau Claire River Watershed; Lake Management Plan Implementation; Leadership Eau Claire; Rain to Rivers Stormwater Education; Nutrient Management Plan training; Tri-County Groundwater Elevation monitoring (WellIntel); Village of Fall Creek Nitrate Reduction project; Adaptive Management options with City of Augusta for wastewater treatment plant discharge reductions in the watershed; Chippewa Valley Forage Council; NOD implementation with DNR; DATCP Farmland Preservation Compliance (and Ag Enterprise Area) with DATCP; Wildlife Damage Program with USDA-APHIS; Venison Donation program (with USDA-APHIS, DNR, and local food pantries), Youth education activities/contests in conjunction with schools (Land Judging, Poster contest, Speaking contest); etc.

EBDM Work - Local and Statewide Various Community Presentations

Title Companies Financial Institutions General public

Chippewa Valley Free Clinic- teach students BadgerCare applications so they can facilitate connecting their customers to BadgerCare. Great Rivers Consortium (Barron, Burnett, Chippewa, Douglas, Dunn, Pierce, Polk, St Croix, Washburn)

Feed My People Foodbank Hunger Prevention Coalition Great Rivers Income Maintenance Counties (Barron, Burnett, Chippewa, Douglas, Dunn, Pierce, Polk, St. Croix, Washburn)

Great Rivers Income Maintenance counties- Barron, Burnett, Chippewa, Douglas, Dunn, Pierce, Polk, St. Croix, Washburn

New records management system-The Spillman Group----not sure if that is what you are looking for

We work closely with representatives from Country Jam and the Eau Claire music festival to reduce the impact of the festivals on local residents.

This list is not all encompassing. We partner with a variety of external stakeholders throughout the year and we have an extremely large list. Larger stakeholders include: Mayo Clinic Health System, Sacred Heart Hospital, Marshfield Clinic, UWEC, UW-Stout, Community Table, Feed My People, Lynn's Chatterbox Café, LE Phillips Senior Center, Augusta Senior and Community Center, Dove Healthcare, Sojourner House, WEAU, WQOW, Alzheimer's Association, Chippewa Valley Museum, Gordy's, Festival Foods, Eau Claire Area School District, etc.

The ADRC does an extensive amount of collaboration with external stakeholders. This is not an all-inclusive list by any means: 1) Emergency Food Boxes- Feed My People 2) Mobile Meals (alt.

for those that don't qualify for Meals on Wheels)- The Community Table 3) Friday Facts, Best Care Chats- Dove Healthcare 4) Grandparents Day Celebration- The Children's Museum 5) Chippewa Valley Volunteer Guide- United Way 6) Dementia Coalition (multiple external stakeholders) 7) Hunger Coalition (multiple external stakeholders) 8) Hoarding Task Force (multiple external stakeholders) 9) Continuum of Care Coalition (multiple external stakeholders) 10) UWEC- interns, marketing support 11) Health Promotion programs (multiple external stakeholders) 12) Falls Prevention Coalition (multiple external stakeholders) 13) Chippewa Valley Volunteer Coordinators Association (multiple external stakeholders) 14) Chamber of Commerce 15) Other County's ADRCs- mainly Chippewa

Current collaborations: Purchasing collaboration with the City of EC Safety Coordinator Services with the City of EC Health Insurance Consortium with City and ECASD Telecommunications system, VOIP and Centrex with the City. Use of cooperative contracts/procurement between the city, ecasd and county. Work with others departments to help coordinate collaborations such as 911 emergency communications systems, leasing space in the government center and other buildings.

UW Social Work program-real life training. Doctors and attorneys for Chapter 51 cases. Mental Health Court. GALs for GNPP. Public Defenders.

We have over 100 external partners/collaborations among all program areas in UWEX. Too numerous to list; contact us if a list is preferred.

DNR forestry- timber production and forest management DNR wildlife- Wildlife management Ski striders- ski trails Ski sprites- water ski shows lake Altoona CVDGO- disc golf course CORBA- mountain bike trails, snowshoe and running events Chippewa Valley Horseback Riders- horse trails throughout county forest WCFA- County Forest management Clark County and Jackson County Forestry and Parks- Trail issues, recreational use pricing, road access issues Eau Claire Curling Club- lease of building for curling Eau Claire Rifle Club- Lease of outdoor rifle range Eau Claire Snowmobile Association- Coordination and management of snowmobile trail system

2017 Zoning Code Update

We have met with Workforce Resource to discuss programs available and referral.

Stepping UP Initiative West Central Drug Task Force Regional Tactical Team Chippewa Valley Regional Computer Forensics Lab Crisis Network Committee State EBDM Committee Local CJCC and EBDM Committee

Dementia task force Hoarding Project Crisis Network - subcommittees also I team Coordinating service and Problem Solving for Hoarded homes MCO Enrollment with ADRC and MCO

EBDM PHASE 6 with State DOC State DOJ Meth forum NW regional meth coalition Foundation establishment for program funding

ACS Collection software utilized off-site at the municipal level to issue tax receipts.

Promotion of departments to the public

Currently working with UWEC students on County strategic planning goal.



### Q3

#### **Within your department, what are some possible collaboration which you feel may improve direct services or operations?**

With the advent of e-filing, additional collaboration on this transition will be critical.

Increased cross-training.

Local Bar Association - relative to free legal clinic

I would like to see more collaboration between the Sheriff's Office and Parks & Forests

Collaborating for nutrition services and Meals on Wheels with volunteers, as well as transportation volunteers.

Connections to the business community in order to reach employees caring for aging parents. I'm sure there are others but that is the main one coming to mind for me.

Further work on the collaboration for health insurance.

We continue to cross program with all academic departments and program areas in UWEX as well as county departments

Can't think of any, as we work with a ton of external stakeholders already. More is not necessary

Expand Facilities operations to all County buildings.

Integrate the well and sanitary programs into the P and D Dept.

One full-time Corporation Counsel attorney dedicated to Child Support may increase efficiency.

HSHS ADRC Area MCOs

ADRC - working with elderly and disabled DHS - with Common users Police and dispatch with CIT training Police and sheriff and DHS with LE co - responders

I feel we have made several improvements over the past three years. We are always open to new collaborations but at this time I don't have any in mind.

Learning some of ADRC and human resources benefits. to better fill in the gaps with the veterans benefits.

We work with highway and maintenance departments on many collaboration opportunities.



#### Q4

**Please list reasons for failed collaborations (or collaborations which did not have the desired outcome).**

Lack of follow up / effort on behalf of other departments.

Failure to respond.

Potential egos got in the way

Lack of staff availability

Stakeholders who insist on maintaining absolute control

Time, not enough resources (money) to have a desired project, not enough or correct staff for the project...

- Unclear expectations by one or more parties involved. - Poor communication and/or lack of buy in from one or more parties involved.

Sometimes collaborations take too much time because there are a lot of parties involved. Sometime there is not enough monetary savings. Sometimes new leadership take it another direction or we get too busy on other projects.

Financial constraints, time constraints

Usually fail for lack of communication/time to commit to cause

We have over 5,000 cases so it is a matter of prioritization.

Failed communication and commitment.

Lack of pre-planning and information sharing with key members.

In 2016, we worked with Corp Counsel and Finance to have all debt owed (as ordered by the court) returned to our office for collection. Corp Counsel and Finance no longer have to go after collections.

Lack of coordination transparency in knowing how each other's work impacts others

Time and staff. We have 3 staff and are already very pressed for time.

The other department doesn't always have the resources or expertise to assist with the potential collaboration.





## Q5

### List efforts in 2017 that will involve collaboration with other INTERNAL departments (title of project or work group)

EBDM Efiling

Working with IS and Planning and Development

ADRC/DHS meetings held quarterly to keep ADRC, DHS Adult Services, and Economic Support, along with MCO's all in the loop on things occurring in each work area.

changing our records management system department and county wide

E-filing implementation - Corp. Counsel, Child Support Agency, and District Attorneys office

We work closely with the Highway Department. Their department heads regularly attend Traffic Safety Commission meetings and we work closely planning signage and detour routes during the music festivals.

City/County Health Department (multiple events, Veterans Services (multiple projects), and Eau Claire Police departments, Admin and HR (multiple projects). This list continues to grow.

1) Veterans- Transportation Program. 2) Human Resources- Outreach and shared tables/booths at events. Seasonal/LTE/Part-time recruitment efforts in the ADRC newsletter. 3) Health Department- Opioid abuse prevention and awareness with older adults. Continued involvement with Healthy Communities. 4) IS- Dementia Registry

Since we are a provider of internal services, most all of our work involves working with internal departments and we try to collaborate projects as much as we can. Next year the budget includes a space needs plans for the courthouse and the health Dept included a space needs review. It's hopeful that we'll work together on these projects and others.

Process with DHS to have evaluations for CSP clients. Collections process with Clerk of Courts.

Continued programming with Land Con, Health and Human Services, Parks and Forest, Maintenance, etc. Specific project titles are not always given, our programming is fluid based on community and state needs.

Highway department on various road/paving projects Land Conservation possibly for engineering services

Facilities Master Plan Highway Dept. Site Selection/Schematic Design

ADRC Corp Counsel Public Health Vets

E-filing

Working with DA Office and Child Support toward a paperless system - which will be mandatory in 2017.

CCS program with DHS Jail reentry programming Stepping up initiative with DHS



Reconciliation of accounts within Alio (working with Finance). Continuing our offer to help guide other departments to set-up their process to take debit & credit card payments.

There are no special work groups. We will continue to work with highway to purchase cutting edges and other equipment that they buy in volume and it saves the airport money. We will also continue to work with maintenance to piggyback on HVAC or other building maintenance contracts.

## Q6

### **What were the elements that resulted in a successful collaboration?**

Effort Goal oriented versus "who gets credit" oriented.

Working as a team.

Communication

Open communication, face to face meetings to help build and encourage positive working relationships

making staff available to research and dedicate time to the project and then sharing their knowledge with the rest of the department

Stakeholders who are willing to step back to look at the big picture and those who are willing to be flexible when determining which stakeholder will be responsible for the performance of given duties.

Departments that were able to contribute equally, financial ability to collaborate and bring additional resources to the table, staff that were able to utilize time during the day for projects, and staff that were willing to dedicate the time and were not forced into it.

- Strong stakeholder buy in - Strong communication - Open mind; team thinking; working outside of silos

Being committed to be a part of a project that may or may not help each individual or each dept. and to understand that the collaboration helps the end result when looking at the whole picture.

Willingness, flexibility and adaptability to work together toward a common goal.

Communication, working with departments/employees that actually value partnerships and respond to changing needs, financial support for projects, prioritizing programs, positive working relationships

Commitment of group working with to successfully complete the project. Usually a fair amount of DEDICATED volunteers who are working with us.

Setting clear goals and outcomes Clear expectations and open communication

yes, effective communication and productive problem solving.

Cooperation and finding common goals.



Full understanding of each other's points of views and needs.

Discussions

Coordination Planning Mapping transparency Having an end date

Identifying areas that need improvement; making the improvement; then reaping the benefits such as time savings, efficiencies and increased accuracy.

Shared interests/necessary work components.

## Q7

### **Do you see collaborations benefiting county operations and Why?**

100% yes

If a natural fit, of course.

Builds Teamwork

In time sensitive areas to assist customers-yes

Yes, it is helpful to learn about other departments

we will be able to share information easier and faster

Improved efficiencies within departments = cost savings for staff time.

Reduces duplication of services and provides for more efficient use of resources

If departments are working on like projects, there is more buy in from staff on a project. These also can be a cost-effective way of operating as resources can be pooled so the responsibility isn't on one department.

Collaborations allow resources to go further and also reduce duplication

Because of limited funding we need to refine our processes.

Saves time and money. Creates a better working environment.

When it makes sense to collaborate, it eliminates duplication and provides better service to constituents.

Some do, but others can be more work than what they are worth. The groups that are well established, funded, and have dedicated volunteers are certainly worthwhile.

Standardization of service, possible cost savings

It can save time, resources, and money.

To avoid duplication of efforts. Many departments work on related or same concerns.



No doubt collaboration is an important tool but it needs to be a priority.

We are all one entity with many common goals so working together only makes sense.

Good for the county and good for the people.

Streamlining workload, funding, services

There are people in different departments doing the same or nearly the same task with the same data.

Collaboration can often save time and money.

## Q9

### **What EXTERNAL governmental units, schools, agency or firms do you most often collaborate with?**

City of Eau Claire

US Post Office, IRS, WI Dept. of Revenue, WI Dept. of Vital Records, WI Dept. of Commerce, Cities and Townships in Eau Claire County, US Post Office, Financial Institutions, Title Companies, Attorneys, Property Listers, Realtors, Funeral Homes, Appraisers, Surveyors

Schools, CVTC, State Patrol, too many to list

Local Bar Association

Wisconsin Department of Transportation, other law enforcement agencies and music festival representatives.

See Answer 2. We have an extensive list of external partners and collaborate on most projects with one or more.

Eau Claire City Transit Eau Claire Area School District Area hospitals Area nursing homes Area home health agencies & assisted living facilities

City of EC ECASD City of Altoona, UWEC State WI DOA Other Counties and Cities with WMMIC. Other Purchasing Cooperatives within and outside of WI.

Area schools, law enforcement agencies, hospitals, many state agencies, bankruptcy court, US marshal's office, City of Eau Claire, local villages and towns and counties throughout Wisconsin, State health care centers etc.

Again, please contact us for the list in its entirety; we have over 100 external partners.

DNR

GTLC (Green Tier Legacy Communities)

Town boards, state agencies (DOT, DNR, DATCP)



## TOWNSHIPS

We frequently work with private attorneys. In the past we have worked with Sojourner, Community Table, and other groups in the community. We have contacted the schools and offered to do a child support prevention presentation but have been met with some reservation.

Northwest connections Mayo health systems Free Clinic HSHS Previa Health MCOs IRIS CDC Arc of Eau Claire Beneficial Rep Payee Services Brotoloc LLS Aurora

Workforce Resource

Area Law Enforcement Agencies to include State and Federal.

Schools - they visit/tour and learn more about the court system

Mostly our 18 municipal Treasurers and Clerks. Of course we also work with the local schools; title companies and escrow companies.

DOC, DOJ

UWEC Area Chambers of Commerce Other airports

