
High Performance Partnerships Survey Report



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Introduction and Research Goals

As part of the High Performance Partnerships (HiPP) process, Dakota County and the cities solicited input from local government employees, citizens and local elected officials. Survey questionnaires were posted on the Dakota County Web site, and also were distributed to local government elected officials and employees through their city administrators in hard copy format.

The primary purpose of the survey research was to collect suggestions for opportunities for local government collaboration. A great deal of additional information was also collected, however—including, for example, the willingness of the survey respondents to support collaboration of their local units of government for service delivery, and the importance of various goals or outcomes of local government collaboration.

The survey results are only one of four efforts to develop a broad set of opportunities for local government collaboration, and also to develop a set of criteria for their evaluation. In addition to this survey, the HiPP process also conducted the following activities for these purposes.

- A review of “best practices” in local government collaboration in Minnesota and nationwide. A literature review on this subject encompassed local, state and federal government reports; and research and reports by foundations, government associations and major academic programs.
- A workshop among mayors and managers of Dakota County communities, and representatives of the county.
- A panel consisting of almost 100 residents from throughout Dakota County, which was held on May 6, 2004, at the Rosemount Community Center Auditorium.

The results of these various efforts are then combined in an Interim Project Report published on May 17, 2004.

This survey report is largely descriptive in nature—and we will report the Employee, Citizen and Elected Officials results in turn. Further analysis of the survey results, in light of the other information collected by other means, occurs in the initial section of the Interim Report and will also occur in the Final Report scheduled for publication in July.

Employee Survey Results

A total of 161 responses were received from employees of nine Dakota County cities and of the county itself. As shown in **Figure 1**, 41 percent of the respondents work for Dakota County and 32 percent for one of nine cities, while 27 percent of the respondents declined to provide their place of employment. The 161 responses do not provide a statistically valid sample nor a representative distribution of jurisdictions within the county. The response nevertheless meets to project goal of encompassing a wide range of perspectives, as is clear from the wide range of opportunities suggested in answer to questions 4-1, 4-2 and 4-3 (below).

Quality of Life

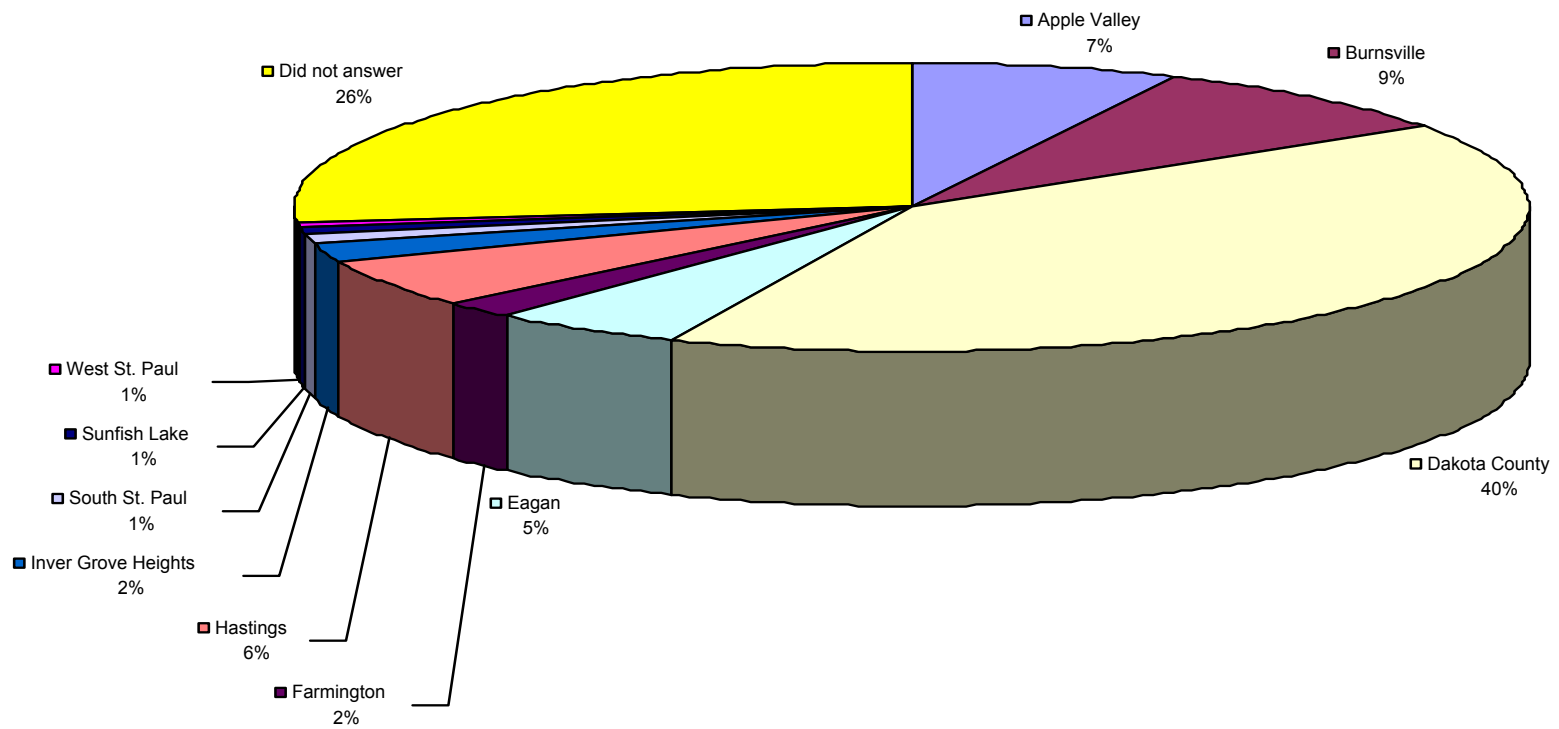
Almost 98 percent of respondents rate the quality of life in the community in which they work as excellent or good. See **Figure 2**.

When asked “What do you feel is the most serious issue facing your local unit of government,” an overwhelming majority of mentions was of funding and/or budget cuts, and related concerns. **Figure 3** shows the categories of concerns expressed, while **Table 1** provides a more detailed listing of the concerns. Both Figure 3 and Table 1 show the responses by Dakota County employees and by employees of the cities.

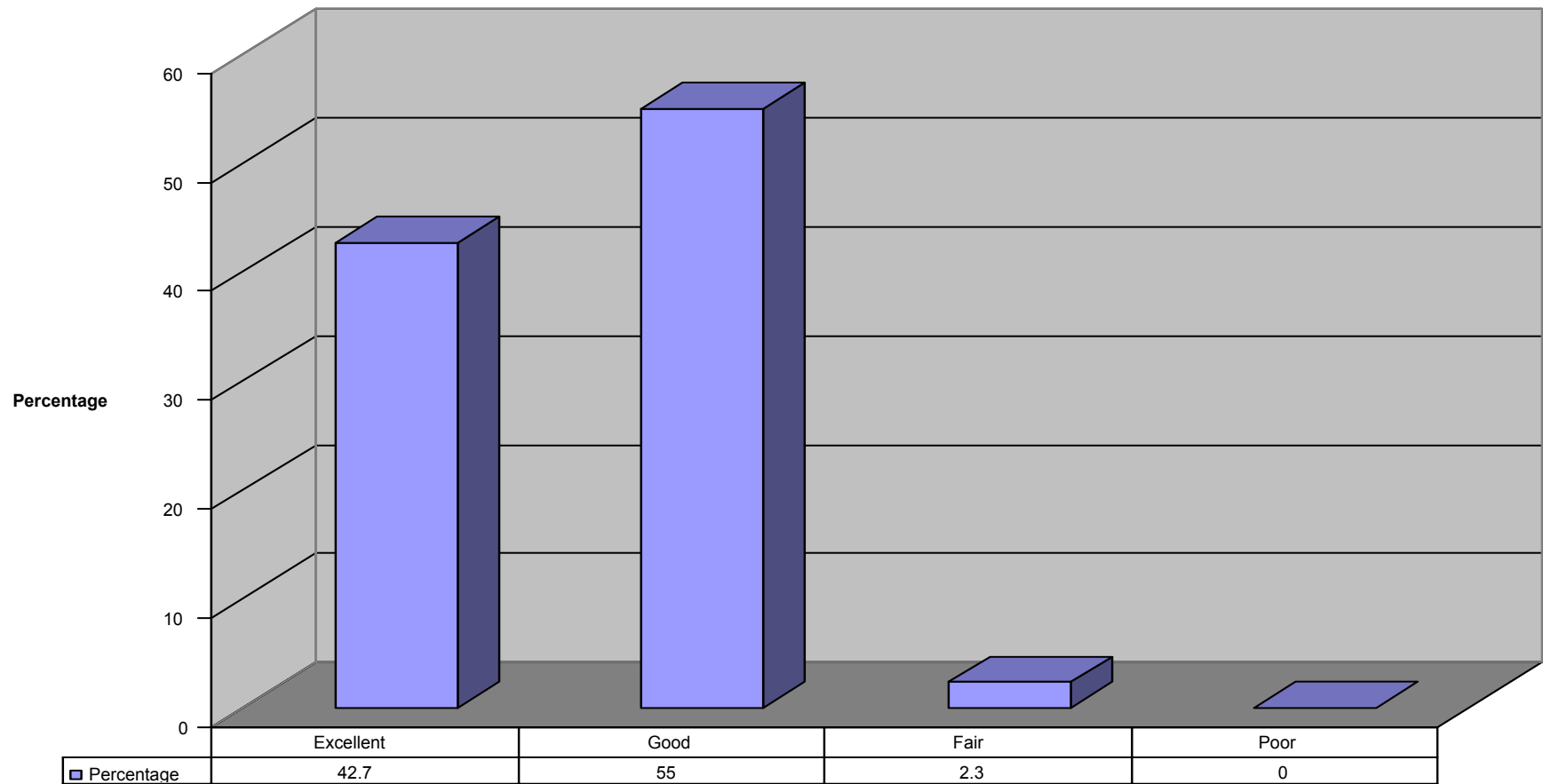
- City employees expressed almost 1.5 discrete concerns per respondent while county employees expressed about one concern each.
- City employees were much more likely to express a concern about budget and funding issues (59 percent of mentions) than county employees (43.5 percent of mentions). More than 25 percent of those who mentioned budget and funding issues also noted that demand for services was increasing, and that it was difficult to maintain the quality of—or in some cases even to deliver—core services.
- Growth and development issues were mentioned second most frequently overall and by county employees. City employees were more slightly more likely to mention health, human and social services issues and public safety issues, but growth and development issues placed a very close third.
- Other issues mentioned, in order of frequency, include transportation, education and jobs.

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Figure 1: Survey Respondents by Employer



**Figure 2: Quality of Life
Employee Survey**



**Figure 3: Most Serious Issues
Employee Survey**

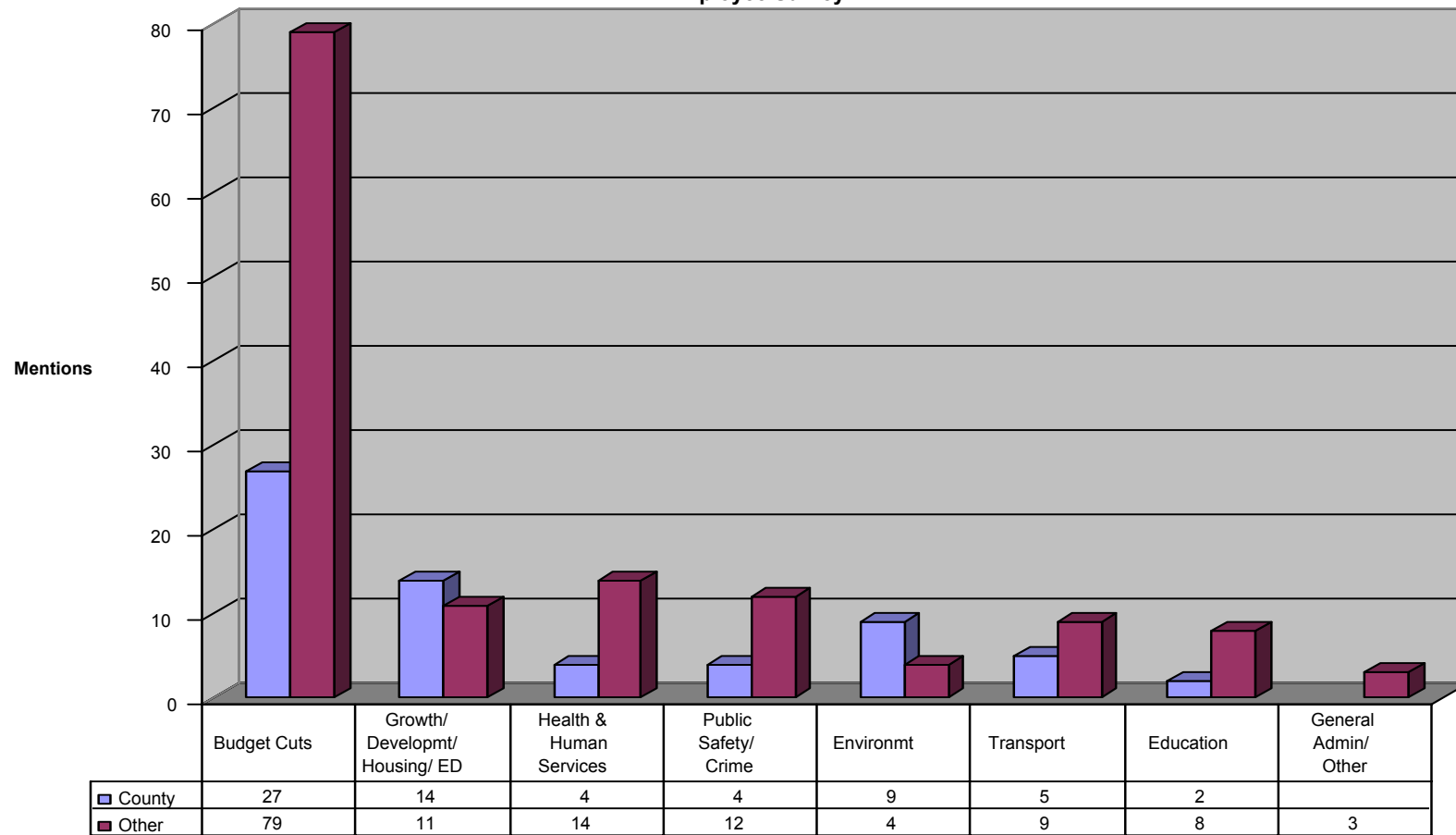


Table 1: Most Serious Issues—Employee Survey

“Most Serious Issues”	County	Other			
Total respondents	66	95	Education	2	8
Respondents to this question	33	78	School funding/funding cuts	1	4
Total responses*	64	143	School transportation		1
*Some responses appear in more than one category			School attendance		1
Budget/Funding/General/Administrative	27	82	Early childhood education	1	
Budget/funding/revenue/spending cuts	14	54	Not enough emphasis on youth/education		1
Increasing demand/difficult to deliver core services/quality of services	10	18	Schools always want more money		1
Reduce/inadequate staffing	3	3	Health/Human Services/Social Services	4	14
Increasing costs		2	Human services		4
Erosion of local control		2	Health and health care/obesity		3
Lack of citizen involvement		1	Mental health		2
Lack of management tools		1	Alcohol and drug abuse including among youth		2
Taxes too high		1	Budget cuts to human services	2	
Growth/Development/Economic	13	11	Child care		1
Growth/development/urban sprawl	9	3	Not enough emphasis on youth activities		1
Aging community/redevelopment/lack of/hard to fund/neighborhoods		6	Assistance to employed/unemployable	1	
Housing/affordable housing	3	2	Access for minorities/language barriers	1	
Loss of community	1		Too much money goes to social services		1
Environment	9	4	Public Safety/Crime	4	12
Environment	4		Public safety	2	3
Preserving green space		4	Budget cuts/maintaining quality of service	2	3
Ground water	2		Violence including domestic		2
Surface water/lakes/wetlands	2		Lack of firefighting resources		2
Air pollution	1		Sexual predators		1
Transportation/Public Works	5	9	Jail		1
Road maintenance		3	Jobs		3
Traffic/congestion	4	5	Lack of living wage jobs/underemployment		2
Transit	1		Unemployment		1
Aging infrastructure		1			

Collaboration Experience

Respondents were then asked if their department had tried collaborating with other local units of government, and how satisfied they had been with the results. A large majority of respondents reported that they have collaboration experience—89 percent of county employees and 80 percent of city employees. See **Figure 4**.

- The level of satisfaction with their collaboration experience was high. Respondents were asked to rate their experience on a scale from 1 to 10, with 1 being not satisfied at all and 10 being extremely satisfied. More than 70 percent of respondents rated their experience as a 7 or higher. The most frequent response as well as the median response was an 8, while the average response was 7.02.
- Respondents were asked to provide examples of successful local government partnerships. About half of the respondents described one or more such partnerships. Police services was the most frequently mentioned category of services, mentioned by nine respondents. Health and human services, transportation, public works, parks and recreation, and information technology all also received six or more mentions. Following are all partnerships that were mentioned by more than one respondent.

- Dakota County Drug Task Force
- Joint purchasing of road maintenance materials and services
- Vehicle refueling station shared by the state, county and cities
- Community cable television districts
- Automated transfer of assessment data between cities and Dakota County
- CONDAC
- Mutual aid agreements for firefighting services
- Dakota County EMS consortium
- Joint powers agreements and service contracts for police services
- Recycling programs
- County services to cities for Geographic Information Systems

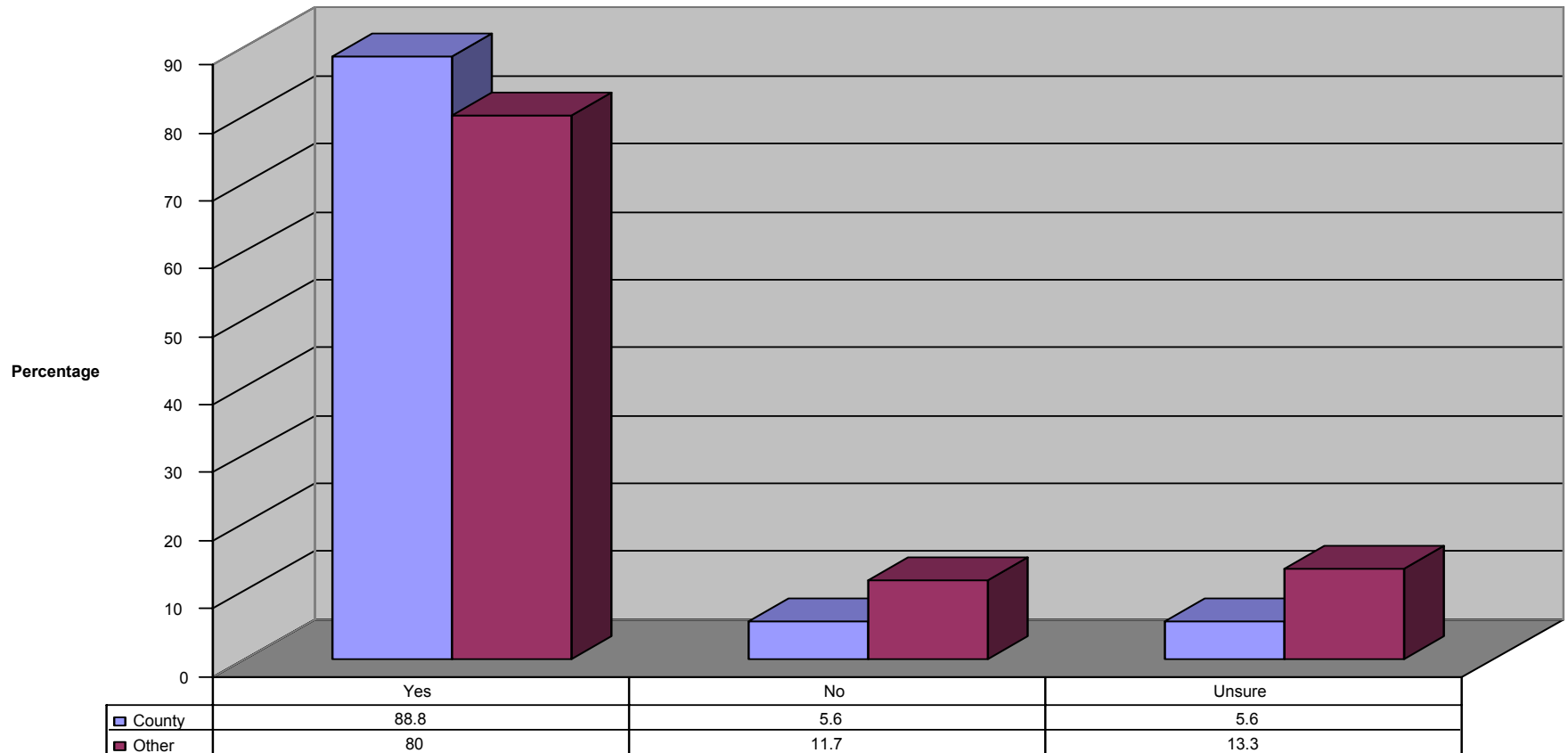
Opportunities for Future Collaboration

Respondents were asked in three separate questions to provide suggestions of ways in which their department could collaborate with other units of government. Of 161 survey respondents, a total of 89 (55 percent) respondents provided more than 200 suggestions.

- City employees were much more responsive to this line of questioning. Sixty-seven city employees, or more than 70 percent, provided a total of 152 suggestions. Exactly one-third of county employees, or 22, responded with a total of 53 suggestions. As tabulated and categorized, the 152 suggestions represent 99 different and discrete ideas, all of which are listed in **Table 2**.
- By category, the most suggestions (48) focused in the area of public safety, including police, fire and EMS, as shown in **Figure 5**. Another 34 suggestions were categorized as general government and administration. Following with more than 10 mentions each:
 - Transportation—28 mentions
 - Information technology—24 mentions
 - Public works—22 mentions
 - Environment—14 mentions
 - Health and human services—14 mentions
 - Parks and recreation—13 mentions
- The single service most frequently recommended as a candidate for local government collaboration was street and road maintenance with 10 mentions. The only other discrete opportunities mentioned five times or more include:
 - Joint 9-1-1 dispatching
 - Merging fire departments and/or coordinating the deployment of human and other resources
 - Law enforcement support services, including the creation of an law enforcement support center encompassing secretarial, evidence, CJIN, records and other data (Note that there were other similar suggestions of the consolidation of major and/or specialized investigations, mobile lab/crime scene, police/court interactions and more in this general area)
 - Merging of EMS/ambulance services and/or coordinating deployment of human and other resources
 - Homeland security, special operations, emergency preparedness and related training and equipment
 - Maintenance (other than street and road maintenance), including buildings, parking, grounds, signage, etc., at schools and parks in addition to municipal and county facilities

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**Figure 4: Collaboration Experience
Employee Survey**



**Figure 5: Opportunities for Collaboration
Employee Survey**

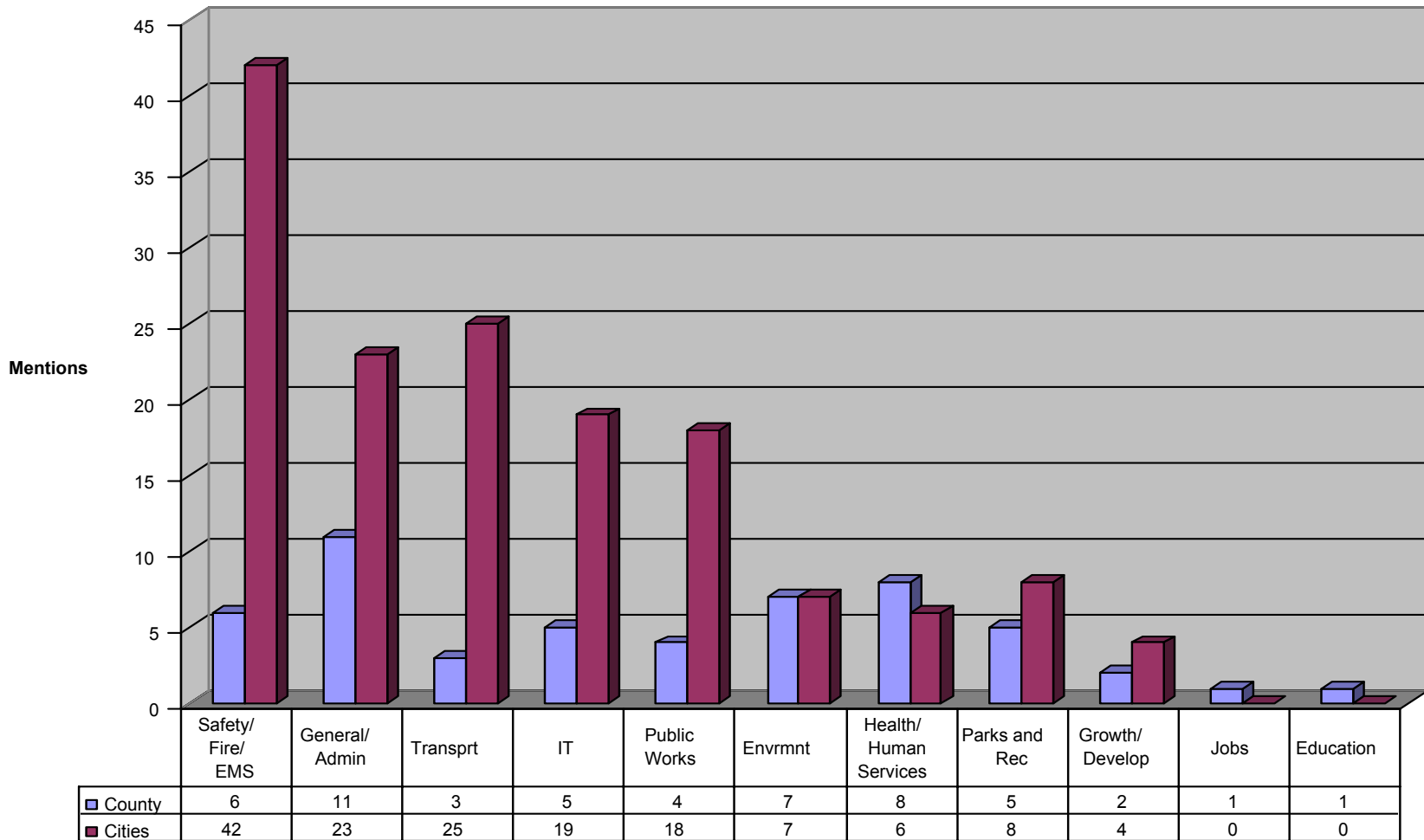


Table 2: Opportunities for Collaboration—Employee Survey

Unit(s) of Government (Number of Respondents)	Cities (N=95)			County (N=65)			Total Mention
	1 st	2 nd	Other	1 st	2 nd	3 rd	
Opportunities for Collaboration							
Respondents to this question	67	39	38	22	12	10	89
Total usable responses	67	40	45	22	11	20	205
Public Safety/Law Enforcement/Crime/Fire/EMS							48
Joint 911 dispatching including merging jurisdictions and merging police/fire/EMS	3	3	1			1	8
Merge fire departments (in general)	4	2	1				7
Law enforcement support services/center including secretarial, evidence, DJIIN, records, other data	3	1	1		1		6
Merge EMS/ambulance across jurisdictions	4	1					5
Homeland security/special operations/emergency preparedness	2	1	1			1	5
Specialized investigations—mobile lab/crime scene, financial, computer	1	2					3
Merge WSP-SSP(-Mendota-Mendota Hts-Sunfish-IGH) fire depts.	2						2
Combine IT support for law enforcement	1			1			2
Shared expertise/resources/training for response to mentally ill/physical health issues		1		1			2
Drug use/abuse among youth w/schools, police	1						1
Police interaction with courts	1						1
Commercial vehicle enforcement			1				1
Traffic enforcement			1				1
Radio platform	1						1
Jails					1		1
Recruit firefighters			1				1
Training	1						1
General Government/Administration							34
Community TV/programming including public access	1	1	2				4
Joint purchasing, negotiations, contracts including energy		1		2		1	4
Capital construction/co-location of facilities/services			1	2			3
Financial administration/finance departments	2					1	3
Training—e.g. safety, customer service, supervisory, other/general	1	1				1	3

Table 2 (continued)

Unit(s) of Government (Number of Respondents)	Cities (N=69)			County (N=65)			Total Mention
	1 st	2 nd	Other	1 st	2 nd	3 rd	
Opportunities for Collaboration							
General Government/Administration (continued)							
Shared payroll and accounts payable	1			1			2
Planning						2	2
Elections	1		1				2
Shared pool of temp clerical/receptionist staff, possibly privatized	1	1					2
Inspection/inspectors in general		1	1				2
Human resources	1						1
Land use planning						1	1
Law library/legal resources		1					1
Joint insurance—e.g. employee dental		1					1
Sell excess capacity			1				1
Engage diverse populations			1				1
Surveying		1					1
Transportation							28
Street and road maintenance	4	3	3				10
Transportation (in general) including planning, design, engineering	2		1		1		4
Share heavy and/or specialized equipment		2	1				3
Snowplowing	1		1				2
Storage shed—e.g. salt, sand	2						2
Transit (in general) and in Cedar Avenue corridor	1	1					2
Traffic safety	1						1
Transportation services						1	1
Countywide street naming						1	1
Highway shop	1						1
Cooperative purchasing of salt, sand, etc.		1					1
Information Technology							24
IT/tech support/services and personnel	1		2			1	4
Automated data transfer—real estate assessments, building permits, tax and value info, legal descriptions, etc.		1		2			3
Fiber/broadband network	2		1				3

Table 2 (continued)

Unit(s) of Government (Number of Respondents)	Cities (N=69)			County (N=65)			Total
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Opportunities for Collaboration	1st	2nd	Other	1st	2nd	3rd	Mention
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Information Technology (continued)							
GIS	1		1				2
County host servers/Web sites for cities		1	1				2
Get city and county ordinances online	1						1
Streaming video connections	1						1
Building permit data entry				1			1
Automated certificate of real estate value					1		1
Security software for e-commerce	1						1
Technology	1						1
High speed Internet connections to residents		1					1
Video production			1				1
E-commerce/online government			1				1
Shared data	1						1
Public Works							22
Share specialized maintenance equipment/techniques	3	2				1	6
Maintenance—buildings, parking, grounds, signs, security, snow & mow—including schools, parks, etc.			4	1			5
Public works (in general), including planning, design, engineering	1		2				3
Building maintenance				1		1	2
Garbage/recycling		1	1				2
Tree contractors and related	1	1					2
Interconnect water systems—e.g. AV/Eagan		1					1
Meter reading/utility billing			1				1
Environment							14
Septic system maintenance/permitting, inspections		1				1	2
Clean air/air quality	1		1				2
Clean water	1		1				2
Preservation of natural areas and open space				1			1
Hastings Area Nitrate Study implementation				1			1
Wellhead protection				1			1

Table 2 (continued)

Unit(s) of Government (Number of Respondents)	Cities (N=69)			County (N=65)			Total Mention
	1 st	2 nd	Other	1 st	2 nd	3 rd	
Environment (continued)							

Vermillion River					1		1
Drinking water					1		1
Farming best practices					1		1
Noise pollution permitting, inspections		1					1
Environmental services (in general)			1				1
Health and Human Services/Social Services/ Safety Net							13
Health risks—tobacco, obesity, STDs	2	1	1				4
Extension Service on the Move...for Minnesota Families				1			1
Regional system of “holistic” services for seniors				1			1
Services to children—more “holistic”				1			1
Mental Health Promo Workgroup	1						1
Health/wellness programming—shots, blood pressure, health fairs			1				1
Regional WIC					1		1
School age child care					1		1
ID and referral of at-risk individuals and families						1	1
Community activities programming, especially for children						1	1
Health services in/through the schools						1	1
Parks and Recreation							13
Park and rec (in general)			3				3
Park and rec services—WSP, SSP, IGH, Mendota Hts/county		1	1				2
Private (corporate, volunteers, expertise) help for environmental and general park services				1	1		2
Park maintenance						1	1
Park programming						1	1
Vehicle maintenance through transportation department						1	1
Bike and walking paths	1						1
Community center/programming—pool, exercise, etc.		1					1
Mntnce, mgmt of athletic facilities—e.g. soccer fields, ice arenas	1						1

Table 2 (continued)

Unit(s) of Government (Number of Respondents)	Cities (N=69)			County (N=65)			Total Mention
	1 st	2 nd	Other	1 st	2 nd	3 rd	
Opportunities for Collaboration							6
Growth/Development							
Sustainability in new construction				1			1

Affordable housing				1			1
Section 8 housing inspections	1						1
Redevelopment	1						1
Economic development marketing		1					1
Tourism marketing			1				1
Jobs							1
Job services—listings, resumes, job skills					1		1
Education							1
Universal pre-school and expanded Head Start				1			1

(Text continued from page 9)

- The single service most frequently recommended as a candidate for local government collaboration was street and road maintenance with 10 mentions. The only other discrete opportunities mentioned five times or more include:

- Joint 9-1-1 dispatching
- Merging fire departments and/or coordinating the deployment of human and other resources
- Law enforcement support services, including the creation of an law enforcement support center encompassing secretarial, evidence, CJIIN, records and other data (Note that there were other similar suggestions of the consolidation of major and/or specialized investigations, mobile lab/crime scene, police/court interactions and more in this general area)
- Merging of EMS/ambulance services and/or coordinating deployment of human and other resources
- Homeland security, special operations, emergency preparedness and related training and equipment
- Maintenance (other than street and road maintenance), including buildings, parking, grounds, signage, etc., at schools and parks in addition to municipal and county facilities

- When asked what type of collaboration was preferred, respondents indicated no particular preference among mutual aid agreements (44.3 percent), joint powers agreements (38.6 percent) and service contracts (35.2 percent), as shown in **Figure 6**. One-third of the respondents said they were unsure or selected an “other” response, then stated that all three may be appropriate in different cases.

- Privatization was preferred by less than half as many respondents (17 percent) as the other choices.

Goals and Outcomes of Collaboration

When asked to rate the importance of various goals or outcomes of collaboration, respondents suggested that all 13 of the suggested outcomes are important. The various goals were rated on a scale from 1 to 10, with 1 being not at all important and 10 being extremely important. The importance of the 13 goals varied from a low of 6.31 to a high of 8.97, as shown in **Figure 7**. (The differences, except from the extreme lows to the extreme highs, are not statistically significant.)

--Respondents showed a slight preference for delivering services more effectively (and increasing the quality of service and improving customer service) versus delivering them more efficiently (or reducing their cost or doing more with scarce resources).

Barriers to Collaboration

When respondents were asked what are the primary barriers to successful collaboration, a plurality of mentions were of a loss (or perceived loss) of control, “politics” and “turf,” as shown in **Table 3**. From the context, some responses were meant critically—that is, to imply individuals putting (as one respondent said), “Political agendas (ahead) of what is best for the community.” It is also true that a “loss of control” refers to such valid concerns as an inability to manage the quality or cost of a service and a loss of accountability.

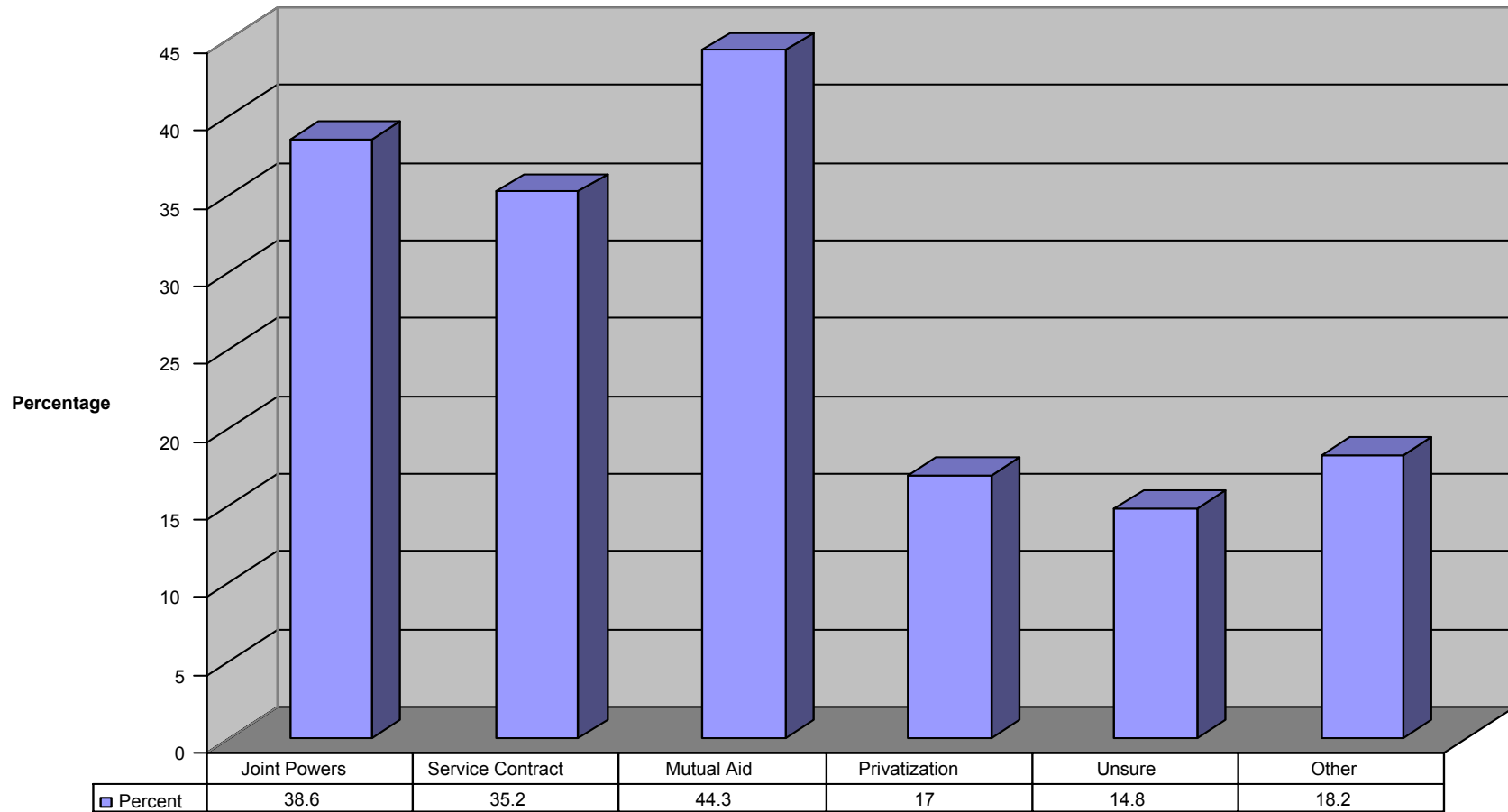
- About 20 percent of respondents pointed to a lack of resources of staff, time and money as the primary barrier to collaboration.

Willingness to Collaborate

Respondents were asked whether their department or area should do more or less partnering, or whether they are doing the right amount. More than 60 percent of respondents to the question said that they should do more partnering with other units of government.

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**Figure 6: Preferred Method of Collaboration
Employee Survey**



**Figure 7: Importance of Goals
Employee Survey**

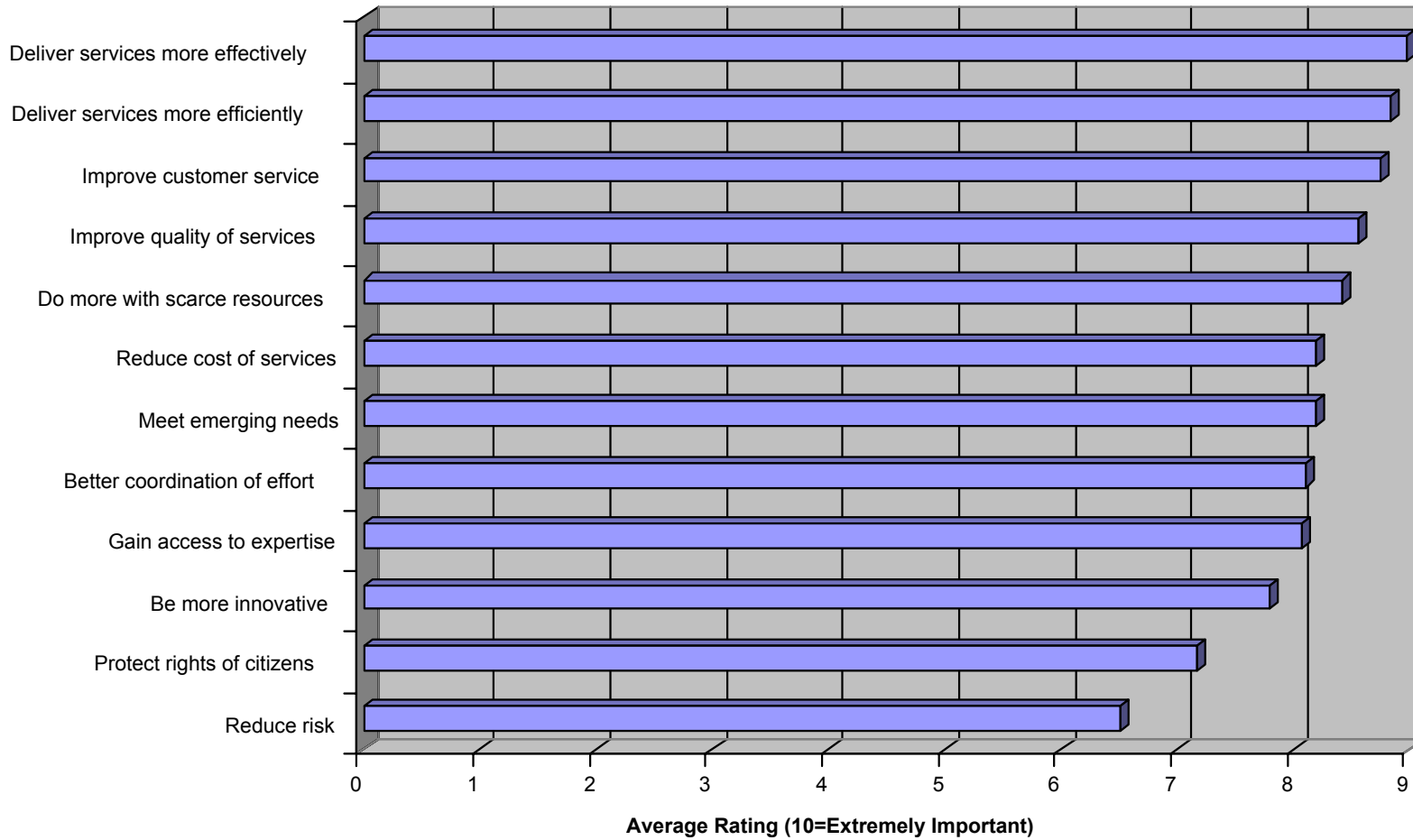


Table 3: Barriers to Success

Category	Mentions
Total respondents	161
Respondents to this question	78
Total responses	158
Control/turf/politics	45/71
Jobs	6
Lack of real commitment to success	5
Perceived bureaucracy/lack of flexibility of partnership arrangement	4
Personalities/ego	4
Perceived loss of identity/autonomy	2
Lack of trust between partners	2
Special interests	1
Loss of accountability	1
Risk/liability	1
Lack of resources	6/31
Takes a lot of time (both person-hours invested and time in months or years to make it work and see the results)	13
Cost—requires up-front investment	7
Takes a lot of effort	4
Lack of incentives	1
Resistance to change/old ways of doing things	15/27
Bureaucracy/lack of flexibility/rules and regulations	7
History/traditions/policies	4
Hard feelings due to past events	1
Different standards/expectations/unclear purpose, vision, scope	17/21
Lack of communication	4
Lack of expertise/experience	3/8
Lack of leadership	3
Inability to “think outside the box”	1
Unaware of opportunity	1

Citizen Survey Results

Citizen surveys were submitted by 131 Dakota County residents from a cross-section of cities and townships. As **Figure 8** shows, the ten largest cities in the county, which account for 92 percent of the total population, generated 107 (82 percent) of the responses. The townships and rural cities generated more than twice their 4 percent of the population—that is, 16 responses or 12.2 percent.

Quality of Life

Citizens were asked to rate the quality of life in their community. **Figure 9** shows that more than 86 percent of respondents rated the quality of life to be excellent or good, and only 13 percent rated their quality of life to be fair or poor.

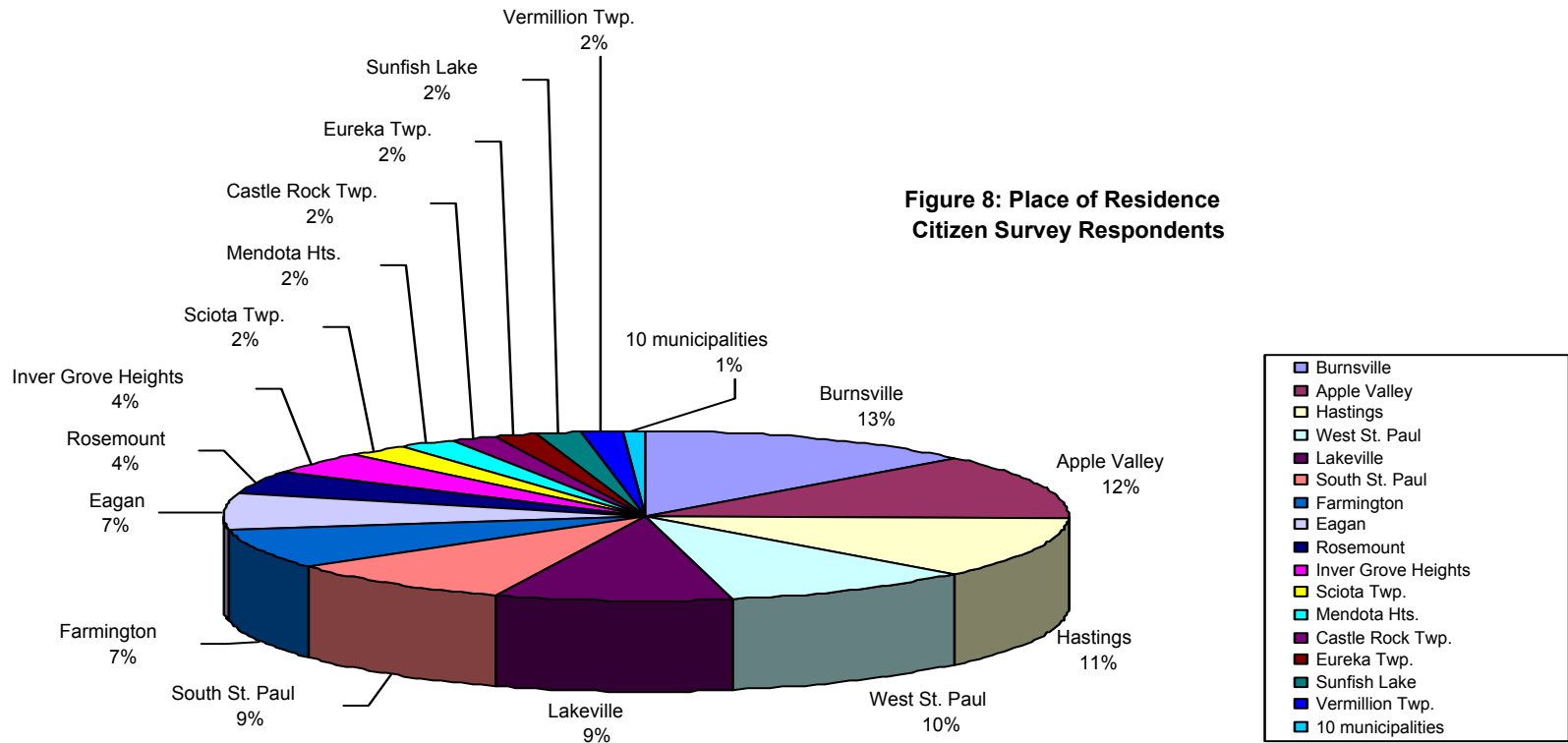
Respondents were then asked what was the most serious issue facing their community. **Figure 10** shows the distribution of responses by category, with growth, development and urban sprawl in a dead heat with budget, funding and general issues at the top of the list. **Table 4** shows that the single most frequently raised issue is also a dead heat between one issue from each of the top two categories.

- Fourteen of 139 total responses (10 percent) stated that their community was growing too fast and, as a result, the quality of life and quality of government services were feeling stressed.
- Fourteen responses also pointed to taxes and government spending being too high and/or increasing too quickly.
- Transportation, education and environmental issues were also mentioned in more than 10 percent of the responses.

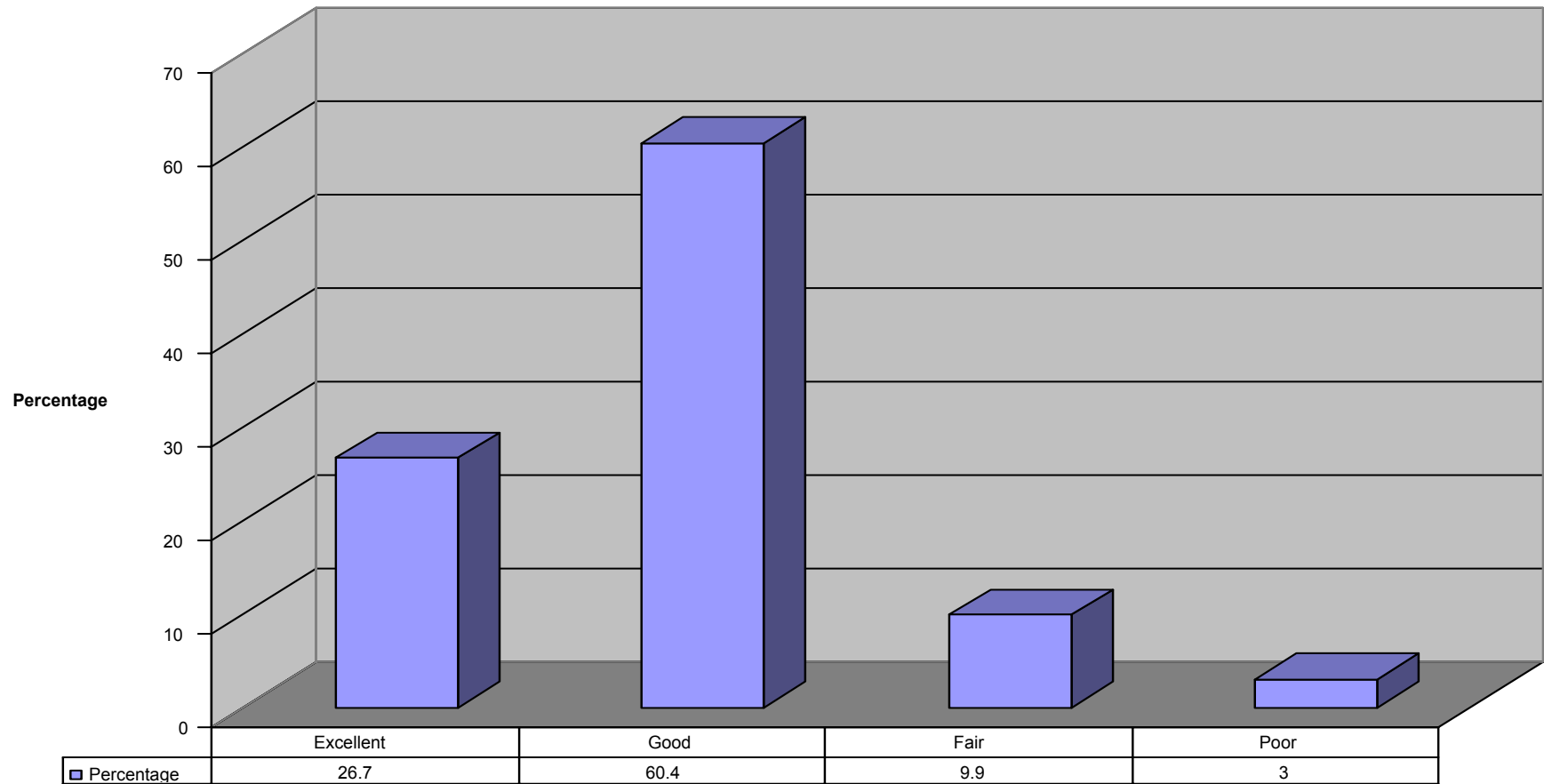
Support for Collaboration

Respondents were asked whether their local government should do more partnering with other units of government, whether it was doing the right amount of partnering, or whether it should do less partnering. Like city and county employees, citizens were supportive of local government partnerships. More than 55 percent said that their local government should do more partnering, while only about 7 percent said it should do less. The rest said that their local unit of government was doing about the right amount of partnering with other units of government. See **Figure 11**.

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**Figure 9: Quality of Life
Citizen Survey**



**Figure 10: Most Serious Issues
Citizen Survey**

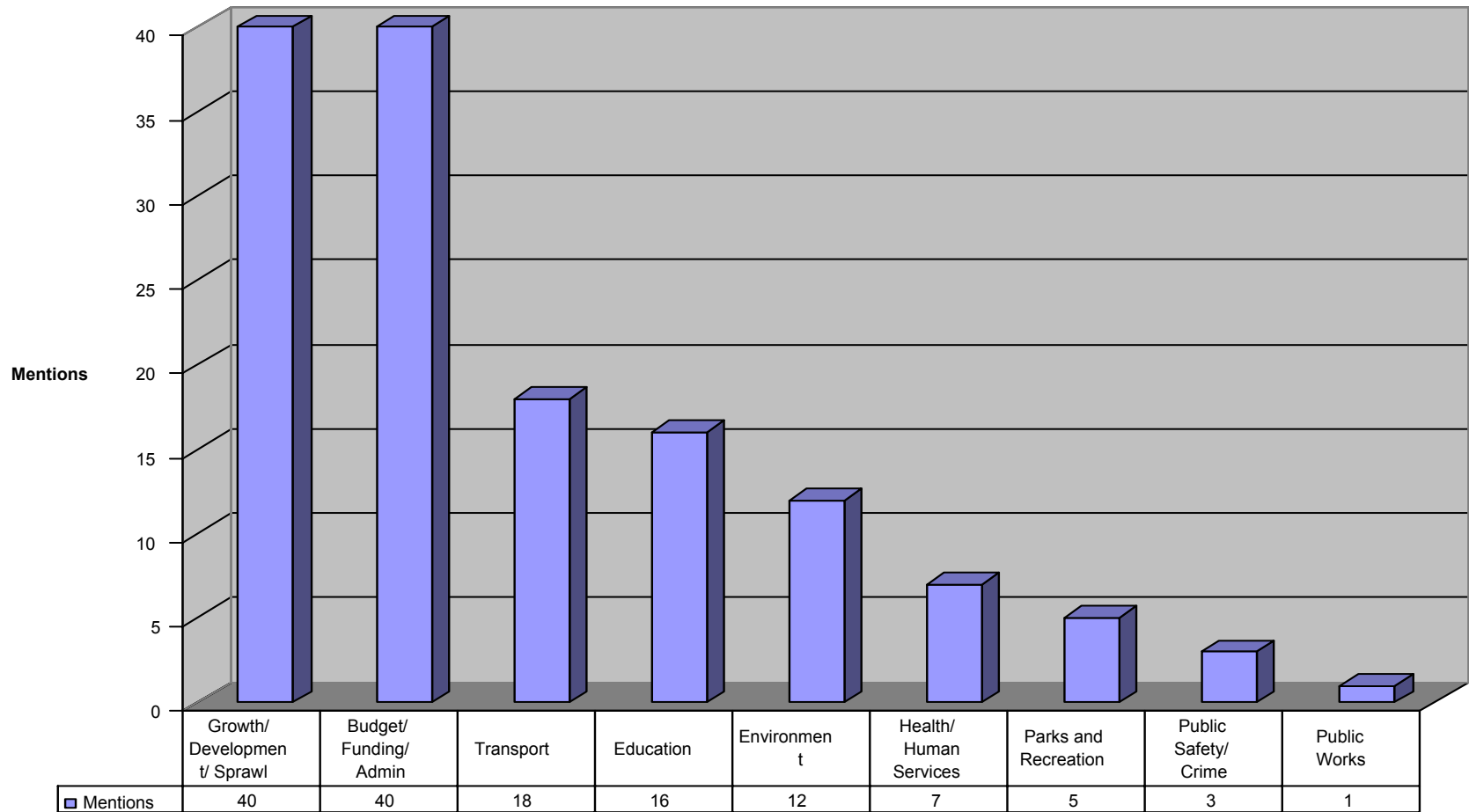
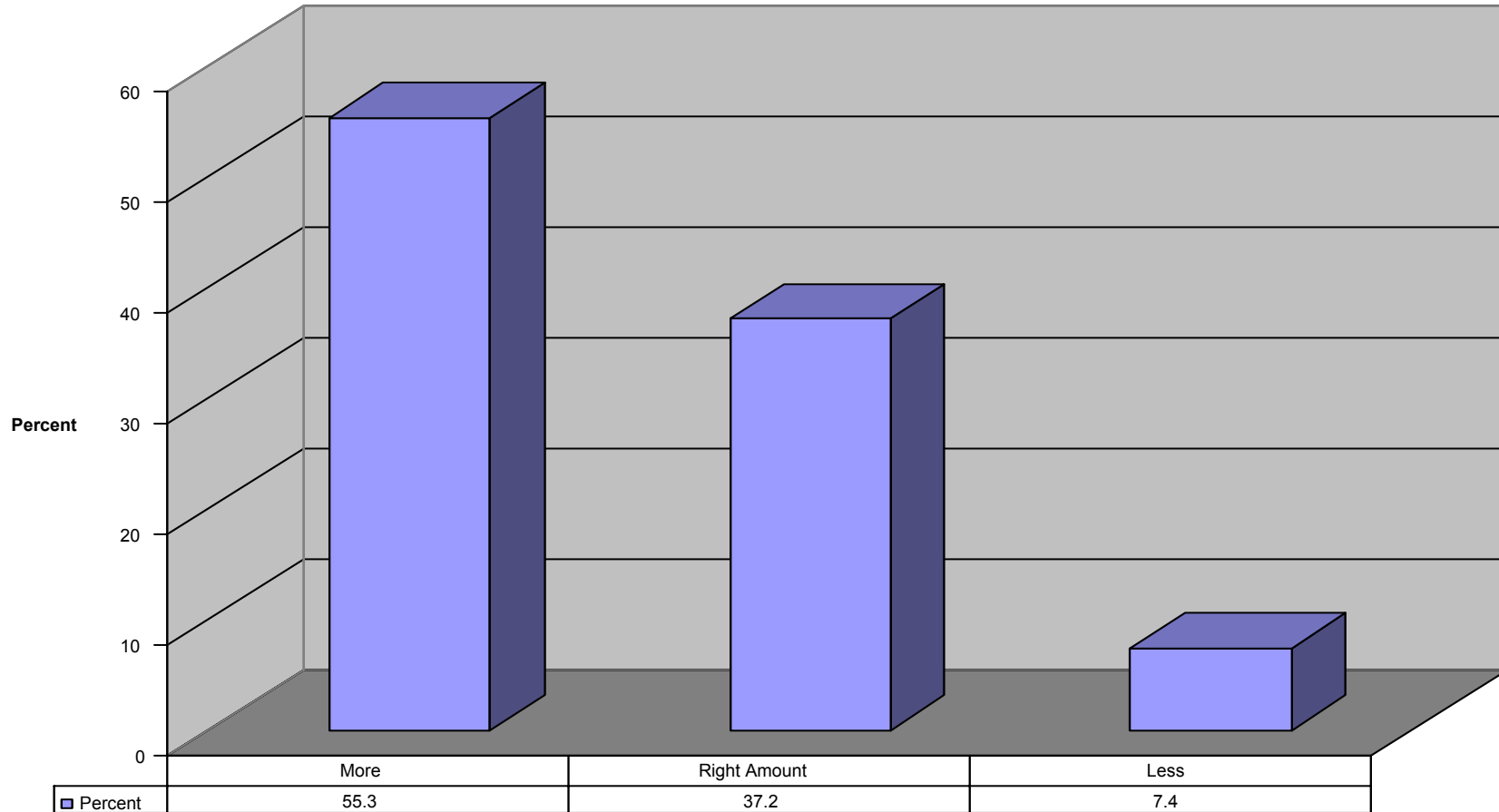


Table 4: Most Serious Issues—Citizen Survey

“Most Serious Issues”	Mentions		Mentions
Total respondents	131	Education	16
Respondents to this question	89	Cuts in education funding/budgets	8
Total responses this question	139	Maintaining quality in education	2
Growth/development/urban sprawl	40	Education	2
Growing too fast/stresses quality of life/services	14	School taxes too high	2
Housing/affordable housing	8	New high school in rural Farmington	1
Poor planning/lack of vision/quality of growth	5	Kids in school with no direction/poor parenting	1
Loss of small town/rural atmosphere	5	Environment	12
Need for redevelopment/economic development	5	Loss of open/green space/farms/natural landscapes	6
Urbanization	1	Cannon River Watershed/governance	2
Preserve older housing stock	1	Environment	2
Annexation	1	Fireworks/noise	1
Budget/Funding/General/Administrative	40	Drainage	1
Taxes too high/going up/too much spending	14	Environment	
Budget cuts/loss of/quality of services	10	Health and Human Services	7
Local control, federal/state/regional mandates	7	Vandalism/violence among youth	2
Poor performance/unresponsive elected officials	3	Drugs	2
Quality of life	2	Illegal immigration	1
Lack of community involvement	1	Lack of activities for youth	1
Public is anti-government	1	Language barriers for minorities	1
Partnering will mean more bureaucracy	1	Parks and Recreation	5
Greed	1	Lack of adequate parks and/or programming	2
Transportation	18	Opposed to Mill Town Trail	2
Transportation/traffic/traffic congestion/better east-west roads	10	Favors Mississippi Regional Trail	1
Traffic safety/dangerous roads/speeding	3	Public Safety/Crime	
Transit	2	Drunk driving	1
Potholes	1	Juvenile crime	1
Road turnbacks	1	Police Attitudes	1
Airport noise	1	Public Works	1
		Water	1

**Figure 11: How Much Collaboration
Citizen Survey**



Citizens were also asked to rate the importance of various goals and outcomes of local government collaboration. A total of 13 different goals and outcomes were rated on a scale from 1 to 10, with 1 being not at all important and 10 being extremely important. Their responses suggest that most of the goals and outcomes are important. The importance of the 13 goals varied from a low of 5.89 to a high of 8.02, as shown in **Figure 12**. (The differences, except from the extreme lows to the extreme highs, are not statistically significant.)

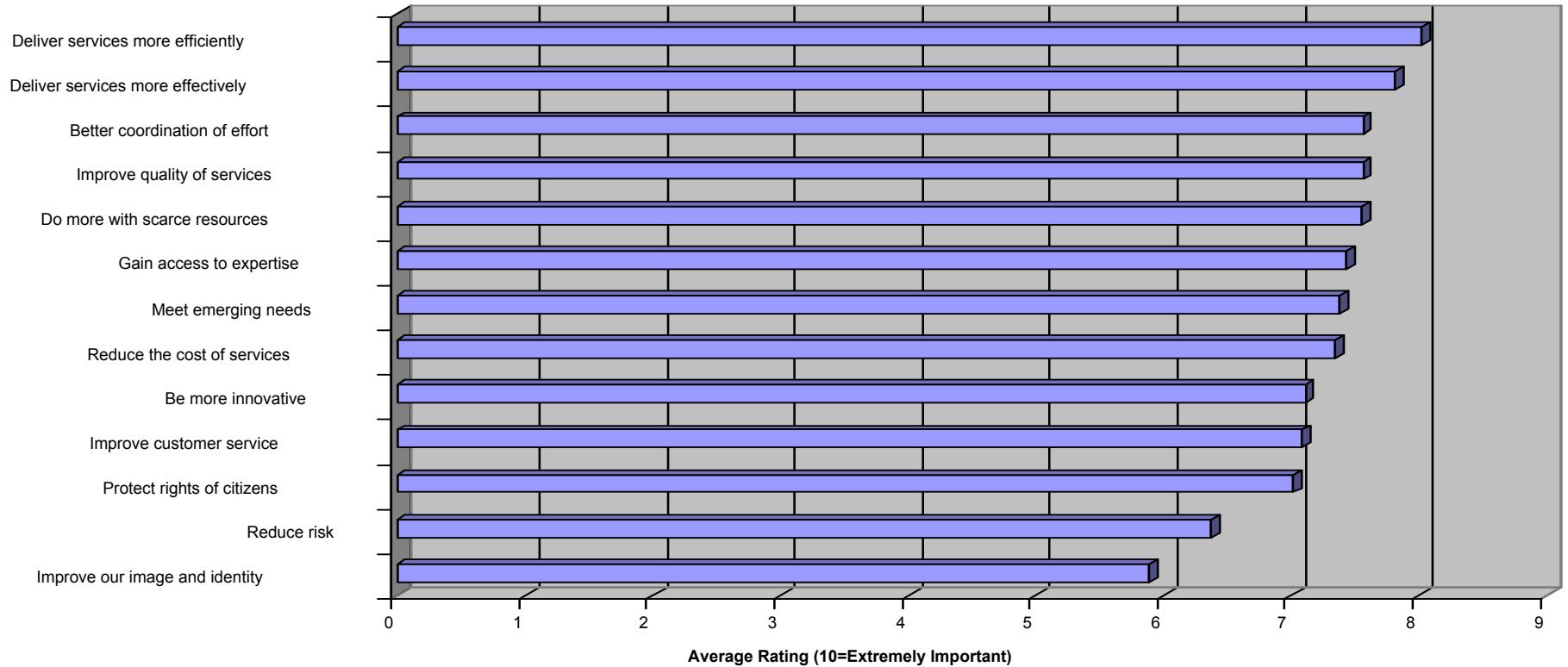
- Respondents rated delivering services more efficiently as the most important goal, and delivering them more effectively as the second most important goal, though the difference between the two ratings is not statistically significant.
- Three additional outcomes are in a virtual dead heat as third most important. Those include better coordination of effort, improving the quality of services, and doing more with scarce resources.
- Reducing risk and improving the municipality's image and identity are regarded as the least important of the outcomes measured.

Further Opportunities for Collaboration

Like local government employees, citizens were asked to identify opportunities for future collaboration among units of local government. More than 40 citizens offered a total of more than 80 suggestions, which are shown by category in **Figure 13**. Each individual suggestion is then shown in **Table 5**.

- The leading category was transportation and public works with 23 percent of mentions. Road maintenance, countywide transportation planning, snowplowing, shared equipment, fleet maintenance and traffic safety each received more than one mention.
- The leading single suggestion was the merging or otherwise consolidating or coordinating fire (in some cases including EMS) services.
- The merging or otherwise coordinating of police services, and park and rec services were also mentioned by at least three respondents.

**Figure 12: Importance of Goals
Citizen Survey**



**Figure 13: Opportunities for Collaboration
Citizen Survey**

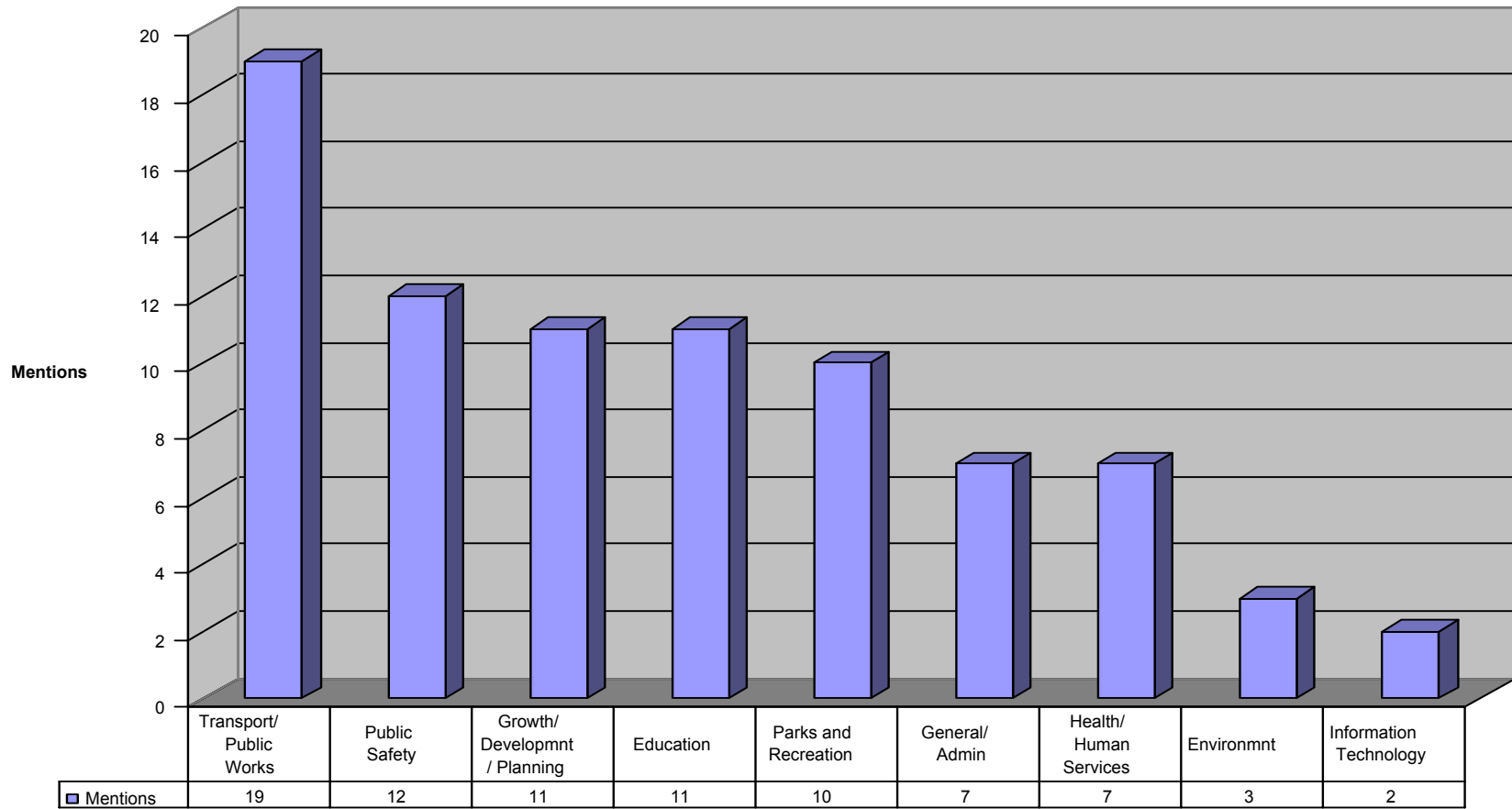


Table 5: Opportunities for Collaboration—Citizen Survey

	Mentions		Mentions
Total respondents	131	Education	11
Respondents to this question	43	Land use planning based on impact on schools	2
Total responses*	82	Coordinate with cities, sheriff	2
Transportation/Public Works	19	Utilize schools as human/social services centers	2
Road maintenance	3	Coordinate all activities with park/rec, cities, etc.	2
Countywide/regional transportation planning	3	Teach healthy lifestyles	1
Snowplowing	2	Utilize facilities across school districts	1
Shared equipment	2	New high school in Farmington	1
Fleet maintenance	2	Parks and Recreation	10
Traffic safety	2	Consolidate parks and rec (generally)	4
Maintenance sheds	1	Recreational facilities in county parks	2
Public works	1	Adult athletics	1
Water departments	1	Programming	1
Recycling	1	Maintenance	1
Meter reading	1	Coordinate all activities with schools, etc.	1
Public Safety	15	General/Administrative	7
Merge fire/EMS—e.g. WSP-SSP (1)	7	Less government	1
Merge police departments	3	Construction of government buildings	1
Joint dispatch for fire/police/EMS	2	Leadership training for town board	1
Drugs	1	One-stop shopping for licenses	1
Common courts	1	Finance/accounting	1
Equipment maintenance	1	Seamless services	1
Growth/Development	11	Combine cities (e.g. Burnsville and Apple Valley)	1
Coordinated countywide planning	4	Health/Human Services	7
One-stop licensing, shared data	2	Working with communities of color	2
Plan around impacts of growth on schools	2	Utilize schools as human/social service centers	2
Sustainable development especially re. water	1	Drug and alcohol abuse	1
Preserve small town feeling	1	Partner with police in “high needs neighborhoods”	1
Hold down the high cost of housing	1	Teach healthy lifestyles	1
Environment	3	Information Technology	2
Watershed projects	1	Tech support	1
Losing farms	1	GIS	1

Elected Officials Survey Results

Only eight responses were received from local elected officials. One member of the project steering committee noted that elected officials are probably anticipating recommendations from the HiPP project, rather than the other way around. A survey respondent echoed this statement. When asked to provide an example of a successful collaboration, s/he said, “Recently undertook a countwide task force to pursue” this very subject.

We nevertheless wish to highlight the input received from these eight elected officials, and we do that in **Table 6** and in the following summary:

- Like their employees, elected officials (three of the eight respondents) identified budget/funding/revenue constraints as the most serious issue facing their local unit of government.
- When asked to identify an example of successful local government collaboration, four of the eight respondents pointed to joint purchasing of sealcoating services for city streets. Some mentioned other joint road maintenance projects.
- When asked what they viewed as key opportunities for further collaboration, two of the eight respondents identified central dispatching of police, fire and/or EMS services. (Two had also mentioned joint dispatching as an example of a successful collaboration.)
- Finally, respondents were asked if there were any services which they would oppose delivering in a collaborative fashion. Only one respondent offered such opposition—to a merging of the local police department.

Table 6: Top Issues and Opportunities—Elected Officials Survey

City	Most Serious Issues	Example of Successful Collaboration	Opportunities for Collaboration
Farmington—2 Burnsville—1 Dakota County—1 Did not answer—4	Revenue constraints (LGA, levy limits)—3 mentions Housing growth—2 mentions Growing service demands Transportation Transportation funding Aging infrastructure Homeland security Interoperability Jobs	Road maintenance, especially sealcoating—4 mentions Joint dispatching of fire and/or police—2 Domestic Preparedness Ambulance services Fire services Libraries Recycling Telecommunications	Central dispatching—2 mentions Fire EMS Shared equipment Street sweeping Highway design and construction Water supply Contracting Branch library Open space Planning (with University of Minnesota) Services That Should Not Be Shared Police department