

Intergovernmental Cooperation/Municipal Collaboration
Capacity Assessment Worksheet

The purpose of this worksheet is to stimulate your thinking about topic areas for potential collaboration or resource sharing between and among municipalities. This assessment is designed to help you think through that various functions of municipal management, to help you identify areas where your municipality may be strong and could provide help and support to others and to identify areas where improvements could be made or where collaboration may be possible with other municipalities.

Person Completing Form: _____ Municipality: _____

Phone Number: _____ Email: _____

Please review each of the following organizational functions and circle the response which best describes your municipality's internal capacity and/or capabilities in that area. Try to be as honest as possible in your self-assessment. If a particular area does not apply to your municipality, please mark "not applicable." Put a "check mark" next to any areas where you would be willing to discuss collaboration, joint purchasing or multi-municipal cooperation.

| ✓ if this is an area of interest for collaboration | Function | We are exemplary in this area and could assist others | We are doing very well in this area /no capacity building need | We are doing ok but could make some improvements | We need a lot of help in this area | Does Not Apply |
|---|--|---|---|---|--|----------------------|
| | Citizen Services/Administration | | | | | |
| | 1. Inquiry/ Complaint Form management | Super | None | Some | Lots | NA |
| | 2. Right to Know processing | Super | None | Some | Lots | NA |
| | 3. Email management | Super | None | Some | Lots | NA |
| | Please list ideas/suggestions for improvement (or what the COG can do to support you in this area): | | | | | |
| | | | | | | |
| | Licensing and Fees | | | | | |
| | 4. Permit/Licensing Fee Collection | Super | None | Some | Lots | NA |
| | 5. Dog Licenses | Super | None | Some | Lots | NA |
| | 6. Trade Licenses (plumbing, electrical, etc) | Super | None | Some | Lots | NA |
| | 7. Construction/building permits | Super | None | Some | Lots | NA |
| | 8. Stormwater permits | Super | None | Some | Lots | NA |
| | 9. Zoning Permits | Super | None | Some | Lots | NA |
| | 10. Rental Licenses (landlord registration fees) | Super | None | Some | Lots | NA |

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|---|---|---|---|---|--|----------------------|
| | 11. Inspection Fees | Super | None | Some | Lots | NA |
| | 12. Payment recording | Super | None | Some | Lots | NA |
| | 13. Tracking collections/ delinquencies | Super | None | Some | Lots | NA |
| | Please list ideas/suggestions for improvement (or what the COG can to do to support you in this area): | | | | | |
| | | | | | | |
| | Collections | | | | | |
| | 14. Utility billing collections (garbage, water, sewer, street lights) | Super | None | Some | Lots | NA |
| | 15. Property rental fee collections | Super | None | Some | Lots | NA |
| | 16. Cell tower rental agreements & fee collection | Super | None | Some | Lots | NA |
| | 17. Franchise fee collections | Super | None | Some | Lots | NA |
| | 18. Property Tax Collection | Super | None | Some | Lots | NA |
| | 19. Delinquent Account Enforcement | Super | None | Some | Lots | NA |
| | 20. Lien placement/ follow up | Super | None | Some | Lots | NA |
| | 21. Accounts Receivable Management | Super | None | Some | Lots | NA |
| | 22. Data analysis for tax increases | Super | None | Some | Lots | NA |
| | Please list ideas/suggestions for improvement (or what the COG can to do to support you in this area): | | | | | |
| | | | | | | |
| | Financial Reporting | | | | | |
| | 23. Annual Audits | Super | None | Some | Lots | NA |
| | 24. Liquid fuels audits | Super | None | Some | Lots | NA |
| | 25. Accounting/Financial Management | Super | None | Some | Lots | NA |
| | 26. Financial management software and reporting | Super | None | Some | Lots | NA |
| | 27. Technical Assistance (i.e., chart of accounts) | Super | None | Some | Lots | NA |
| | Please list ideas/suggestions for improvement (or what the COG can to do to support you in this area): | | | | | |

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|---|--|---|---|---|--|----------------------|
| | Grant Development & Management | | | | | |
| | 28. Research to identify possible grant opportunities | Super | None | Some | Lots | NA |
| | 29. Grant writing | Super | None | Some | Lots | NA |
| | 30. Grant Administration and reporting | Super | None | Some | Lots | NA |
| | Please list ideas/suggestions for improvement (or what the COG can do to support you in this area): | | | | | |
| | | | | | | |
| | Municipal Services | | | | | |
| | 31. Economic Development | Super | None | Some | Lots | NA |
| | 32. Refuse hauling or subcontracting | Super | None | Some | Lots | NA |
| | 33. Stormwater management | Super | None | Some | Lots | NA |
| | 34. Recycling | Super | None | Some | Lots | NA |
| | 35. Composting program | Super | None | Some | Lots | NA |
| | 36. Property maintenance and code enforcement | Super | None | Some | Lots | NA |
| | 37. Blight removal | Super | None | Some | Lots | NA |
| | 38. Land banking | Super | None | Some | Lots | NA |
| | 39. Code Enforcement | Super | None | Some | Lots | NA |
| | 40. Municipal Garage/Vehicle Maintenance | Super | None | Some | Lots | NA |
| | Please list ideas/suggestions for improvement: | | | | | |
| | | | | | | |
| | Emergency Services | | | | | |
| | 41. Municipal Police | Super | None | Some | Lots | NA |
| | 42. Ambulance Service | Super | None | Some | Lots | NA |
| | 43. EMT Services | Super | None | Some | Lots | NA |

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|---|---|---|---|---|--|----------------------|
| | 44. Paid Fire Protection | Super | None | Some | Lots | NA |
| | 45. Volunteer Fire Protection | Super | None | Some | Lots | NA |
| | 46. Emergency Management | Super | None | Some | Lots | NA |
| | Please list ideas/suggestions for improvement: | | | | | |
| | Parks & Recreation | | | | | |
| | 47. Park Development | Super | None | Some | Lots | NA |
| | 48. Park Maintenance | Super | None | Some | Lots | NA |
| | 49. Recreation Programming | Super | None | Some | Lots | NA |
| | 50. Fees, Forms, Contracts and Insurance | Super | None | Some | Lots | NA |
| | Please list ideas/suggestions for improvement: | | | | | |
| | Road, Highway & Bridge | | | | | |
| | 51. Road Condition Surveying | Super | None | Some | Lots | NA |
| | 52. Mowing | Super | None | Some | Lots | NA |
| | 53. Line painting/stripping | Super | None | Some | Lots | NA |
| | 54. Bridge inspections | Super | None | Some | Lots | NA |
| | 55. Bridge maintenance | Super | None | Some | Lots | NA |
| | 56. Paving | Super | None | Some | Lots | NA |
| | 57. Sealing | Super | None | Some | Lots | NA |
| | 58. Winter Road Maintenance | Super | None | Some | Lots | NA |
| | 59. Summer Road Maintenance | Super | None | Some | Lots | NA |
| | 60. Patch Material | Super | None | Some | Lots | NA |
| | 61. Road Construction | Super | None | Some | Lots | NA |
| | 62. Hot and Cold Materials | Super | None | Some | Lots | NA |
| | 63. Sign Painting | Super | None | Some | Lots | NA |
| | 64. Sign Posting | Super | None | Some | Lots | NA |
| | 65. Anti-Skid Material | Super | None | Some | Lots | NA |

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|---|---|---|---|---|--|----------------------|
| | 66. Sidewalks (ADA requirements/curb ramps) | Super | None | Some | Lots | NA |
| | 67. Milling/re-surfacing roads | Super | None | Some | Lots | NA |
| | 68. Street Lighting (municipal owned) | Super | None | Some | Lots | NA |
| | 69. Street Lighting (utility owned) | Super | None | Some | Lots | NA |
| | 70. Traffic Signals | Super | None | Some | Lots | NA |
| | 71. Pre-emption system (ex. Relco lights) | Super | None | Some | Lots | NA |
| | Please list ideas/suggestions for improvement: | | | | | |
| Equipment Sharing | | | | | | |
| | 72. Milling machines | | | | | |
| | 73. Rolling machines | Super | None | Some | Lots | NA |
| | 74. Backhoes/diggers/ bulldozers | Super | None | Some | Lots | NA |
| | 75. Dump trucks | Super | None | Some | Lots | NA |
| | 76. Street sweepers | Super | None | Some | Lots | NA |
| | 77. Plow trucks | Super | None | Some | Lots | NA |
| | 78. Paver | Super | None | Some | Lots | NA |
| | 79. Grader | Super | None | Some | Lots | NA |
| | 80. Mobile bandwagon/ stage | Super | None | Some | Lots | NA |
| | 81. Garbage Compactor | Super | None | Some | Lots | NA |
| | Please list ideas/suggestions for improvement: | | | | | |
| Public Relations/Communications | | | | | | |
| | 82. Website development and maintenance | Super | None | Some | Lots | NA |
| | 83. Flyers/Brochures/ educational materials | Super | None | Some | Lots | NA |
| | 84. Social media account management | Super | None | Some | Lots | NA |
| | 85. Press Releases | Super | None | Some | Lots | NA |
| | 86. Local/Regional Media Relations | Super | None | Some | Lots | NA |

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| | 87. Magazines/Newsletter Writing/Publishing | Super | None | Some | Lots | NA |
| | 88. Annual Report to the Community | Super | None | Some | Lots | NA |
| | Please list ideas/suggestions for improvement: | | | | | |
| | Human Resources | | | | | |
| | 89. Benefit management | Super | None | Some | Lots | NA |
| | 90. Health Care Insurance | Super | None | Some | Lots | NA |
| | 91. Recruiting for job openings | Super | None | Some | Lots | NA |
| | 92. Applicant review/ screening | Super | None | Some | Lots | NA |
| | 93. Pre-employment drug screening | Super | None | Some | Lots | NA |
| | 94. Employee Relations | Super | None | Some | Lots | NA |
| | 95. Recruitment of independent contractors | Super | None | Some | Lots | NA |
| | 96. Management of independent contractors | Super | None | Some | Lots | NA |
| | 97. Succession Planning (emergency & long term for employees and contractors) | Super | None | Some | Lots | NA |
| | 98. Employee Development | Super | None | Some | Lots | NA |
| | 99. Talent Management | Super | None | Some | Lots | NA |
| | 100. Civil Service process management | Super | None | Some | Lots | NA |
| | 101. Pension/ Retirement benefit management | Super | None | Some | Lots | NA |
| | 102. Payroll Processing | Super | None | Some | Lots | NA |
| | Please list ideas/suggestions for improvement: | | | | | |
| | Legal | | | | | |
| | 103. Ordinance research | Super | None | Some | Lots | NA |
| | 104. Referral for lawyers/firms for expertise in a particular topic | Super | None | Some | Lots | NA |
| | Please list ideas/suggestions for improvement: | | | | | |

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| | Information Systems | | | | | |
| | 105. IT/Systems Planning | Super | None | Some | Lots | NA |
| | 106. Business Process Software | Super | None | Some | Lots | NA |
| | 107. Intranet/ Sharepoint/ Portal for internal communication | Super | None | Some | Lots | NA |
| | 108. Network/Communications/Server Management | Super | None | Some | Lots | NA |
| | 109. Network security and firewalls | Super | None | Some | Lots | NA |
| | 110. Telecommunications | Super | None | Some | Lots | NA |
| | 111. Hardware | Super | None | Some | Lots | NA |
| | 112. Disaster Recovery/ back up | Super | None | Some | Lots | NA |
| | Please list ideas/suggestions for improvement: | | | | | |
| | Facilities | | | | | |
| | 113. Preventative Maintenance | Super | None | Some | Lots | NA |
| | 114. Capital/Renovation Planning | Super | None | Some | Lots | NA |
| | 115. New Building/Expansion Needs | Super | None | Some | Lots | NA |
| | Please list ideas/suggestions for improvement: | | | | | |
| | Volunteer Orientation | | | | | |
| | 116. Boards and Authorities (Governance) | Super | None | Some | Lots | NA |
| | 117. Parks Commission | Super | None | Some | Lots | NA |
| | 118. Planning Commission | Super | None | Some | Lots | NA |
| | 119. Appeals Boards | Super | None | Some | Lots | NA |
| | 120. Zoning Hearing Board | Super | None | Some | Lots | NA |

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| | 121. Board of Auditors | Super | None | Some | Lots | NA |
| | Please list ideas/suggestions for improvement: | | | | | |
| Training | | | | | | |
| | 122. Employee Mandatory Training (OSHA, Safety, HIPAA, etc) | Super | None | Some | Lots | NA |
| | 123. Specialized Training (CPR/First Aid) | Super | None | Some | Lots | NA |
| | Please list ideas/suggestions for improvement: | | | | | |

The following questions are for demographic purposes.

| | |
|---|--|
| 127. School District Your Municipality is In: | |
| 128. Electricity provider | |
| 129. Land-line phone provider | |
| 130. Cable/internet provider | |
| 131. Approximate percentage (%) of households with access to high speed internet. | |
| 132. Fire Department | |
| 133. Emergency Services provider. | |