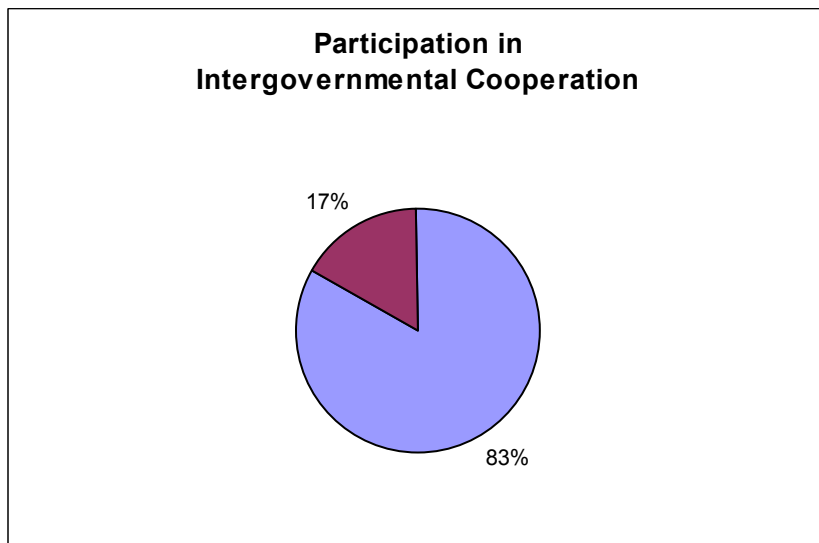




PSATS INTERGOVERNMENTAL COOPERATION SURVEY RESULTS

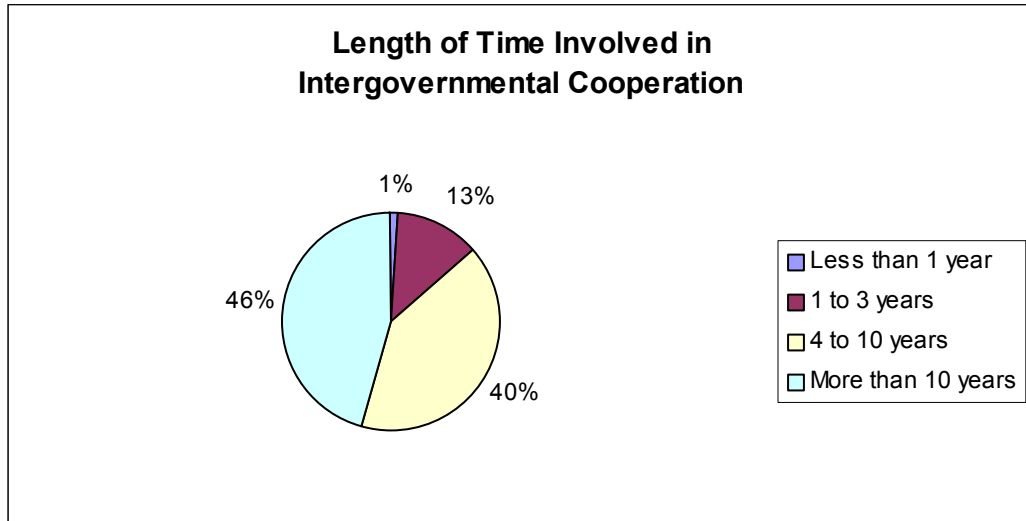
PSATS administered a questionnaire to all 1,455 of its member townships in 2009 to acquire first-hand information about local governments' shared service initiatives throughout Pennsylvania. Following are the results from the survey:

- Total Number of Respondents: 808.
- 83 percent of survey respondents, or 671 townships, indicated that they are presently involved in an intergovernmental cooperation initiative with another municipality, county, school district, council of governments, or joint authority.



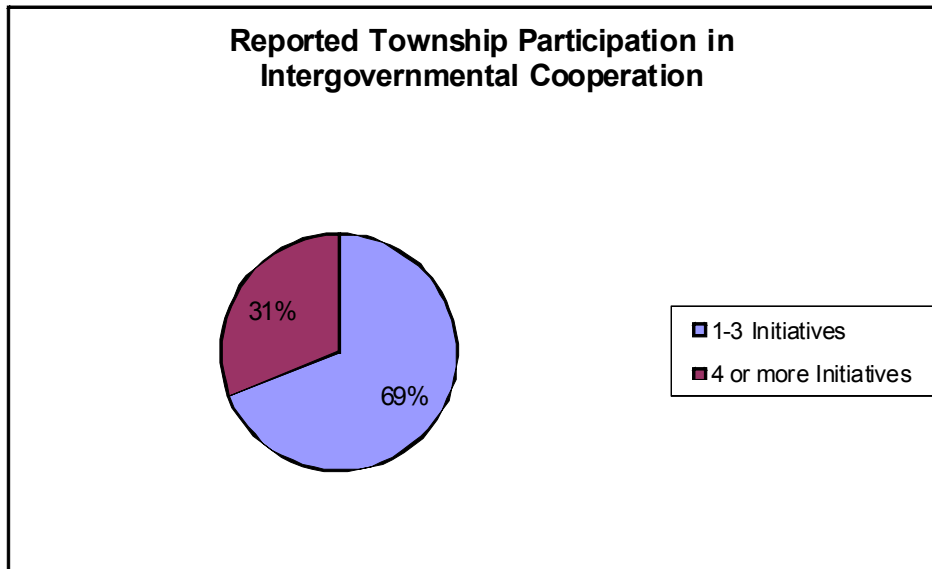
- Of those involved in intergovernmental cooperation:
 - 69 percent, or 444 townships, indicated that they are currently participating in a council of governments.

- 46 percent, or 298 townships, indicated that they have engaged in at least one intergovernmental cooperation initiative with another local government for more than 10 years. Of the remaining respondents, 40 percent indicated that they have been involved with intergovernmental cooperation between 4 and 10 years.



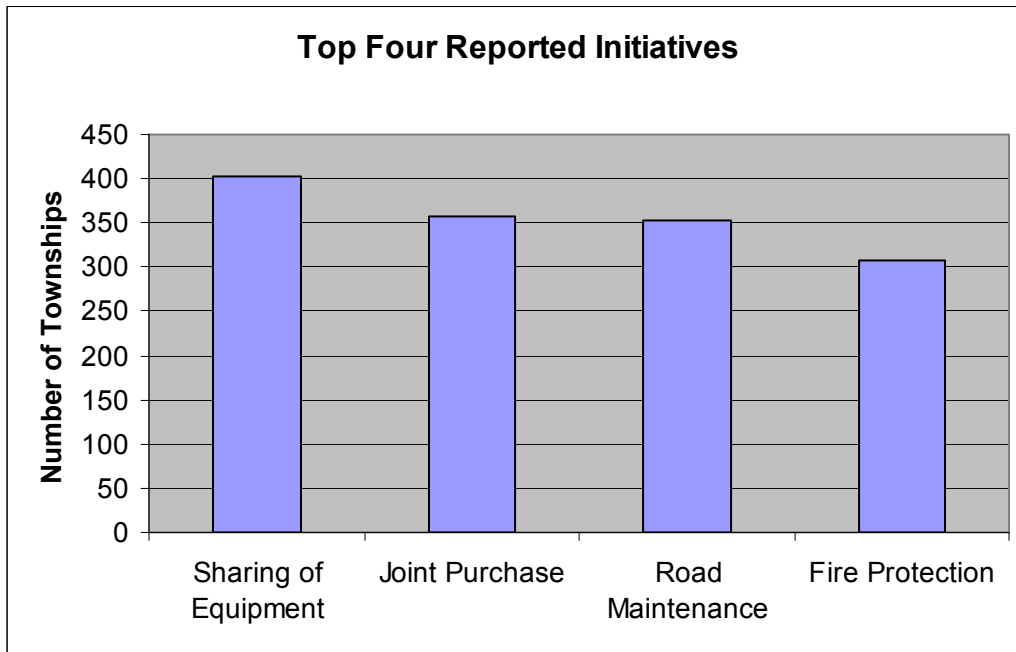
- 25 percent, or 164 townships, indicated that they meet formally or informally with neighboring municipalities or local governments to discuss mutual challenges and solutions 1 to 2 times per year; 22 percent meet 3 to 6 times per year; 28 percent meet 7 to 12 times per year; and 15 percent indicated that they meet more than 12 times per year.

- In terms of the number of intergovernmental cooperation activities, 69 percent, or 454 townships, indicated that they currently participate in 1 to 3 intergovernmental cooperation initiatives and 31 percent of respondents indicated that they currently participate in 4 or more intergovernmental cooperation initiatives.

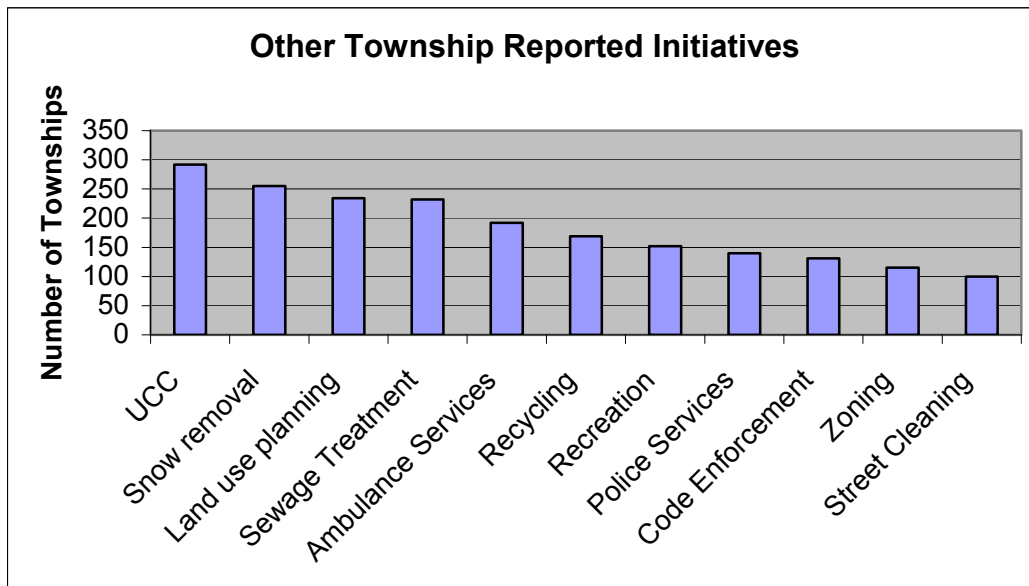


- Fully 91 percent of 602 reporting townships say they are satisfied with their cooperative experiences. Of those expressing dissatisfaction with their experiences, key reasons included taking too long for decisions and actions and concerns with the cost and effectiveness of participating with COGs.

- Responding townships most frequently reported being involved with the following types of intergovernmental cooperation initiatives:



Other frequently reported initiatives with local governments are shown in the following graph. For a complete list of intergovernmental cooperation initiatives reported on this survey, please see Appendix A.



- Most frequently reported advantages and disadvantages associated with intergovernmental cooperation initiatives:

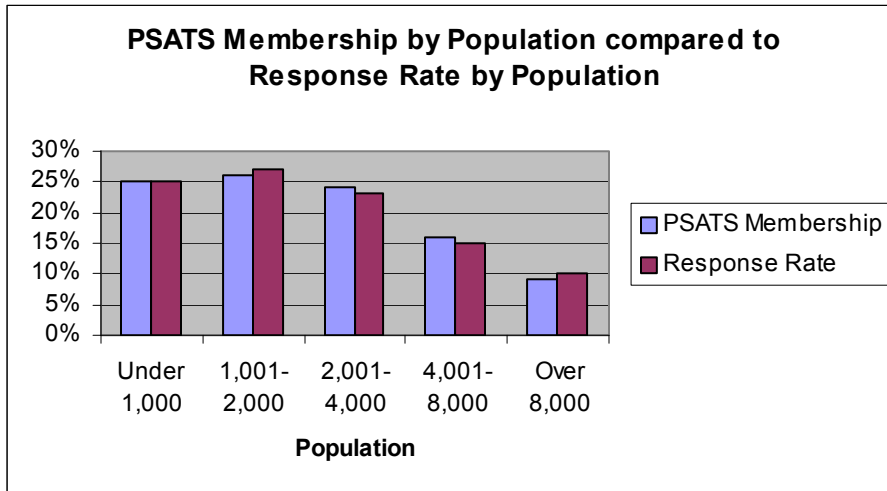
Advantages	Disadvantages
Decreases costs	Lack of Funding
Shared Resources	Loss of local control
Better Service(s)	Legal Barriers
Eligibility for funding	Extra Meetings

- Townships reported becoming engaged in intergovernmental cooperation for the following reasons: saving money, improving services, qualifying for state funding, and flexibility.
- Only 36, or 5 percent, of responding townships reported that they shared tax revenues with another local government through an intergovernmental cooperation initiative. Revenues were reportedly shared with school districts more frequently than with any other type of local government entity.
- When asked to list any barriers that they faced while engaging in intergovernmental cooperation activities, the responding townships reported the following: communication and delegation barriers, availability of equipment, funding, legal constraints, and inequality of effort by the participating members.
- While 40 percent of responding townships indicated that their county was not involved in intergovernmental cooperation activities, 60 percent indicated that their county was involved in intergovernmental cooperation activities. While the reported types of county involvement varied, the most frequently reported roles were technical assistance/planning, coordination, and funding.
- Of responding townships that are currently involved in intergovernmental cooperation initiatives, only 37, or 6 percent, indicated that they recently discontinued involvement in an intergovernmental cooperation initiative. Respondents provided the following reasons for discontinuing an intergovernmental cooperation initiative: when one municipality stopped participating, the burden for the remaining participants increased too much and a lack of focused leadership in a council of governments.
- Townships believe that the commonwealth could do more to encourage or promote intergovernmental cooperation. Suggestions include additional funding and incentives to cooperate, along with training and technical assistance. Other townships commented that state government should not play a role in intergovernmental cooperation. Finally, townships were emphatic that cooperation not be required or forced by the commonwealth. Appendix B provides a list of suggestions that townships made with regards to what they believe state government can and should do to encourage intergovernmental cooperation.

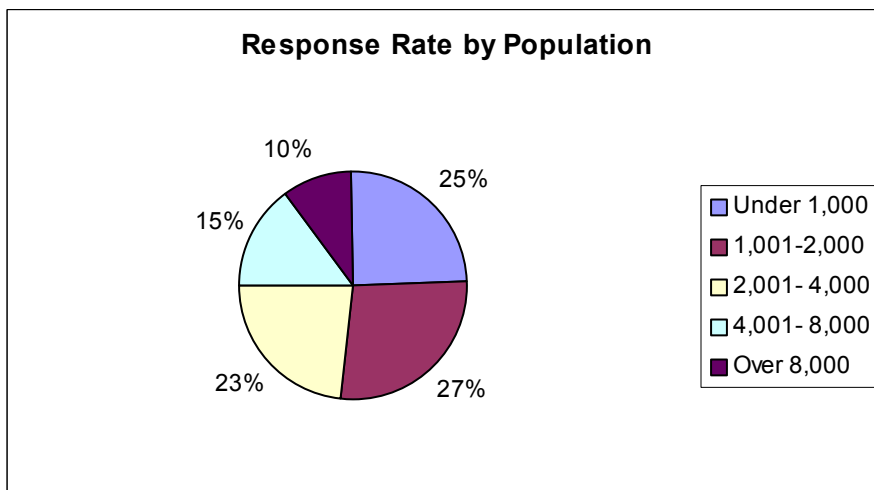
- When offered the opportunity to provide additional comments, the responding townships commented that they are interested in furthering intergovernmental cooperation to provide for more effective and efficient delivery of services to their citizens. Townships believe that state government could do more to encourage or promote intergovernmental cooperation, including training, technical assistance, and funding incentives. Importantly, many townships report having strong opposition to any mandates that would require intergovernmental cooperation or related mergers. Townships believe that those at the local level can best determine when such initiatives are needed and whether or not these initiatives are effective. Appendix C provides additional comments and successful examples of intergovernmental cooperation.
- Only 17 percent, or 137 townships, reported not being currently involved in intergovernmental cooperation. Of those responding townships not currently involved in intergovernmental cooperation:
 - 85 percent, or 110 townships, indicated that they do not have plans to engage in an intergovernmental cooperation initiative with another local government and 15 percent, or 19 townships, indicated that they do have plans to participate in such an initiative.
 - Several townships provided reasons why they do not participate in intergovernmental initiatives that ranged from concerns about a council of governments' response and cooperation to concerns about the loss of local control. Some townships pointed out that they have not had an opportunity to cooperate or that their township currently has no need to cooperate. Other townships commented that these initiatives take too much time and red tape to build a consensus.
 - Only 10 townships indicated that they recently discontinued an intergovernmental cooperation initiative with another local government.
 - The responding townships provided comments as to what, if anything, the Commonwealth should do to encourage or promote intergovernmental cooperation. Responses ranged from provide funding and training for intergovernmental cooperation to nothing at all.
 - The responding townships provided additional comments regarding intergovernmental cooperation. Some townships commented that they had problems working with other municipalities in the past, while others stated that intergovernmental cooperation is fine as long as it is not forced upon them. Appendix D provides additional comments from these townships regarding intergovernmental cooperation.

ADDITIONAL ANALYSIS OF RESULTS:

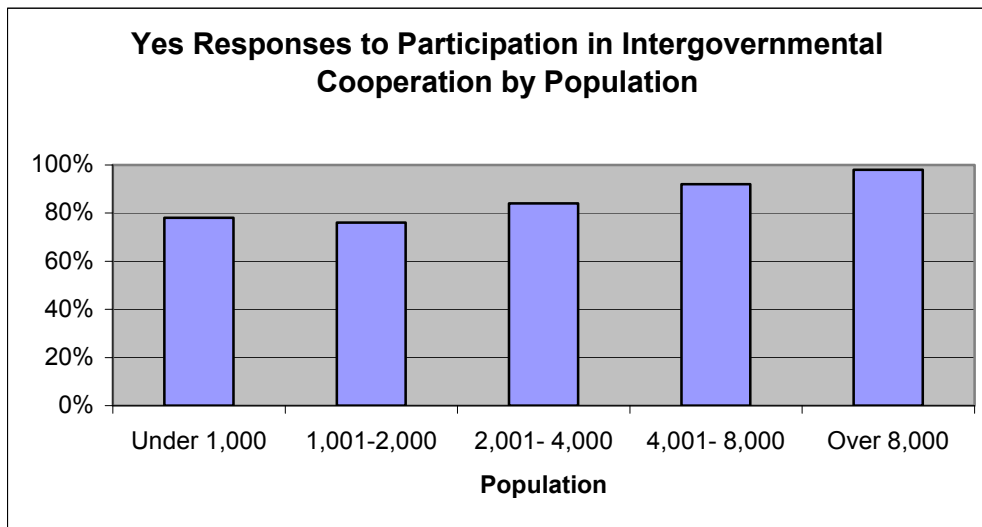
- Participation by townships was analyzed across population categories and compared to the total number of townships in the corresponding population category. The results are shown in the following graph.



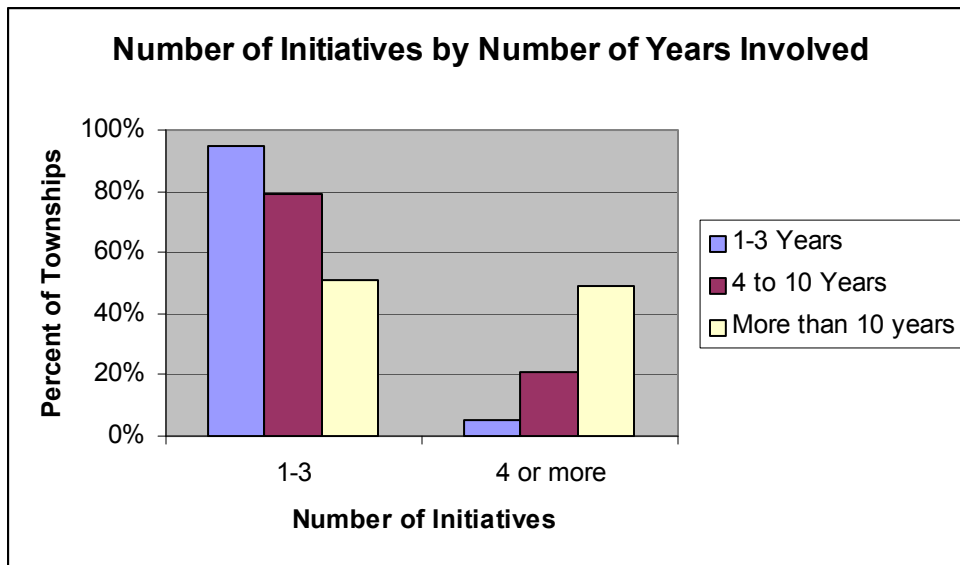
- Survey response rates were also analyzed by population category, as represented in the following chart.



- Townships' involvement in intergovernmental cooperation appears to increase as the townships' population increases. 77 percent of townships in the smallest population category of under 1,000 participate in intergovernmental cooperation. This percentage gradually increases as demonstrated in the following graph, with 97 percent of townships over 8,000 in population reporting participating in intergovernmental cooperation. This may be the result of a larger number of services being provided by townships with larger populations as demanded by their residents.



- Overall, 69 percent of reporting townships participate in 1-3 cooperative initiatives with other local governments. It appears that the longer a township has been involved in cooperating with other local governments, the more initiatives it undertakes. For example, 95 percent of townships reporting involvement for 1-3 years are involved in 1-3 cooperatives activities, while only 5 percent are involved in four or more initiatives. For those townships reporting more than ten years of involvement, 49 percent are engaged in four or more initiatives. This suggests that townships find it useful to engage in more initiatives the more time they have been involved and speaks to the apparent success of such activities. The following graph depicts this trend.



CONCLUSION:

Based on our survey results, intergovernmental cooperation, both formal and informal, is occurring frequently among townships throughout the state and with satisfactory results. Additionally, intergovernmental cooperation takes place across a number of services and for a variety of reasons, including decreased costs.

Townships are clearly interested in furthering intergovernmental cooperation to provide for more effective and efficient services to citizens. In the open ended questions, many townships report being strongly opposed to any state mandates that would require such cooperation or related mergers and believe that they at the local level can best determine when such initiatives are effective or not.

APPENDIX A

List of Reported Intergovernmental Cooperation Initiatives

<p>911 Re-addressing Act 511 Tax Collection Act 537 Administrator roundtables Ag Security Ambulance Services Assessment Appeals Athletic Fields Bid for Commodities Bids for Fuel Bids for Salt BMP-Managers Meeting Boundary Survey Bridges Cable Franchise CDL Central Booking and Arraignment Closed loop Sys. Community Council Community Development Composting Comprehensive Planning Consortium road paving Consortium salt contracts COSTARS Crash Team Drug Task Force Dry Hydrants Economic Development Earned Income Tax Emergency Dispatch Emergency Management Emergency response tactical team Emergency Response Team Emergency Services Enterprise Zone Equipment Farm land preservation Fire Protection Food Pantry Fuel Gas Leasing</p>	<p>GIS Consortium GPS/GIS Hazardous Waste Collection Health Inspectors Health Insurance Healthcare Benefits Historic preservation HOMES Program Hopwood Village Project Innovative Pothole Project Insurance Intersection Improvement Planning Issue Permits Joint Purchase Joint Traffic Signal Operation Joint Transportation District KOZ-KOEZ Land Use Planning Leaf Collection/ Pickup Legislative Issues LERTA Library Line Painting Major Crimes Unit Manager's cooperative efforts Medical Consortium Metropolitan Planning org. Munic. Admin. Assoc. Municipal Clerk Association Narcotics task force Official Map On lot sewage Open Space Operate and maintain traffic signal Organic Matter Drop-off site PA Ave Access Study PA DOT Winter maint PACC Patriots Path Study Pipeline Location Police Services Professional Services (local)</p>
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<p> Public Water Purchase water Recreation Recreational Park Comp. Plan Recycling Reg. Trans Regional Comprehensive Plan Road Construction Project Road Maintenance Road Salt Roadway Improvement Sale of Gas Sale of surplus equipment Salt Purchase Sanitation Scenic By-Way School District Cooperative efforts Sewage Association Sewage Council-Supplemental Body Sewage Enforcement (Act 537, On-lot Sewage) Sewage Inspection Sewer Maintenance Sewer Pumpstation Sharing Information Sharing of Equipment Snow Removal Special Fire Police Stormwater Management Street Cleaning Street hillside mowing Street Light Maintenance SWAT Tar and Chip Tax Collection Tax Revenue Tech funding TMDL Regulation Traffic Light Maintenance Traffic Signals Traffic Study Trail Council Training Transit </p>	<p> Transportation Transportation Planning Trash Collection Truck Enforcement task force UCC Appeals Board Uniform Construction Code Utility Billing Vacuum Truck Water Water authority Water line installation Watershed Assoc Website Website Hosting Zoning Zoning board of appeals Zoning Ordinance </p>
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APPENDIX B

Example Comments – What should state government do to encourage or promote intergovernmental cooperation?

- Financial initiative will always be a motivation as well as state assistance and guidance.
- Full funding, especially for larger projects.
- The choice to participate in intergovernmental cooperation should be left up to the local municipalities.
- Inform townships of what is going on - grant availability and encourage good working relationships.
- Not their business to interfere or regulate how local governments operate.
- It is not believed that state enforced cooperation will work; it would probably lead to mass resignations of government officials in small rural municipalities. It will also be perceived as an effort to consolidate and reduce the number of municipalities. And would likely lead to Big Brother knows best.
- Just let local government get together on their own. State government can help in any way they can if contacted by the local government, including speakers or training sessions or to supply information.
- Maybe a starter guide on how to start the process would be beneficial.
- More front-end or low interest loans.
- More local participants by local townships.
- Nothing. Townships work together whenever possible now. Sharing equipment, building, etc... but there are times a township needs to do things on their own also...we are fine the way it is.
- Provide significant financial incentives for cooperation and the legislature should consider legislation protecting entities that cooperate, limiting shared liability.
- Resources explaining the pro's and con's of intergovernmental cooperation.
- Simplify procedure to do so.
- The state could provide training to municipalities regarding forming COGs.
- We don't feel the state government should be trying to "require" local townships to meet. However, when neighboring municipalities need to work together, it would be nice to have a designated person to coordinate efforts and meetings.
- When legislating, bear in mind that "one size may not fit all" and please respect our response of no thank you. And please let us cooperate on a non-legislated basis with our neighbors as needed.
- Bill statewide fire insurance and workman's comp and pay to volunteer fire company.
- Stop having the township/boro overlooked if they don't follow along with it.
- Why does the state want to promote this? States are not regional, why should townships be regional?

APPENDIX C

Selected Additional Comments and Successful Examples

- Mandatory cooperation is detrimental. If it helps individual townships they will do it on their own.
- By advertising for bids through COG is very helpful, by saving advertising costs, getting larger quantities, thus obtaining better (lower) bids.
- By working together, we increase manpower; make better use of equipment, and complete projects more efficiently.
- Cost prohibitive to provide many mandated activities without joint cooperation. Examples; emergency mgnt and NIMS requirements, UCC app.
- Fire and ambulance services. Without these we would have none. The cost would be too high.
- Garbage and recycle contracts negotiated at a minimal rate due to intergovernmental cooperation.
- Increased numbers result in better bidding results. Lesser cost in UCC enforcement.
- Joint road materials bids have reduced costs and made contractors sharpen their pencils.
- Great benefits with economics of scale.
- Many of the intergovernmental initiatives have been costly and with little benefit for our municipality.
- Merged fire companies - in progress.
- Equipment/job sharing - more projects completed faster with less money spent.
- Our local fire company serves 3 townships and for the past 15+ years the 3 townships have met with fire officials every May and November to discuss funding and future needs. For the past 6 or 7 years we have worked neighboring townships on mowing.
- Our township uses a regional police department and if we don't use hours allotted to us, we can sell these hours to another municipality.
- We have joint building codes third party inspection service, which allows us to have a joint building code hearing board.
- Our township works with two other townships oil and chipping roads. Which has enabled each township to have better roads for the public to drive on. We also went in with two other townships on the purchase of a new wood chipper, which the one township had received grant money for.
- Our townships are pretty rural and have been very self-sufficient for many years.
- Passage of a joint (4 municipalities) comprehensive plan.
- Positive programs have been recycling, using a shared recycling truck and shared heavy equipment purchases. These have worked great and have benefitted each community involved. We have not let one bad experience deter us for bidding and purchases. Better services due to specialized services.
- Snow removal - trucks don't have to travel to plow small sections of a township road. Oil and Chip - Townships help each other to get done quicker. Mowing - townships mowing small sections of joining townships so it gets done. This all saves money and gets the jobs done quicker

- The three townships that cooperate in the administration of the uniform UCC have been very pleased with the way the initiative has worked. Our COG has been doing cooperative purchasing for nearly 20 years. The joint purchase of gasoline and diesel fuel is our largest. It typically involves about 10-12 municipal governments and 3-4 school districts.
- We belong to a COG that coordinates the UCC Appeals Board. We have a comprehensive plan with 2 other municipalities and are in the process of bringing in a YMCA to provide for recreation for the 3 municipalities. I started a county secretaries association last year for all municipalities, township or borough. We meet 4 times a year for training and roundtable discussions. It has been very beneficial in reference to changes that have happened this last year.
- We have bought numerous pieces of equipments together with surrounding townships. We swap equipment and manpower between two other townships. It has reduced our costs by getting jobs done quicker and doing more with in-house instead of bidding out.
- We have completed numerous projects in half the time it would have taken if we did not work with other townships. For us working with other municipalities is a win-win situation.
- We have joined several townships and counties in tri-county organizations to deal with the IBC inspection rules, saving us money and involvement. We also share police protection with our neighboring township; works well, and we share fire and emergency management with the county.
- A lot of programs for the communities that we would not have otherwise. Public works and helping each other out mainly in times of emergency to save overtimes costs.
- Please no more state mandates, UCC, Open Records, et al. Great ideas but these elected positions are getting so complex and the responsibilities so great.
- Great cost savings!
- Having previously worked in Lancaster County, I can tell you that intergovernmental cooperation is the way to go! We save our residents money by partnering through the COG and with our neighboring municipalities. Partnering enables us to deliver high quality services at a small price tag. I really wish PSATS and others would encourage this. In tough economic times, it makes sense.
- I am a strong believer in intergovernmental cooperation. Some of our best benefits have been through SHACOG, especially garbage and salt bids. The South Hills Cable Consortium and the Washington County Sewage Council.
- I truly hope they don't try to downsize small local government municipalities. I feel small twp are better in touch with the residents.
- In our case, we entered with 2 other waste disposal entities. We mandated our resident to 100% mandatory garbage for and agreed to help the hauler to prosecute violators of our multi-municipal ordinance(s).
- Initiatives that we continue to participate in are running smoothly and efficiently.
- There is way too much duplication in adjoining municipalities whether it is police, road equipment, emergency vehicles and municipal buildings.
- Most recently we've completed a regional comprehensive plan and joint Park & Recreation Plan. Our joint UCC Appeals Board seems to be working well also. It's good to communicate with our neighbors and work with them.
- Not only due to the COG, but we have very good communication with other municipalities, city, school and county representatives throughout our area. We really work together on large and small-scale projects.

- Our joint open space board has been very successful with obtaining grants to purchase open space.
- Aside from the official intergovernmental agreements, snow removal and road maintenance has been done for numerous years "on a handshake".
- Our regional police department is very good and provides great service.
- PSATS should encourage and support inter-governmental efforts; that is the best defense to those who way we should be merged.
- Should be up to each municipalities to decide to be in an intergovernmental cooperation initiatives.
- State laws that impact local govt should be discussed formally with local/county organizations prior to consideration for enactment.
- Recognize the local government efficiency is sometimes the result of limiting the scope. Mandates and directives which put additional burden sometimes have unintended consequences. Examples: Right-to-know law; change in contractors registration, mandating local government as responsible for on-lot septic applications to DEP. We cooperate extensively w/others--more reports are just an additional burden at a time when we are challenged to do much w/little!
- We bid our road work and fuel cooperatively. We save on advertising costs and feel we got better pricing when we bid together.
- We have many success stories - too many to list individually. They range from simple handshake understandings forged through mutual trust and a desire to accomplish goals to complicated intermunicipal agreements with many municipalities involved. We don't engage in intermunicipal communication and cooperation because someone tells us to and makes us file reports on our activities. We do so because it assists in accomplishing our goals and helps to provide good government to the citizens of our region. The system is working well --- Don't ruin it.
- We have recently joined with another municipality to form a regional police department. Initially it was cost effective but it is becoming more expensive.
- We work closely with 5 twp and borough in road maintenance, uniform construction codes and building and grants and equipment sharing works very well.
- Intergovernmental cooperation is the way we do business everyday.
- The supervisors here need to work together and the new ones not think they know it all before they go out to work with other townships and people.
- Township and borough representation on emergency service, zoning and county elected officials organizations does exist. Paving projects are pending and neighboring municipalities to secure bid advantages. Such arrangements are informal in nature and last only till the work is completed.
- We are part of a Lebanon County where intergov. cooperation, run by the county, includes the county enforcing the following: sewage zoning, building code, storm water, subdivision, and pumping sewer tanks. This approach we feel is the most desirable.

APPENDIX D
**Selected Additional Comments From Townships Not
Involved in Intergovernmental Cooperation**

- I believe that some of the problems have to do with lack of funds. We have been working with the county on some projects but our funds are limited also. We have also engaged with exchange programs with the state to improve some dangerous intersections.
- It seems to make sense in the broad picture but often after analyzing there are no benefits from service or lower taxes that would be realized for the residents.
- It would be nice if all area township managers formed an informal quarterly meeting at a local restaurant. Maybe someday I will undertake such a venture.
- It's a great thing when possible, but it should not be forced on a municipality because each township has it's own needs sometimes and cannot do the project with someone else.
- Local governments are becoming more receptive and it becomes harder for each municipality to provide all the services. There has go to be a way to provide more efficient police services.
- Our current supervisors and myself as secretary are doing our best to find out how things are done - attending as much training as possible and trying to get involved.
- State government should not force local governments to "voluntarily" cooperate or require mandatory meetings.
- Intergovernmental cooperation should be a local government decision, not a state mandate.
- The BOS already have more then enough meetings to attend without putting more and more demands on them when there isn't a purpose.
- We are getting along fine without it.
- We did unite on the building code issue. I think local government serves their people in more conservative ways than the state government would.
- We tried to coordinate and help smaller municipalities but the same always holds true - good guys finish last. Never again will Mahoning try to help and although I did most of the work for the COG free of charge for years. Both other supervisors here agree. What happened here was wrong and we will NOT try to help out again.
- As a small township we have been able to provide the needs of the people. We have no fire company or police department. Although we do get fire protection from 3 departments surrounding the township though a fire protection agreements. That may be intergovernmental, not sure.
- We read about neighboring municipalities and problems they have with intergovernmental cooperation initiatives they are involved in (i.e. regional police, recreation and comprehensive plans) and the comments made by our Board are how fortunate we are to not be involved in those squabbles. Our residents have made it known to the elected and appointed officials that they do not have the same concerns and issues as residents of our neighboring, more progressive townships.