

Highway Equipment Service Sharing

Badger Consulting, Iowa County,
UniverCity Alliance



BadgerConsulting.

Project Introduction and Background



BadgerConsulting.

Who are we?

- UW-Madison students performing pro-bono consulting work
 - Collaboration between Badger Consulting, UniverCity Alliance, and Iowa County
 - Team of 10 students with extensive previous experience and interest in this project

Why are we here?

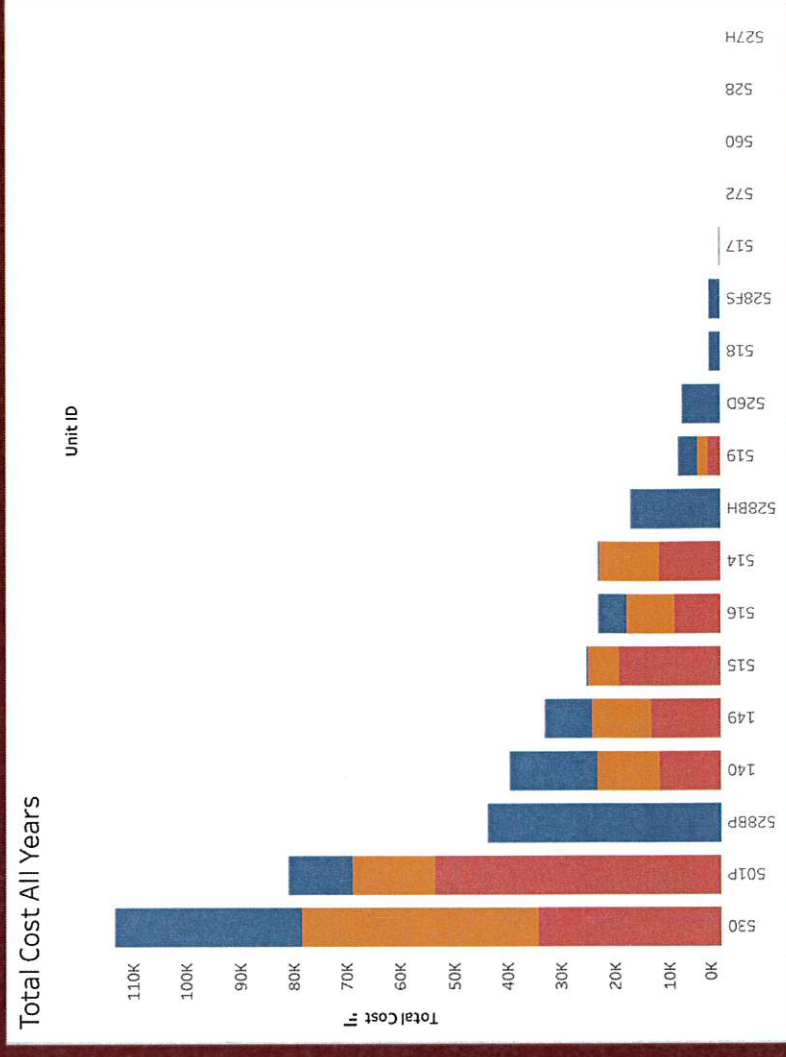
- Address the growing costs of running and managing highway equipment
- Assess the feasibility of service sharing across counties and recommend next steps
 - Financial analysis, operational strategy, and stakeholder engagement

Financial Analysis

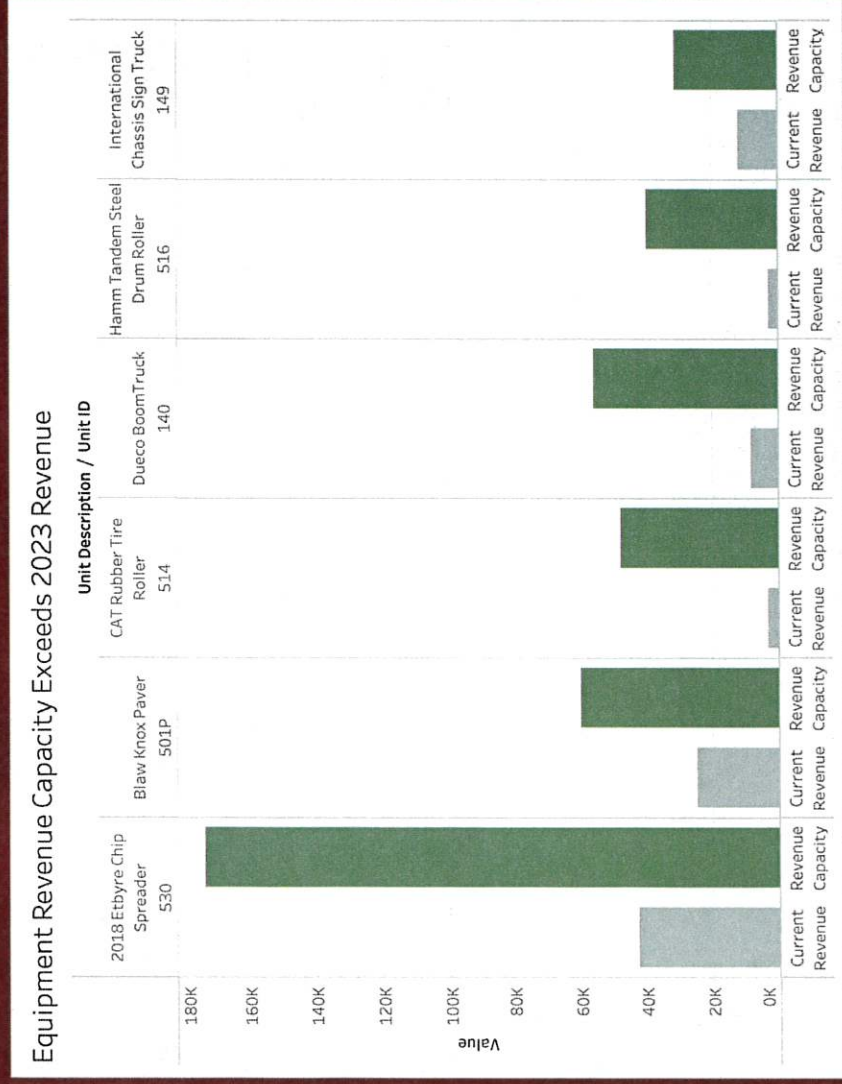
What opportunities are there for Iowa County? Why should other counties participate?

Financial Analysis

- Analyze high cost equipment
- Calculate break-even points and long-term profitability
- Explore financial feasibility of equipment sharing



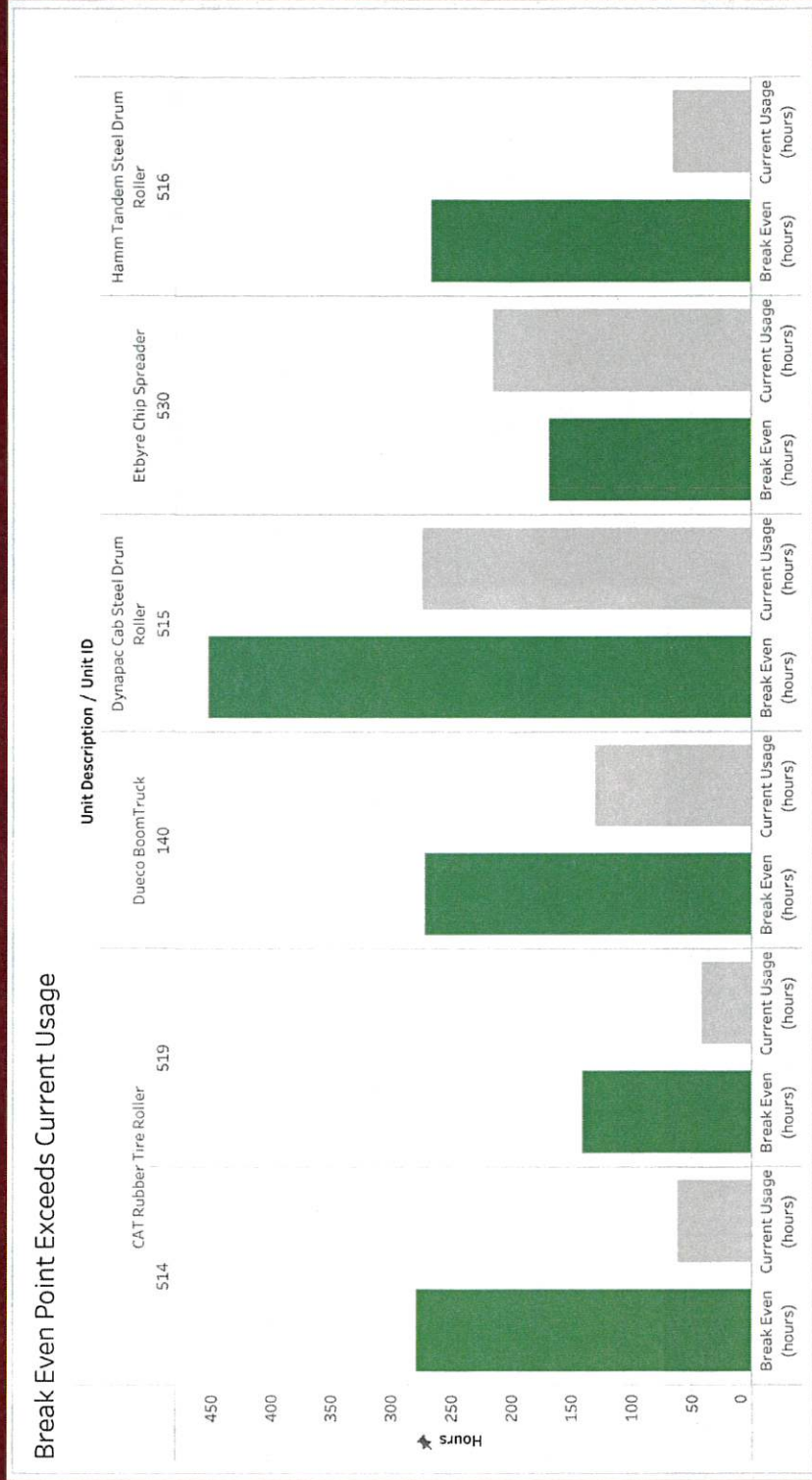
Current Equipment Utilization



- Significant discrepancy between current and potential equipment utilization
- Opportunity for production optimization?

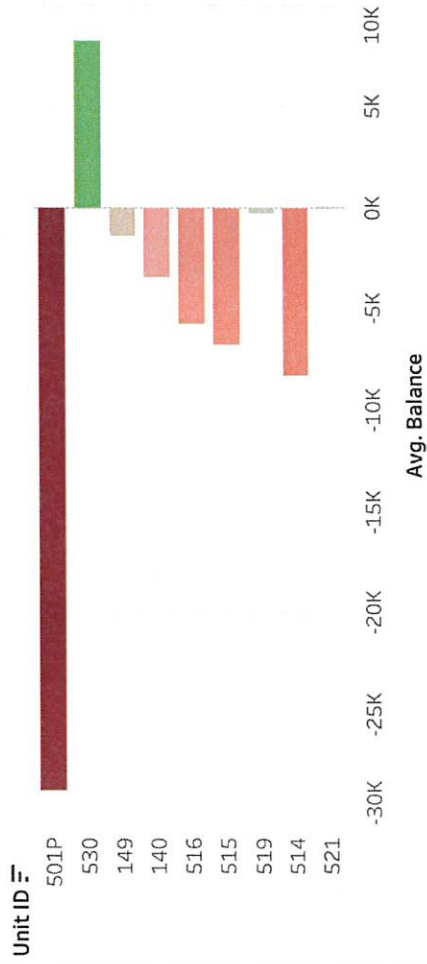


Break-Even Point

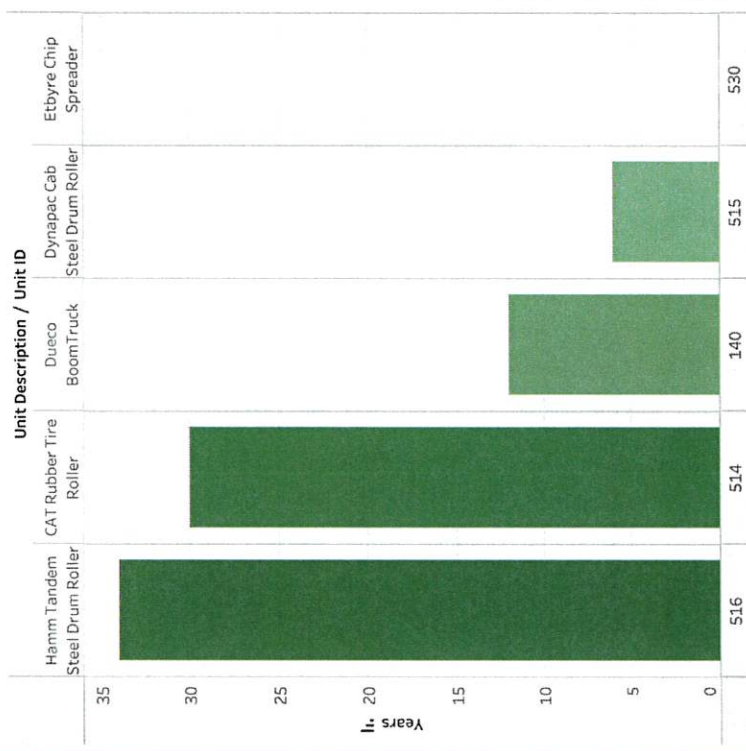


Financial Analysis

Average Balance Per Unit

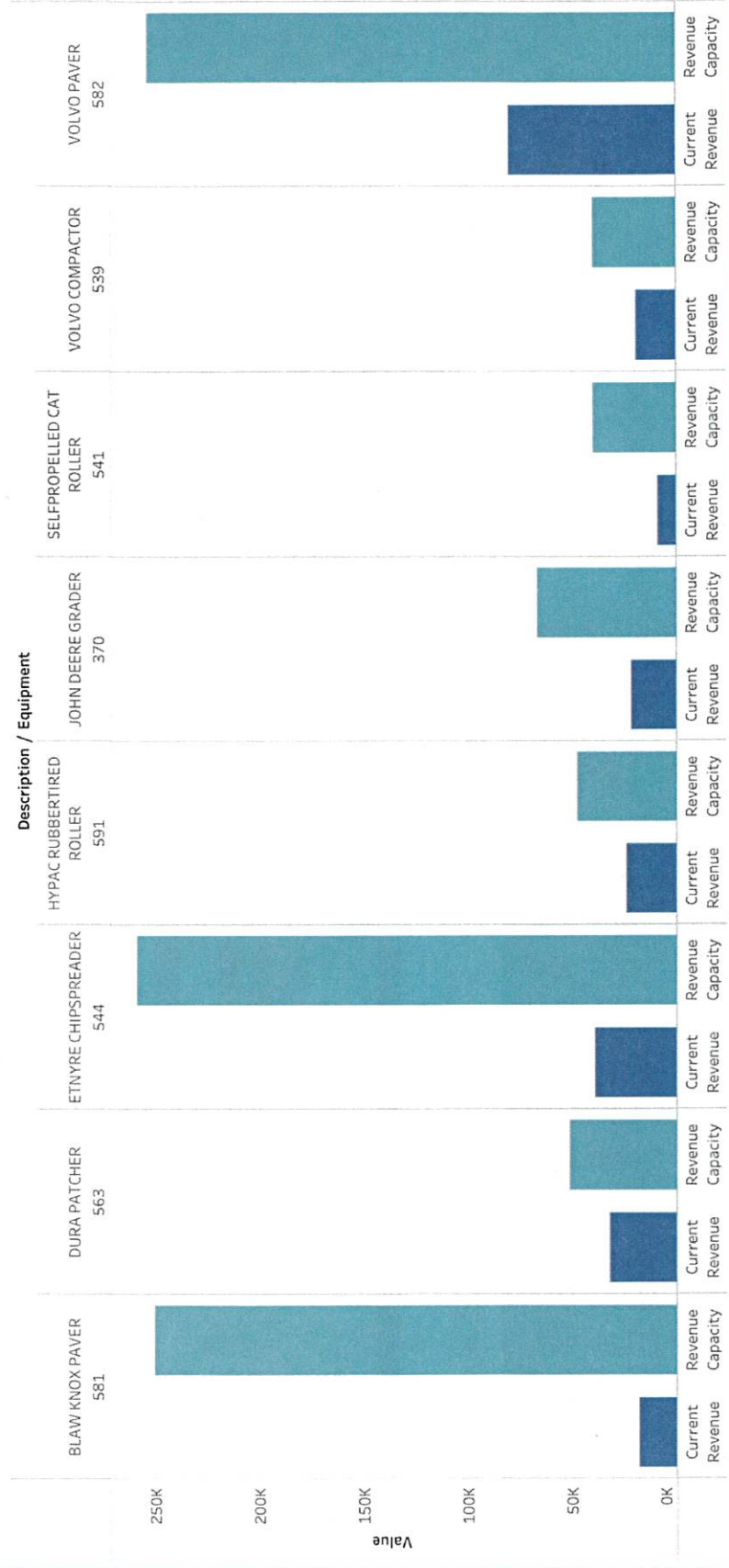


Years to Recover Losses



Green County Equipment Data

Green County Equipment Revenue Capacity



Operational Strategy

What should the equipment-sharing program look like?



Survey: Operational Priorities and Concerns

Priorities:

- Cost savings, recoup original equipment investment
- Reasonable flexibility
- Clear and well-executed procedures and contract

Concerns:

- Scheduling complexity, counties need equipment at the same time
- Coordination must happen far in advance of use
- Maintenance and repair
- Inter-county conflict from sharing and needs



Ownership Options

- ★ **Formal joint ownership:** Contractual agreement outlines the terms and conditions for equipment sharing
 - Mitigates risk by establishing clear procedures and accountability
 - Time-consuming to set up, requires legal support
- **Informal joint ownership:** Sharing equipment across counties without a binding agreement
 - Simpler to form and builds inter-county collaborations
 - Higher risk of lack of accountability, requires trust and constant communication
- **Rental model:** Single ownership of equipment, but is rented out to others
 - Maintains control and ownership, discretionary use by others
 - Owner takes on full responsibility, requires written agreement



Management Options

- **Single, centralized manager:** Designate one employee to be responsible for administration of the program
 - Creates clear expertise and authority, simplifies communication and issue resolution
 - Increased workload for one employee, one county may have to bear the costs, feasibility
- ★ **Cross-county task force:** Representatives from participating counties formally collaborate to manage the program
 - Ensures the interests of each county are represented, designates responsibility for these tasks
 - Complicates decision-making, conflict resolution, requires committed and knowledgeable members
- **County-specific management:** Each county manages their programs independently, except when needed
 - Allows counties as much control as possible, minimizes workload
 - Lack of necessary communication and coordination, may create redundancies and increased conflict
- **Outsourced management:** Work with a third-party service for management and maintenance responsibilities
 - Reduces direct burden on the counties, but may have higher overall costs and limited oversight



Labor Model Options

- Single, designated team works the equipment
 - Cost efficient, single team being paid and maintained
 - Consistent availability of team as sole purpose is to manage equipment
 - Reduced redundancy across counties
 - Requires strong coordination and communication
 - Potential conflict stemming from scheduling, logistics, and sharing
- County-specific teams
 - Costs allocated to each county
 - Less coordination, scheduling, and transport required
 - Teams will cause employment and cost redundancies
 - Will be time periods where teams will not be utilized



Joint training programs and protocols

- Shared governance board with county representatives
- Promotes accountability and transparency
 - Requires significant coordination and administration procedures



Stakeholder Engagement

How do we get buy-in and work effectively with other countries?



Leveraging Microsoft Projects for Collaboration

- Centralized Scheduling
 - Prevents overlap in equipment use
 - Shared calendars for easy coordination
- Resource Tracking & Management
 - Real-time monitoring of equipment availability and condition
 - Centralized data to reduce miscommunication
- Project Tracking
 - Transparency on project progress and timelines
- Integration with Other Microsoft Products
 - Microsoft Teams: Real-time updates and communication
 - Excel and Word: Automatic data syncing and shared documents
- Accessibility & Collaboration
 - User-friendly, real-time updates across devices and locations



Cross-County Equipment Sharing Contract Framework

Purpose: Ensure transparency, accountability, and efficiency in equipment sharing

Key Components:

1. **Equipment List** → Regularly updated inventory
2. **Scheduling** → Agreed deadlines with flex periods for delays
3. **Transportation & Storage** → Clearly defined cost and responsibility
4. **Damage Reporting** → 24-hour reporting, repair responsibility, and documentation
5. **Communication Protocols** → Main and backup Points of Contact, notice requirements
6. **Unforeseeable Events** → “Flex Crew” provisions for emergencies and weather delays
7. **Liability and Insurance** → Clearly defined terms and responsibilities.



Next Steps

What can you do with this information moving forward?



Key Next Steps

- Determine preferred operational strategy models
 - Work closely with well-informed experts, such as Highway Commissioners
- Develop detailed proposal for other counties
 - Present financial case for this project, benefits of their involvement
 - Describe preferred model, outline their roles and responsibilities
- Collaborate with other counties to refine and finalize the strategy
 - Appropriately address concerns raised
 - Ensure the interests of all parties are represented
- Begin implementation
 - Consider a pilot program with a single piece or type of equipment
 - Designate appropriate staff to spearhead and champion this project



Thank you for your time and consideration!

What questions do you have?

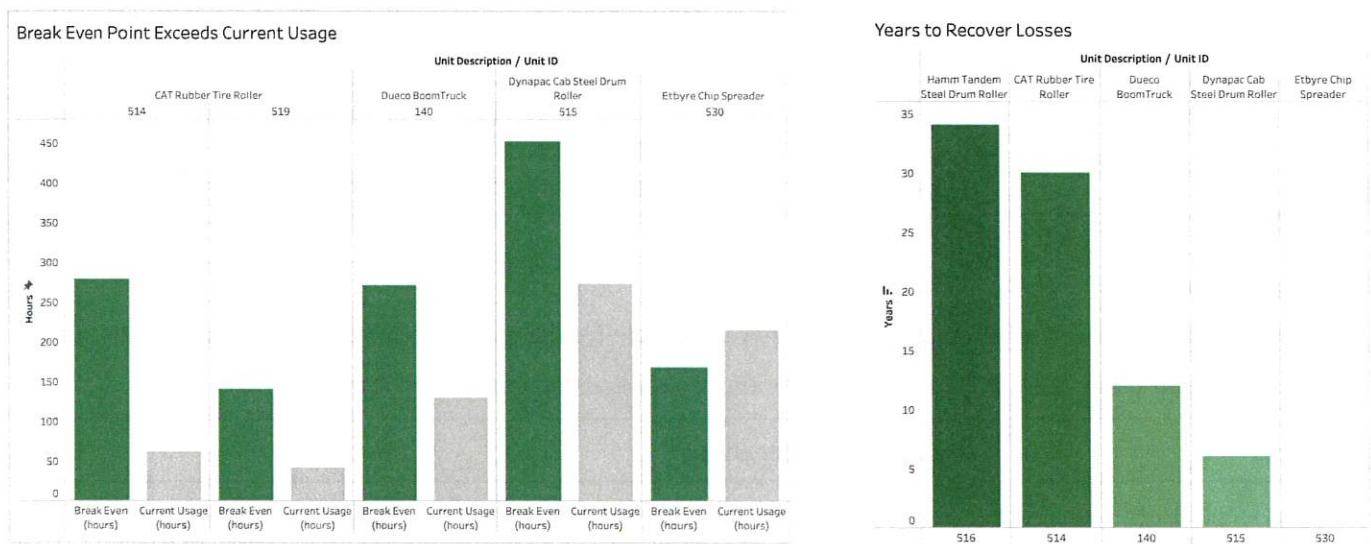


Iowa County Equipment Sharing Feasibility

Financial Analysis, Operational Strategy, and Stakeholder Engagement

Financial Analysis

The financial analysis examines Iowa County's equipment costs and identifies opportunities for optimizing utilization and revenue. Our analysis revealed significant discrepancies between current revenue and equipment's potential revenue capacity, with many units underutilized. A key strategy for increasing revenue is equipment sharing, which could help maximize equipment use without additional capital investment. The analysis also highlights that several units are not generating enough revenue to cover both operating costs and depreciation, particularly the 501P Blaw Knox Paver, which may require a re-evaluation of its charge rates.



The potential for equipment revenue, assuming 100% utilization, greatly exceeds the current revenue. Additionally, the graph on the left illustrates the break even calculation and demonstrates that each equipment unit's current annual usage in hours is less than the hours required for revenue to cover total costs with the exception of the chip spreader. It must be noted that unit 501P, the Blaw Knox Paver, was not included in this illustration as the current marginal profit per ton is negative and it would not be possible for this unit to recover its operating costs at the given rate.

A long-term view of equipment profit and depreciation recuperation provides insight to the equipment's overall profitability. Excluded from the right-hand graph are units 501P, 519, and 149 as they did not turn a profit even after depreciation had been exhausted. The remaining units suggest the need for optimizing resource allocation and increasing production through shared use of equipment.

Operational Strategy

This assessment of operational strategy is focused on identifying viable paths for cross-county equipment sharing. Specifically, our analysis focused on evaluating various ownership, management, and labor models that could be implemented for equipment sharing. The positives and negatives of each model were evaluated to build preliminary recommendations. The comparative evaluation of these models is detailed below.

Ownership Models:

This evaluation focused most on determining who would be responsible for purchasing, managing, and maintaining the shared equipment.

Model:	Key Considerations:
Formal Joint Ownership	Reduces risk and uncertainty as much as possible, but requires large initial investment of time and money to set up
Informal Joint Ownership	Simplest to set up and builds inter-county collaboration, but requires strong trust and communication due to higher risks
Rental Model	Establishes full control for one county and can be used as a revenue source, but increases responsibility and costs Reduces collaboration and may restrict accessibility for other counties

Management Models:

This evaluation considered who would be primarily responsible for the communication, scheduling, and day-to-day logistics of the program. This may also involve conflict resolution and emergency response.

Model:	Key Considerations:
Single, Centralized Manager	Simplifies management and establishes expertise and authority, but may overburden a single county and reduce representation of the others
Cross-County Task Force	Formally represents the interests of all counties equally, but may complicate decision-making and conflict resolution
County-Specific Management	Maximizes control of each county with minimal additional workload, but lacks coordination and regular communication
Outsourced Management	Reduces direct burden on the counties, but may have higher overall costs and limited oversight from counties

Labor Models:

This evaluation looks at how the shared equipment will be staffed. This will be especially important in cases where specialized labor is needed and when accountability must be maintained.

Model:	Key Considerations:
Single, Designated Team	Reduces cross-county redundancies for cost efficiencies and guarantees labor availability, but presents challenges with scheduling and logistics
County-Specific Teams	Allocates costs to each county based on usage and requires less transportation, but creates redundancies

Joint Training Program	Creates shared governance and development of best practices, while reducing costs and encouraging accountability, but requires coordination
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Stakeholder Engagement

Survey Results Summary

Nearly all counties expressed interest in exploring equipment sharing due to its potential for cost savings, but significant challenges remain. Timing and scheduling are the primary obstacles, as construction seasons are short, and most counties require equipment simultaneously. Concerns were also raised about indirect costs such as transportation, maintenance, and repairs, which could diminish any savings. Collaboration challenges further complicate sharing, with respondents citing issues like accountability for damages, logistical difficulties, and political dynamics, including competition over tax rates and leadership resistance. Some participants remain skeptical, referencing past failures and emphasizing the need for equipment availability during critical times.

Proposed Solution: Microsoft Project

To address these challenges, the proposal recommends adopting Microsoft Project as a centralized platform for scheduling, resource tracking, and communication. The tool enables counties to streamline equipment allocation, reduce conflicts through shared calendars, and improve transparency with real-time project tracking. Integration with Microsoft Teams, Excel, and Word further enhances collaboration by facilitating communication, document sharing, and data accuracy. By providing a user-friendly, accessible platform, Microsoft Project bridges gaps between office teams and field crews, ensuring efficient execution of projects and maximizing equipment use.

Cross-County Equipment Sharing Contract Framework

Additionally, a standardized Cross-County Equipment Sharing Contract Framework is proposed to provide clarity and accountability. The agreement outlines key components such as equipment lists, scheduling with buffer periods, transportation responsibilities, and damage reporting processes. Defined liability, insurance terms, and communication protocols ensure transparency and minimize disputes. Provisions for unforeseen events, such as weather delays, add operational flexibility. By addressing these logistical and collaborative concerns, the contract aims to streamline operations and build trust among counties.

Summary

While counties see value in equipment sharing, concerns around scheduling conflicts, indirect costs, and collaboration barriers must be resolved. By combining the capabilities of Microsoft Project with a clear and standardized sharing contract, counties can improve resource management, communication, and accountability. Adopting these methods enables counties to optimize shared equipment use, reduce costs, and build stronger inter-county partnerships.

Financial Analysis

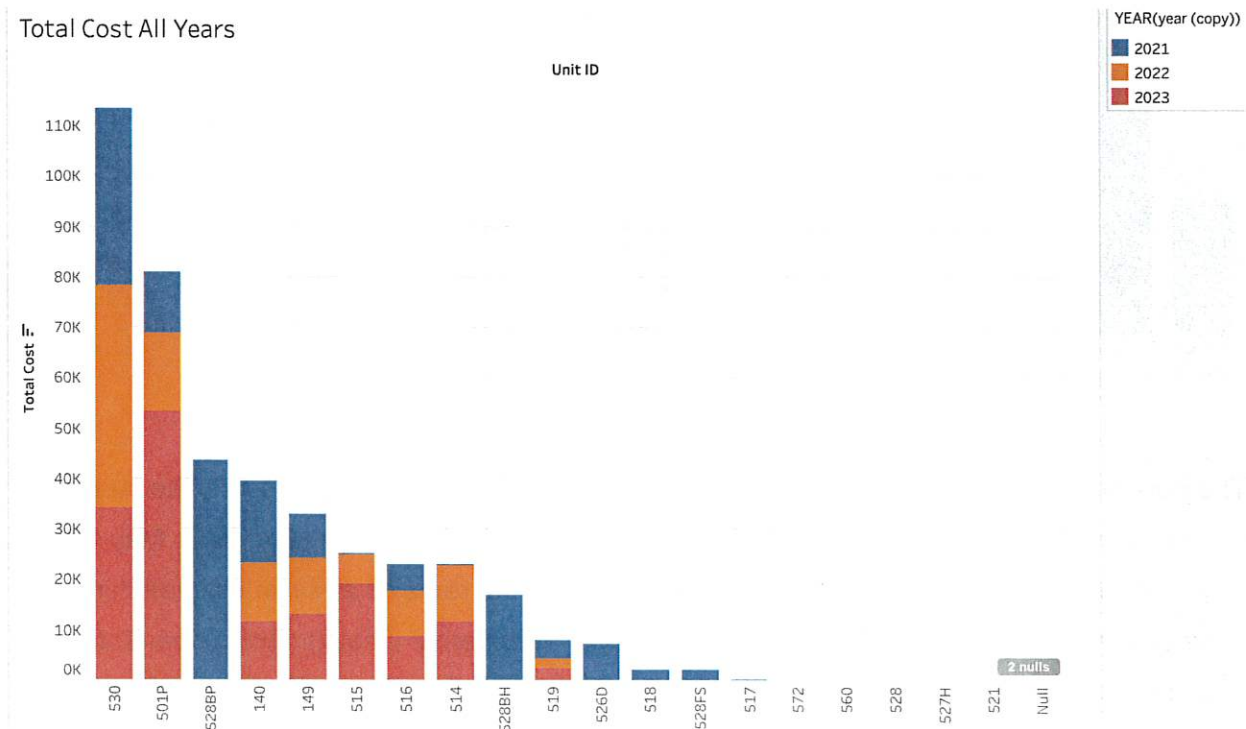
Iowa County Equipment Sharing Feasibility

Executive Summary

This financial analysis examines Iowa County's equipment costs and identifies opportunities for optimizing utilization and revenue. The analysis reveals significant discrepancies between current revenue and equipment's potential revenue capacity, with many units underutilized. A key strategy for increasing revenue is equipment sharing, which could help maximize equipment use without additional capital investment. The analysis also highlights that several units are not generating enough revenue to cover both operating costs and depreciation, particularly the 501P Blaw Knox Paver, which may require a re-evaluation of its charge rates.

To improve profitability, the County may consider adjusting charge rates and exploring alternative depreciation methods that reflect equipment's extended useful life. While some units, like the Chip Spreader, are already profitable, many others require adjustments to recover their costs more effectively. Implementing equipment sharing and adjusting operational strategies could help reduce the financial burden of underutilized assets and enhance long-term equipment profitability.

Equipment Cost Analysis

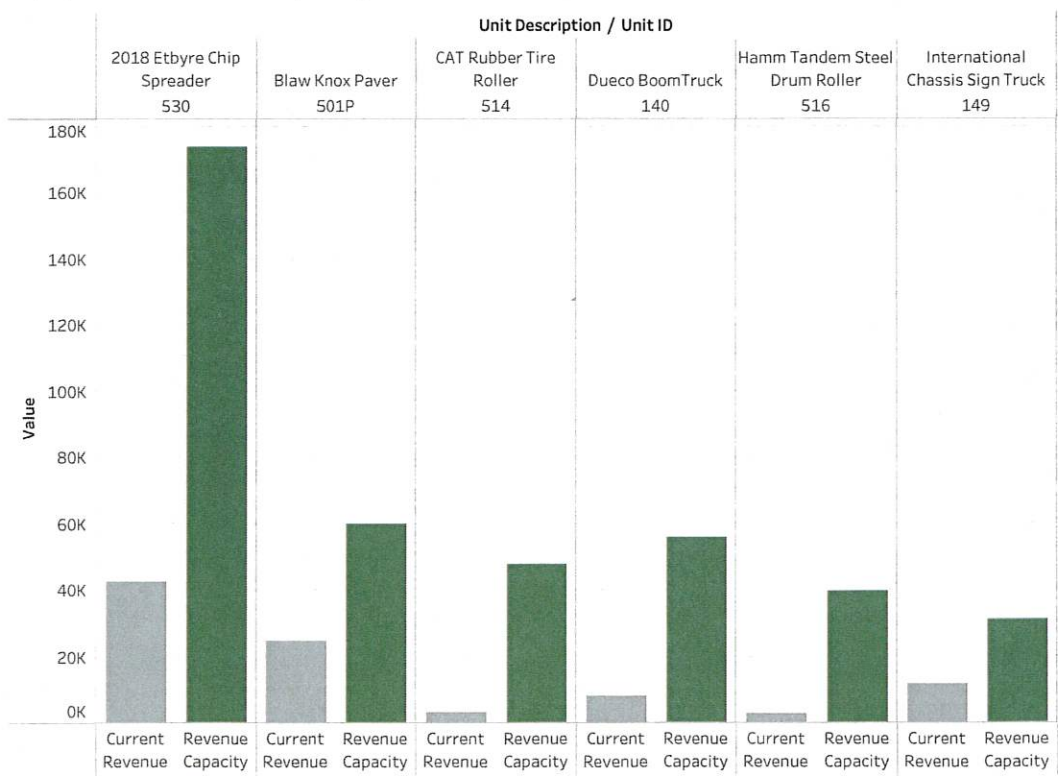


Certain Iowa County equipment units generated significant costs across 2021, 2022, and 2023. The high cost of capital associated with these investments demands strategies to re-allocate costs or generate sufficient revenues to cover costs. While new costs may be associated with equipment sharing, it also has the potential to increase the revenue base used to cover total capital and operating costs.

The illustration of unit specific equipment cost per year demonstrates that there is a great variation between yearly cost. The most costly unit, unit 530, is the only unit with a similar cost between each of the three years measured. For this reason, analysis of the most recent year costing data is likely to be most accurate and will be used for comparative analysis and the break-even calculation.

Equipment Revenue Analysis

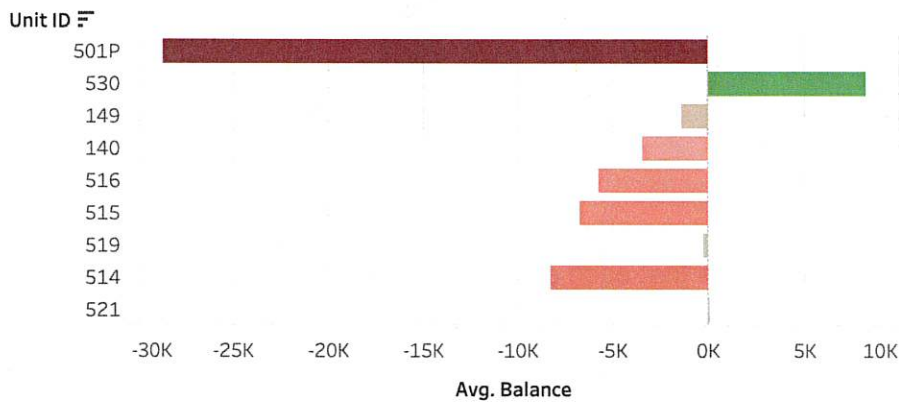
Equipment Revenue Capacity Exceeds 2023 Revenue



The potential for equipment revenue, assuming 100% utilization, greatly exceeds the current revenue. This approximation was made by assuming an equipment operation season from May 1 to October 15th, which is naturally subject to moderate fluctuation but remains a stable estimate for capacity calculation. The graph above illustrates the equipment revenue if equipment is operated consistently throughout the 22 week season assuming a 40 hour work week. Although 100% utilization is not realistic, it provides a benchmark to compare current production to full potential production.

Iowa County's equipment revenue falls far below each revenue capacity, suggesting the need for strategies to optimize revenue. Although revenue capacity and full utilization is unlikely to be met, the difference between current and potential utilization for Iowa County is great. Additionally, the large discrepancies for all units show that there is a consistent opportunity for increased utilization. Given the significant difference between current and potential utilization, equipment service sharing should be considered as an option to maximize revenue.

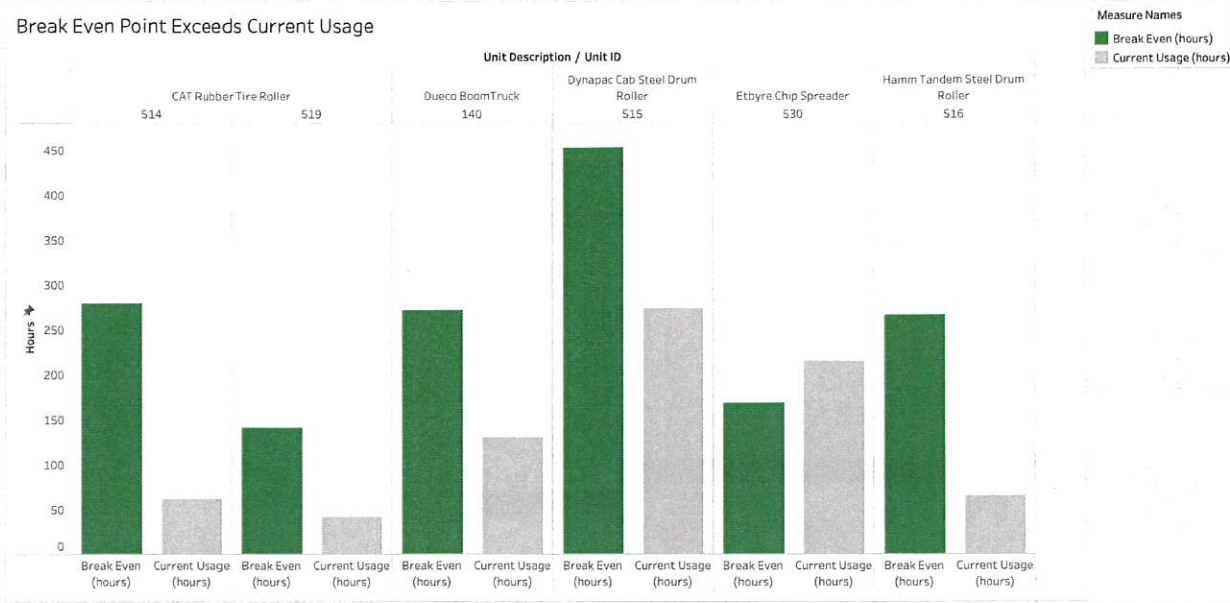
Average Balance Per Unit



The negative average balance of equipment units across a three year time period demonstrates that revenues procured by each piece of equipment are not significant enough to cover operating costs and depreciation. While an equipment's balance is not determinant of its long-term profitability, given the nature of depreciation recuperation, this pattern of negative balance across equipment can be indicative of challenges and opportunities for growth.

A break even analysis can be used to determine the total charge hours required for each piece of equipment to earn a profit and subsequently cover both annual depreciation and variable costs.

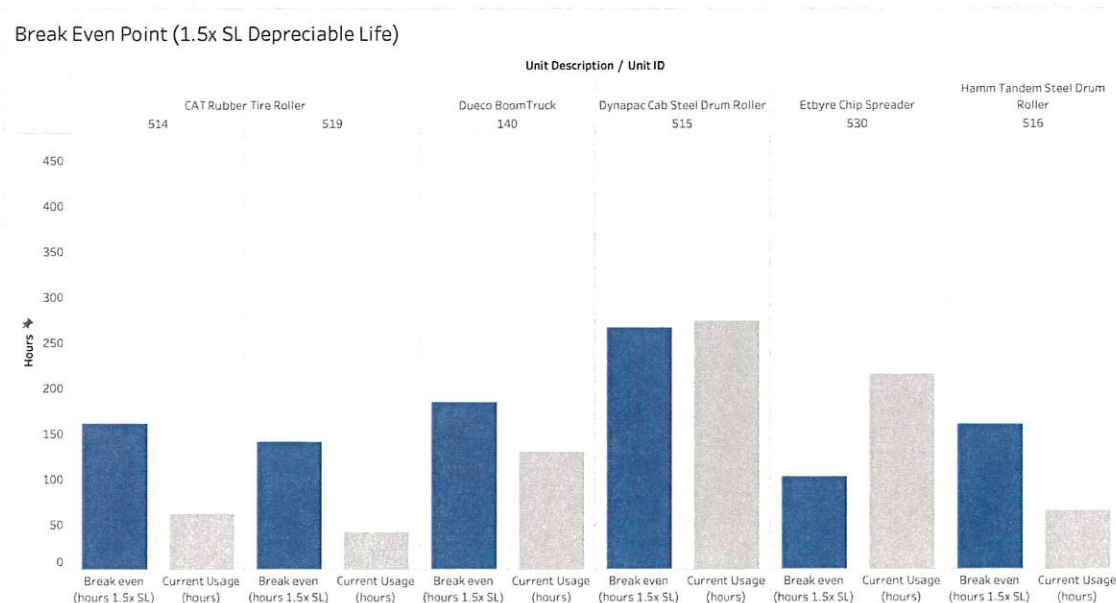
Break Even Point Exceeds Current Usage



The break even calculation demonstrates that each equipment unit’s current annual usage in hours is less than the hours required for revenue to cover total costs, with the exception of the chip spreader. In essence, the current rate used to generate revenue is not sufficient for a year by year profit, and significantly more production hours would be needed to reach this point for each piece of equipment.

It must be noted that unit 501P, the Blaw Knox Paver, was not included in this illustration as the current marginal profit per ton is negative, meaning the variable cost itself exceeds marginal revenue and it would not be possible for the equipment to recover operating costs at the given rate. This suggests that the charge rate for this piece of equipment may need to be re-determined, as depreciation costs will never be recovered for this unit.

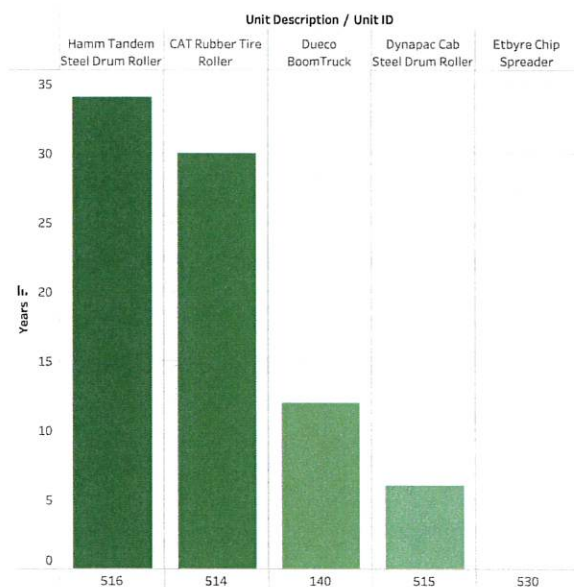
Break Even Point (1.5x SL Depreciable Life)



A more accurate or realistic break even analysis may instead use an alternative depreciation method that depreciates the equipment across 1.5 times the initial depreciable life. This is due to the fact that current depreciation costs are not covered by revenues on an annual basis, and equipment is usable past the 8 year or 9 year depreciable life. While the hours to break even decrease substantially from the first analysis, three out of the five units still did not reach the required usage for break-even.

This again emphasizes the need for adjustments to be made to optimize production and revenue. One opportunity, as mentioned, would be to alter charge rates to ensure proper allocation of revenue to equipment based on costs. Another option would be to increase production altogether through equipment sharing.

Years to Recover Losses

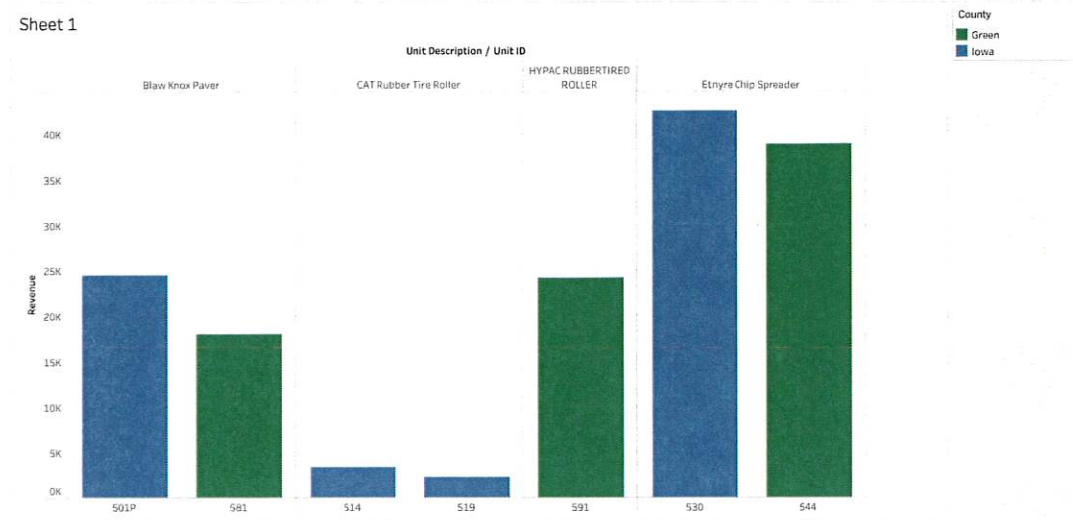


While an analysis of equipment unit balances and break-even points is important, a long-term view of equipment profit and depreciation recuperation provides insight to the equipment's overall profitability. By averaging revenues over the past three years, we were able to estimate the number of years in which each equipment unit would recover the losses it experienced during depreciation. Once again, the Chip Spreader maintains an annual profit and therefore has already covered losses on a year by year basis. Excluded from this graph are units 501P, 519, and 149 as they did not turn a profit even after depreciation had been exhausted. Of the remaining units, 516 and 514 require an unrealistic number of years to recover losses.

This analysis highlights the importance of a strategic approach to managing equipment profitability over the long term. For units like the Chip Spreader, which consistently generate profit, it's clear that depreciation losses are being recovered year after year. However, for units such as 501P,

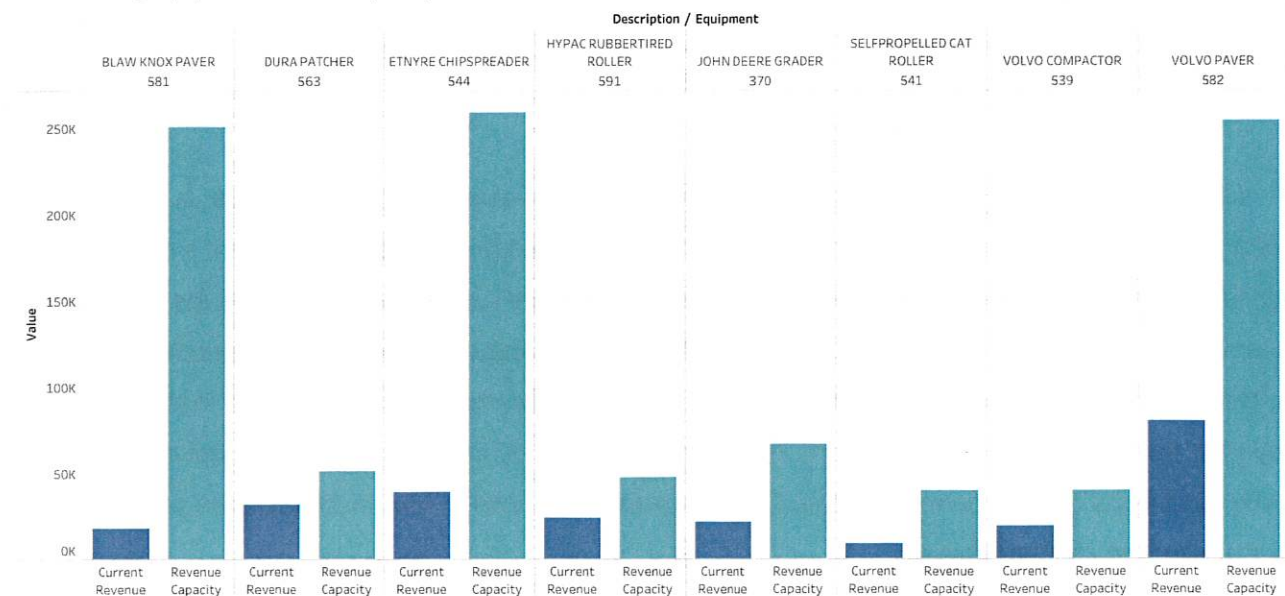
519, and 149, where depreciation losses remain unrecovered, strategies like equipment sharing could provide a solution. By optimizing resource allocation and increasing production through shared use of equipment, these losses could be mitigated, improving overall profitability and decreasing the number of years to recover losses.

Green County Equipment Analysis



Iowa County and Green County utilize three similar high cost machinery including the Blaw Knox Paver, Rubber Tire Rollers, and Etnyre Chip Spreaders. The rubber tire rollers maintain the only major discrepancy between the county’s revenue per equipment. This suggests that Green County’s utilization of their rubber tire roller greatly exceeds that of Iowa County.

Green County Equipment Revenue Capacity



Similar to Iowa County, Green County’s equipment revenue is much lower than the revenue capacity at 100% utilization. This suggests that both Iowa County and Green County underutilize high cost capital at similar rates. This may suggest that Green County’s demand for equipment sharing may

not be high enough to warrant it given the underutilization of their own equipment. However, units such as the rubber tire roller and compactor may benefit from service sharing due to their comparatively higher utilization.

Service Sharing Insights

<https://www.naco.org/articles/sharing-services-saves-money-improves-upkeep>

Key Takeaways from DuPage County's Shared Services Program:

Cost Savings through Collaboration: DuPage County's Stormwater Management Shared Services Program is saving municipalities and townships an estimated \$1.56 million annually. By working together through intergovernmental agreements (IGAs), these local governments reduce duplication of efforts and costs related to stormwater management.

EPA-Recognized Efficiencies: The program, which operates under a single National Pollutant Discharge Elimination System (NPDES) permit, saves an additional \$4.4 million annually. This countywide approach eliminates the need for individual municipalities to manage separate permits, significantly reducing administrative costs and the burden of regulatory compliance.

Revenue Generation and Cost Reduction: The shared maintenance work generates over \$300,000 in revenue for the county's Stormwater Management Department. This revenue is reinvested into the program, while also reducing municipalities' need for expensive equipment and full-time staff to manage stormwater issues.

Access to Specialized Resources: Smaller municipalities benefit from the county's more extensive resources, including a fleet of equipment (e.g., dump trucks, tree chippers) and skilled personnel, such as 11 engineers. This access helps them tackle complex stormwater management tasks that would otherwise be out of reach due to limited budgets or equipment.

[/https://localgovernment.extension.wisc.edu/files/2019/11/99-1bestreport.pdf](https://localgovernment.extension.wisc.edu/files/2019/11/99-1bestreport.pdf)

Key Takeaways from Local Cooperation to Maintain Roads and Streets:

Cost Savings through Local Cooperation: Local governments are achieving significant cost savings by collaborating on road maintenance and street repair projects. Through shared services and joint efforts, municipalities and counties reduce duplication of work, resulting in more efficient use of resources and funds.

Improved Efficiency and Resource Sharing: By pooling resources such as equipment, labor, and expertise, local governments can perform road maintenance more efficiently. This cooperation allows

smaller municipalities, which may lack the resources to handle extensive road repairs on their own, to benefit from the capabilities of larger or neighboring jurisdictions.

Enhanced Service Delivery: Joint road maintenance initiatives lead to more consistent and high-quality infrastructure upkeep across municipalities. Shared resources and planning result in quicker response times and better coordinated projects, ultimately improving road safety and reducing delays.

Long-Term Financial Sustainability: The financial benefits of local cooperation extend beyond immediate cost savings. By reducing the need for individual municipalities to invest in expensive equipment or maintain separate staff for road work, local governments ensure long-term financial sustainability and avoid unnecessary spending.

Positive Impact on Local Economies: Efficient road maintenance supports the broader local economy by ensuring safer, more reliable transportation networks. Well-maintained roads are essential for commerce, tourism, and general quality of life, benefiting both residents and businesses.

Stakeholder Engagement

Survey Results Summary: County Stances on Equipment Sharing

Nearly all counties, except one, expressed an interest in discussing equipment sharing, acknowledging the potential for cost savings. However, significant concerns and challenges were highlighted in the survey.

Timing and scheduling are major obstacles, as many entities require equipment simultaneously during short construction seasons. One participant emphasized this point, stating, “We all pave in the summer and plow in the winter,” while another noted, “Our construction seasons are extremely short, and having the right equipment when it is needed is highly important.” Additionally, respondents expressed concerns about indirect costs, including insurance, transportation, maintenance, and repairs, which could offset potential savings. Transportation, in particular, poses logistical challenges, with one participant explaining, “The main challenge with sharing anything across entities is the added cost of transporting that equipment for further distances.”

Collaboration between entities presents further complications, such as accountability for damages and political dynamics. Some participants raised concerns about identifying responsibility for damages, stating, “We have a problem with our own employees confessing to damages, and adding another entity in the equation sounds like we would have some hard feelings.” Political factors, including competition over tax rates and resistance from leadership, also create barriers to cooperation. Respondents worry about the risk of others backing out of agreements or demanding disproportionate benefits, as well as the complexities of enforcing contracts and avoiding loopholes.

The stances on equipment sharing vary widely. One respondent is the strongest supporter of equipment sharing but acknowledges the difficulty of building momentum due to political and competitive dynamics. They remarked, “I’m trying, but I need help building momentum. The relationships are difficult when entities are competing to keep taxes low and be most loved by supervisors.” Others are open to the idea but cautious due to transportation concerns, preferring partnerships with smaller local groups over broader collaborations. Another participant expressed openness but emphasized practical scheduling challenges, stating, “I do see value in sharing equipment, the problem is the equipment is used at the same time.”

Some respondents remain the most resistant, citing past failures and a preference for individual control over equipment. Their concerns include availability during short construction windows, increased repair and maintenance costs, and skepticism about long-term feasibility. As one explained, “Equipment sharing may be seen as saving money on purchases and cost of

ownership, but construction seasons are extremely short and having equipment at the right time is highly important.” Another added, “This has been tried many times and failed.”

Overall, while there is interest in exploring equipment sharing, significant challenges remain. Timing and scheduling issues, indirect costs, and collaboration barriers must be addressed. Optimistic respondents recognize the hurdles, while skepticism from others underscores the need to learn from past failures and resolve logistical challenges before moving forward.

Proposal : Use Microsoft Project to Facilitate Communication & Collaboration

To address the challenges of equipment sharing, including scheduling conflicts, resource management, and communication barriers, Microsoft Project offers a comprehensive solution. By leveraging centralized project management tools, counties can improve collaboration, streamline scheduling, and ensure the effective use of shared equipment. Integration with other Microsoft products such as Teams, Excel, and Word further enhances real-time communication and document management across teams and locations. Key features and benefits include:

1. Centralized Scheduling :

- Microsoft Project allows for a centralized, collaborative scheduling system to prevent equipment use overlap.
- **Benefit:** Ensures efficient allocation of equipment during peak seasons, reducing conflicts and downtime.
- **Shared Calendars:** Counties can easily view and coordinate equipment availability, usage times, and project timelines.

2. Resource Tracking and Management :

- The tool enables real-time monitoring of equipment availability, usage, and condition.
- **Benefit:** Counties can optimize equipment usage by understanding where resources are located and when they are available.
- **Centralized Source of Truth:** All relevant data, such as equipment condition, status updates, and schedules, is stored in one accessible location, limiting miscommunication.

3. Project Tracking

- Microsoft Project provides tools to track the progress of projects that involve shared equipment.
- **Benefit:** Allows counties to understand the status of ongoing work, identify delays, and plan for future use.
- **Transparency:** Counties can monitor project timelines and milestones in a shared system, improving accountability and communication.

4. Integration with Microsoft Products

- **Microsoft Teams:** Enables real-time communication between county-to-county teams and field crews. Teams can share updates, send alerts, and collaborate on tasks seamlessly.
- **Excel and Word:** Automatically sync project-related spreadsheets and documents, ensuring data accuracy and eliminating manual updates.
- **Shared Documents:** Counties can store and access project documents in one place, reducing duplication and ensuring all teams work with up-to-date information.

5. Accessibility and Collaboration

- Microsoft Project offers user-friendly tools for collaboration and accessibility across devices and locations.
- **Real-Time Updates:** Teams can access schedules, project plans, and resource data instantly, improving decision-making and reducing delays.
- **County-to-Field Connection:** The platform bridges communication gaps between office teams and field crews, fostering efficient execution of projects.

Microsoft Project simplifies scheduling, tracking, and communication, helping counties optimize shared equipment use. Its integration with familiar tools ensures collaboration, real-time updates, and efficient resource management, delivering cost savings and improved project outcomes.

Proposal: Cross-County Equipment Sharing Contract Framework

To facilitate efficient and transparent cross-county equipment sharing, a standardized contract is essential. The proposed agreement addresses scheduling, responsibilities, communication, and liability to ensure smooth operations and accountability. Key contract components may include:

1. Equipment List :

- A detailed list of shared equipment must be maintained and regularly updated as items are added or removed.

2. Scheduling :

- Equipment use will be scheduled on or before a designated date.
- **Flex Periods:** A buffer time will be agreed upon to accommodate delays or unforeseen changes.

3. Transportation & Storage :

- Transportation costs will be the responsibility of ___ unless otherwise agreed upon.

- During the borrowing period, the borrower must provide appropriate storage for the equipment.
- Borrower is responsible for any damage or theft that occurs while the equipment is in their possession.

4. Damage Reporting :

- Any damage must be reported to all counties involved within **24 hours** of the incident via Teams or email.
- Repair costs will be the responsibility of ___ unless damages are determined to be pre-existing or unavoidable.
- Documentation of the equipment's condition (before and after use) must be completed to ensure transparency.

5. Communication :

- Each county will designate a main point of contact (POC) and a backup POC to streamline communication.
- Any scheduling or project changes must be communicated with a minimum of ___ **notice** to all involved parties.

6. Unforeseeable Events :

- In case of weather delays, accidents, or emergencies, a "Flex Crew" arrangement will provide operational flexibility to address sudden changes. Details for managing unforeseen events will be outlined in the contract.

7. Liability and Insurance :

- Liability and insurance responsibilities will be clearly defined to ensure proper coverage for equipment damage, theft, or accidents. Counties must agree on coverage terms and limits prior to entering the agreement.

Next Steps :

1. Finalize terms for transportation, liability, and insurance responsibilities.
2. Agree on flex periods and notice requirements for scheduling changes.
3. Develop a shared platform for scheduling and damage reporting (e.g., Microsoft Teams).
4. Approve the finalized contract with input from all participating counties.

A standardized contract provides clarity and accountability by clearly outlining roles, responsibilities, and associated costs. It improves efficiency through standardized scheduling, damage reporting, and communication processes, ensuring smooth operations. By addressing

liability and insurance concerns upfront, the contract mitigates risks and minimizes disputes. Finally, the contract fosters improved collaboration by creating a structured framework for counties to share resources effectively while maintaining transparency.

