

Northeastern Illinois Local Government Shared Services Survey Report

Jennifer Kim

Roosevelt Fellow

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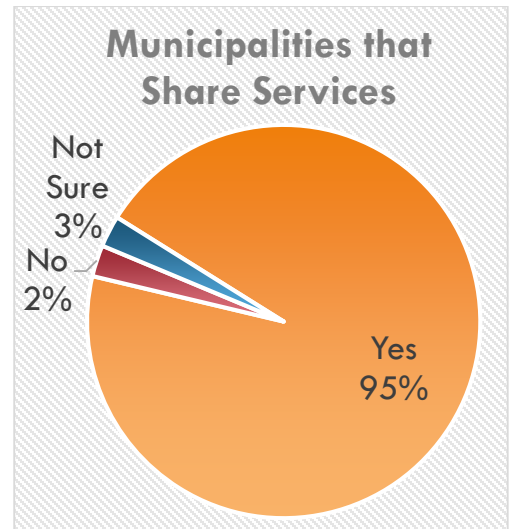
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BEST PRACTICES, ACTIONS FOR ILLINOIS STATE, POLICY RECOMMENDATIONS,
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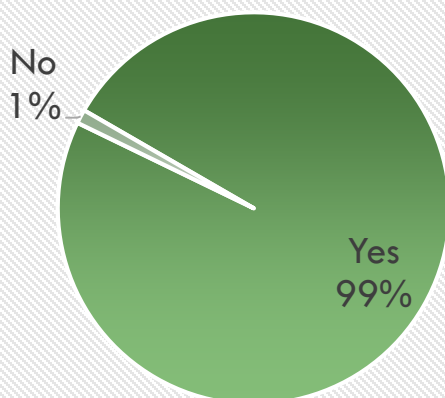
Introduction

Research Methods

- Survey: Out of 273 municipalities in the Northeastern Illinois Region, we received responses from 117 municipalities (approximately 42%)
- Phone Interviews: We spoke with executive directors from 7 of the 9 Councils of Government: Lake County Municipal League, West Central Municipal Conference, West Cook Municipal League, McHenry County Council of Governments, DuPage Mayors and Managers Conference, Metro West Council of Government, and SSMMA; we also followed up with phone interviews with 5 municipalities: Berkeley, Lincolnwood, Mount Prospect, Oak Brook, & Clarendon Hills
- Meetings: We met with WRB LLC's William Balling, who conducted the Mayors Caucus' initial shared service case study, and CMAP, who are currently conducting a shared service study
- Further Research: We took information from websites, municipality bid documents, pilot and case studies, books, conference reports, presentations, articles, and documents of other regional models
- Services Studied: After extensive deliberation & consultation with regional experts, we selected the 15 most commonly shared services in the region to focus upon, with some further research on other examples

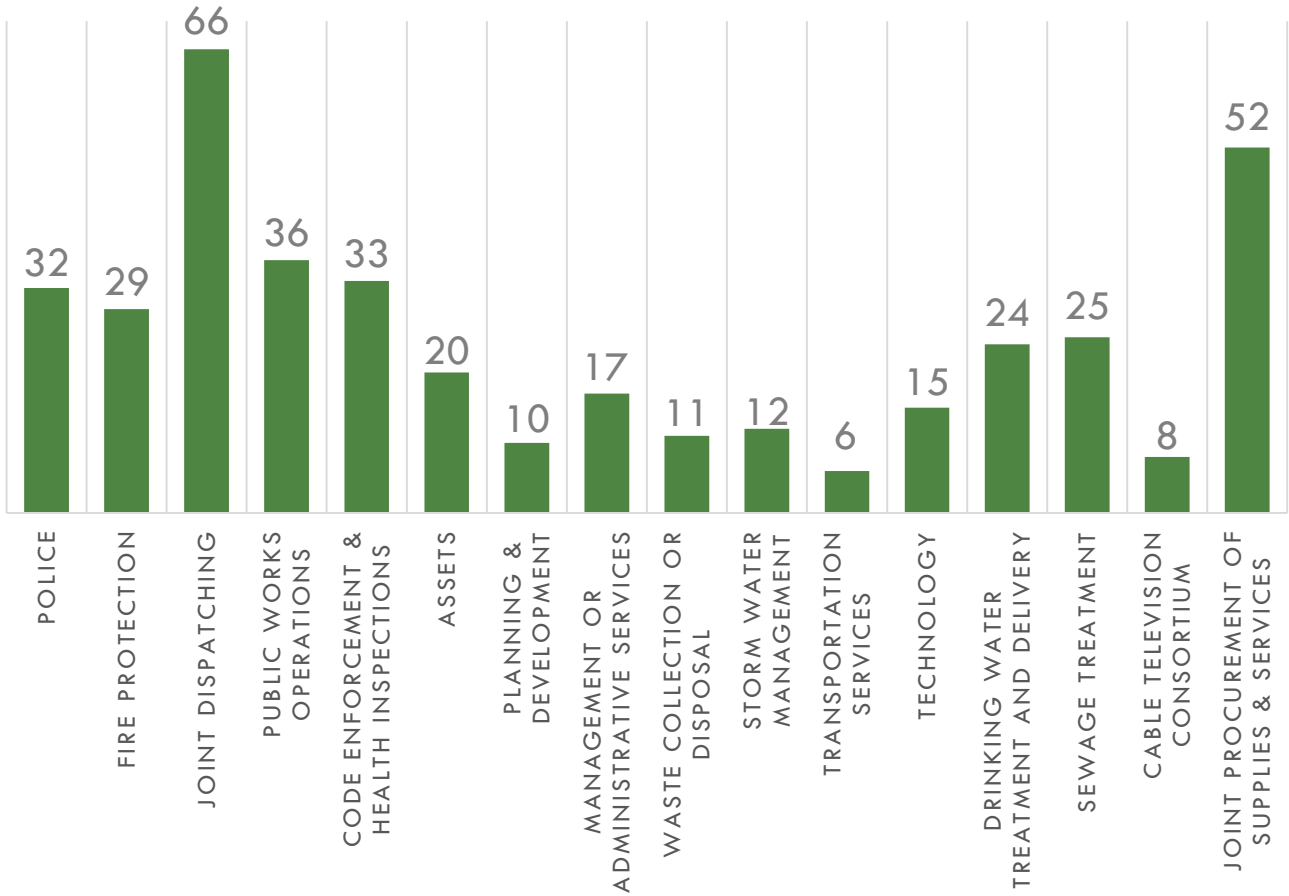


Did you find sharing services ultimately beneficial & would you continue to do so?

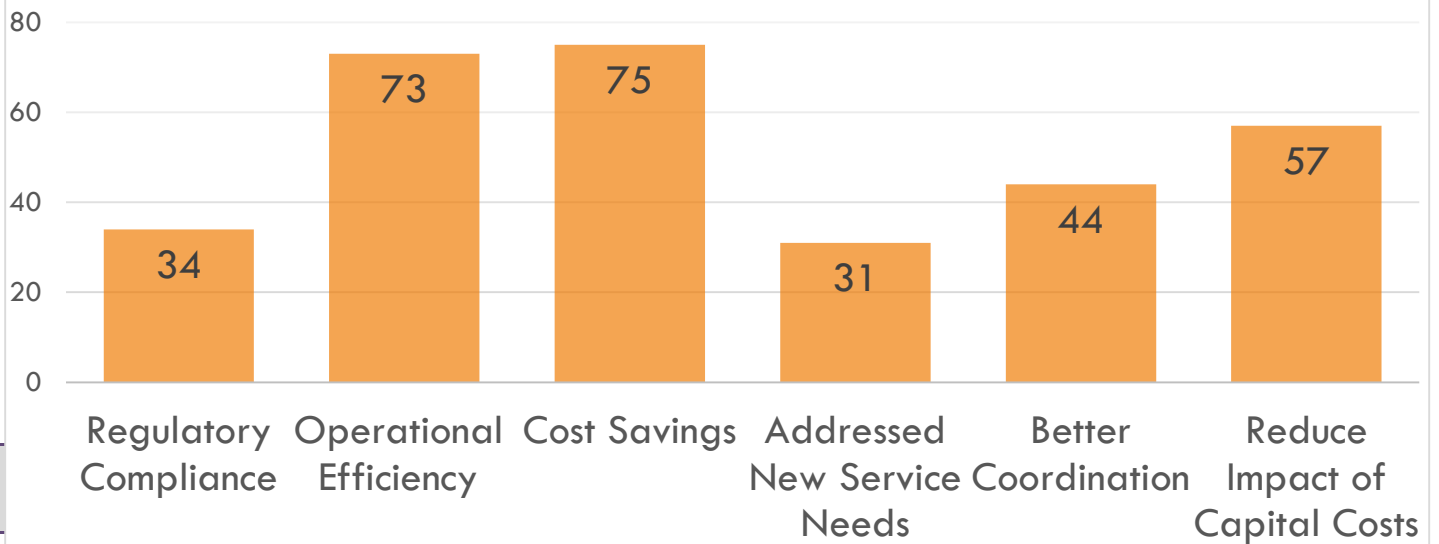


- Responses were **extremely positive overall**, from both municipalities and COGs
- On a scale of 1-5, municipalities on average rated their success with sharing services at around a **4, or "successful"**; COGs rated their success similarly. The most commonly chosen rating was **5, or "very successful"**
- The most common initial reasons for sharing services are **cost savings** and **operational efficiency**
- The most common benefits of sharing services are also **cost savings** and **operational efficiency**
- The vast majority of shared service programs have been ongoing **for over 10 years**, although a substantial number of programs across all fields have been more recently implemented
- By far, **intergovernmental agreements** is the most common method of formalization
- Towns participate in programs **indiscriminate of their sizes**

WHAT SERVICES ARE BEING SHARED?



HOW IS SHARING SERVICES BENEFICIAL?



Assets

[Vehicles, equipment, storage facilities, etc...]

Benefits

- Lower maintenance costs
- Less redundancy in equipment
- Relieves burden of capital purchase or rental fees for specialty equipment
- Larger Auctions (ex. Vehicle auctions) attract more buyers
- More efficient response when picking up vehicles from a neighboring municipality as opposed to a more distant private facility
- Support in an emergency or when equipment is out of service
- Lower operating costs

Cost Savings

Examples:

- Crete saves \$25,000 in capital investment by borrowing crack sealing equipment from Monee rather than buying it themselves
- School District 68, the Lisle-Woodridge Fire District, and Woodridge Park District all use the Village of Woodridge's fuel station, providing fuel at a reduced cost for the localities and providing a source of revenue for the Village
- The Village of Woodridge saves \$2,200 a year on fuel delivery costs by purchasing through DuPage County & has determined through research savings of approximately \$2,500 by purchasing squad cars through the Suburban Purchasing Cooperative instead of the State of Illinois Joint Purchasing Agreement



Photo: CDLApps.com

Participating Municipalities*

Addison & Other

Algonquin, Algonquin/LITH Fire Protection District, & Huntley

Beecher (through WCGL, SSMMA)

Berkley & Stone Park

Buffalo Grove, Glenview, Kenilworth, Lake Bluff, & Lincolnshire

Crete, Crete Park District & Crete School District

Crete & Monee

DuPage County, Woodridge, & Woodridge Park District

Ela Township, Hawthorn Woods, Kildeer & Lake Zurich

Geneva, Naperville & St Charles

Glenview & Northfield

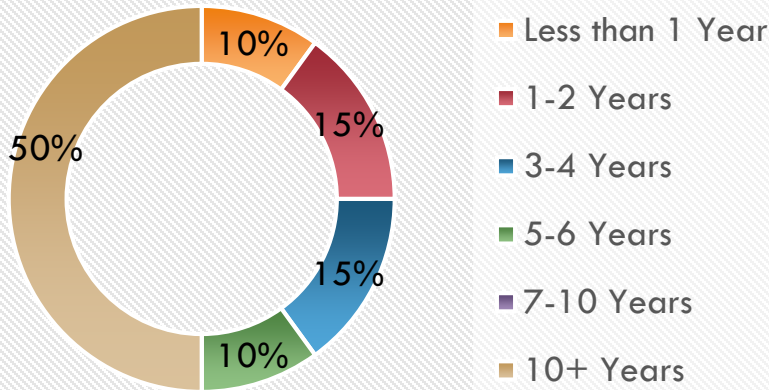
Glenwood, Hazelcrest, Homewood & Flossmoor

Hoffman Estates & South Barrington

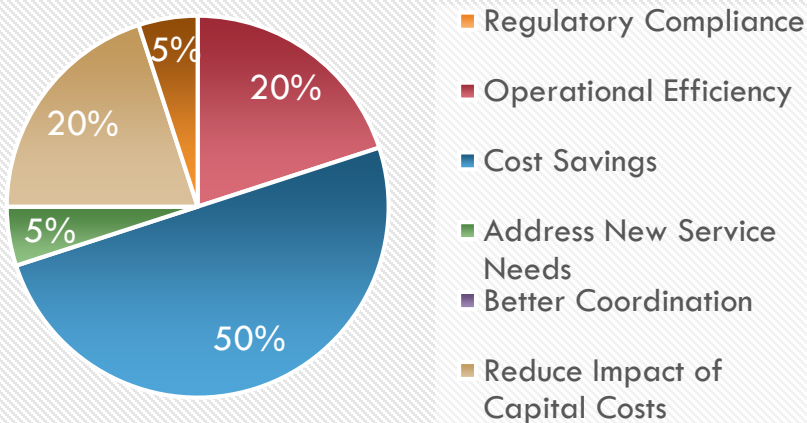
Johnsburg, Richmond & Spring Grove

La Grange & Others

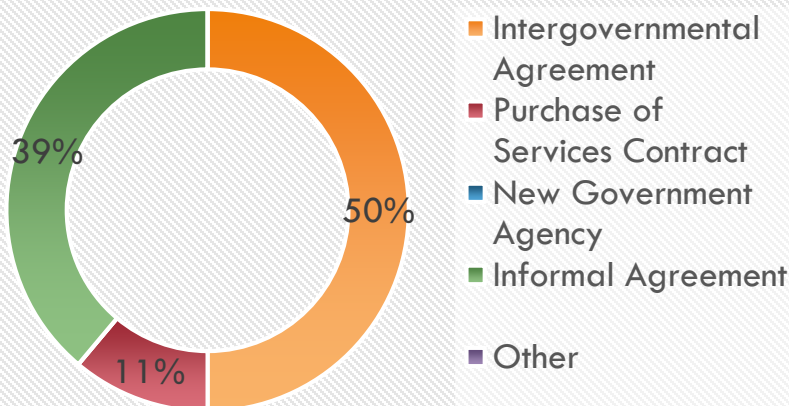
Length of Agreements



Primary Initial Reasons for Sharing



How Agreements Were Formalized



Participating Municipalities (Continued)*

Lisle-Woodridge Fire District, School District 68, Village of Woodridge, & Woodridge Park District

Long Grove & Cuba Township

Northfield & 2 Others

Tinley Park & Others

Warrenville & Warrenville FPD

Examples of Assets Shared

Fuel Vehicles

Pick-Up Truck

Employees

Equipment Sharing

Fuel

Factor Waste

Crack Sealing Equipment

Lift Truck

Sweeper/Vacuum Truck

Bucket Truck

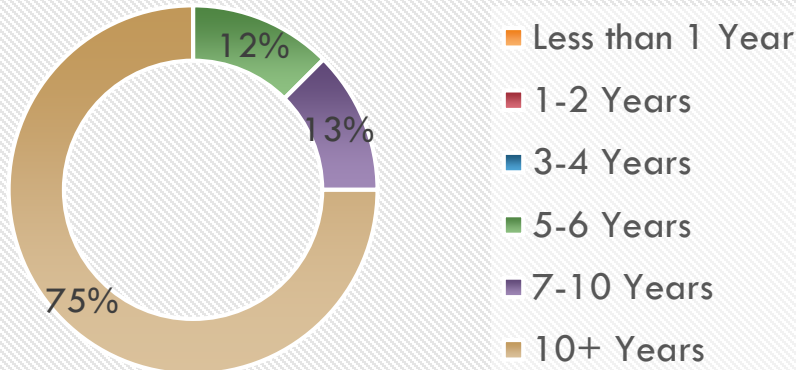
*Reflects responses from approximately 30% of the region

Cable Television Consortia

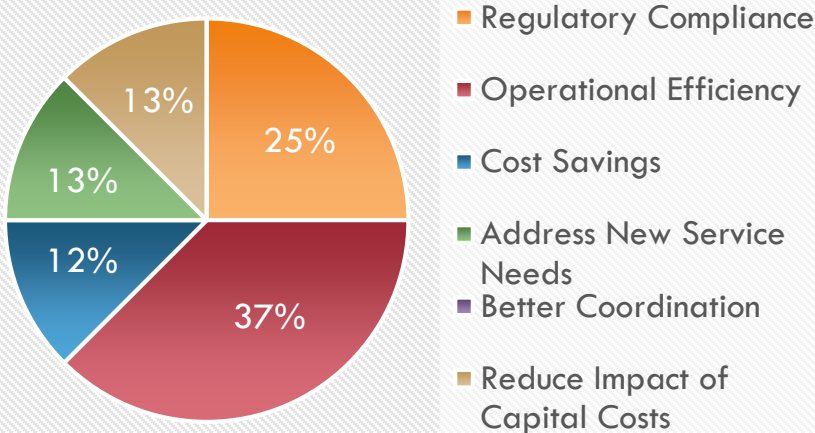


Photo: AbleManTV.com

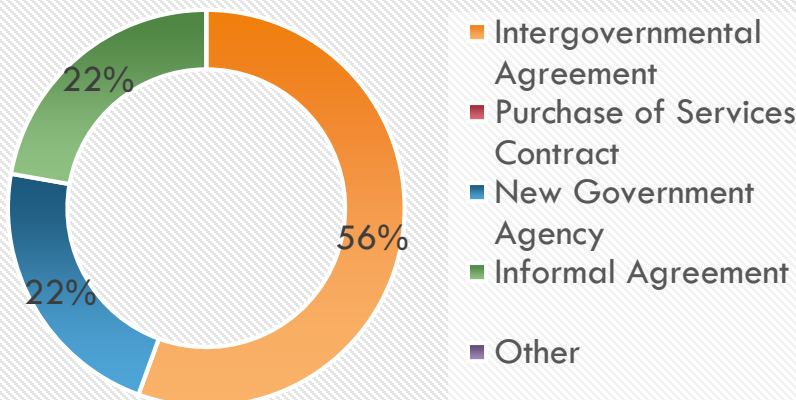
Length of Agreements



Primary Initial Reasons for Sharing



How Agreements Were Formalized



Benefits

Consortium can oversee customer care and maintain public access programming

Cost Savings

Bargaining Power

Participating Municipalities*

Beecher, Monee & Peotone

Burr Ridge, Clarendon Hills, Hinsdale & Willowbrook

Indian Head Park, La Grange, La Grange Park, Riverside, Western Springs

Mount Prospect & Others

New Lenox & 13 Others

Winnetka & Others

*Reflects responses from approximately 30% of the region

Code Enforcement and/or Public Health Inspections

Benefits

- Better service in expertise & number of inspections executed
- Higher quality service, particularly for municipalities too small to afford the quality of service on their own
- Ability to attract larger firms, including national firms, through the size of the bid
- Cost Savings through economies of scale
- Standardization/Consistency across neighboring municipalities
- Ability to use other employees (ex. Fire District personnel) when unoccupied
- Shared policies & problem solving regarding property maintenance

Cost Savings

Examples:

- Deerfield saved \$4,275 for elevator inspections through the Lake County Health Inspections
- Itasca has saved \$175,000 in telecommunications
- Winnetka saves approximately \$225,000 annually in inspectional services
- The Southeast Lake County Shared Services Working Group saved \$22,059 in elevator inspections



Photo: I-ACE.org

Participating Municipalities*

Algonquin, Cary & Huntley

Bannockburn, Lake Bluff, Lake Forest & Mettawa

Bannockburn, Buffalo Grove, Deerfield, Highland Park, Lake Bluff, Lake County, Lake Forest, & Lincolnshire

Barrington & Cook County

Berkeley & Hillside

Buffalo Grove & Long Grove

Chicago Heights, Park Forest, Richton park, & South Chicago Heights

Clarendon Hills & DuPage County

Countryside & Cook County

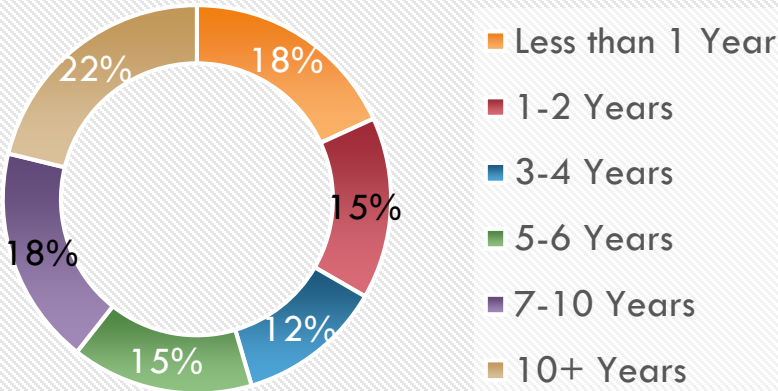
Deerfield & Lake County Health Inspection

Frankfort, Mokena, New Lenox, Orland Park & Tinley Park

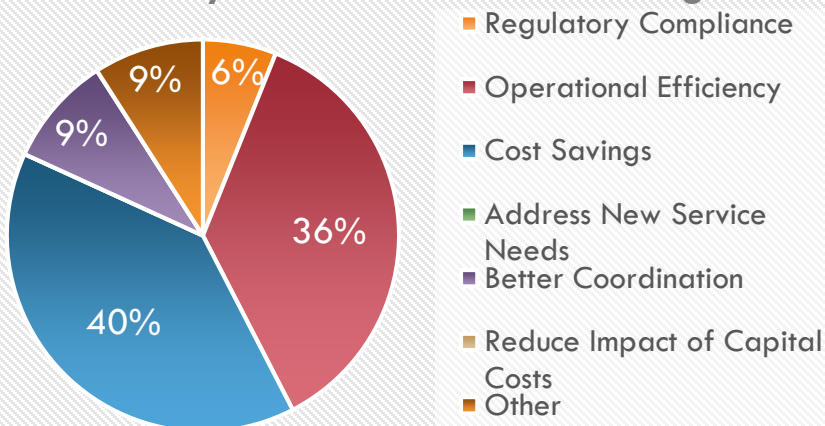
Glenview, Lincolnwood, & 4 Others

Golf, Glenview, Kenilworth, Wilmette & Winnetka

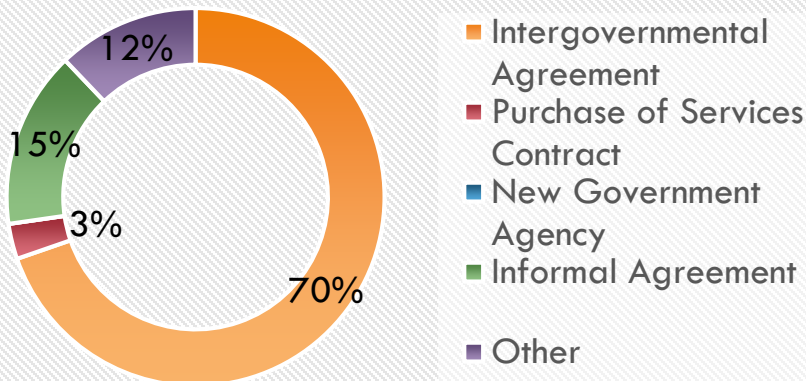
Length of Agreements



Primary Initial Reasons for Sharing



How Agreements Were Formalized



Participating Municipalities (Continued)*

Grayslake & Grayslake Fire Protection District

Hawthorn Woods & Others

Lindenhurst & Lake County

McHenry & Prairie Grove

Mount Prospect & Others

New Lenox & 3 Others

Northbrook, Northfield, Wilmette, & Winnetka

Oswego & Yorkville

Round Lake & Round Lake Park

South Barrington & Cook County

Spring Grove & Woodstock

Warrenville & DuPage County

*Reflects responses from approximately 30% of the region

Drinking Water Treatment and Delivery

Benefits

- Lower costs by outsourcing to another town through 1) eliminating capital infrastructure costs necessary for buying & maintaining facilities and 2) eliminating production and personnel costs
- Revenue from providing water to another municipality
- Connections for backup water supply allow for flexibility for both fire flow and water system maintenance
- Back-up capability in serious emergencies when a fire incident may drain the towers or when a water treatment plant or well malfunctions
- Improved quality of water & services
- Greater efficiency
- Better water source (ex. Lake Michigan instead of groundwater, also reducing groundwater depletion) that would be unavailable to municipalities too small to afford the costs

Cost Savings

Outsourcing or participating in water commissions significantly reduces costs; providing services to neighbors brings in revenue

Sharing costs of infrastructure allows municipalities to connect to a lower cost supplier instead of a higher-priced, more accessible supplier, saving their residents millions of dollars



Photo: About-Bicycles.com

Participating Municipalities*

Arlington Heights, Buffalo Grove, Palatine, & Wheeling (Northwest Water Commission)

Bannockburn & Highland Park

Barrington, Barrington Hills, & Inverness

Berkeley & Hillside (Hillside-Berkeley Water Commission)

Broadview & Westchester (Broadview Westchester Joint Water Agency)

Chicago, Oak Lawn, & Orland Park

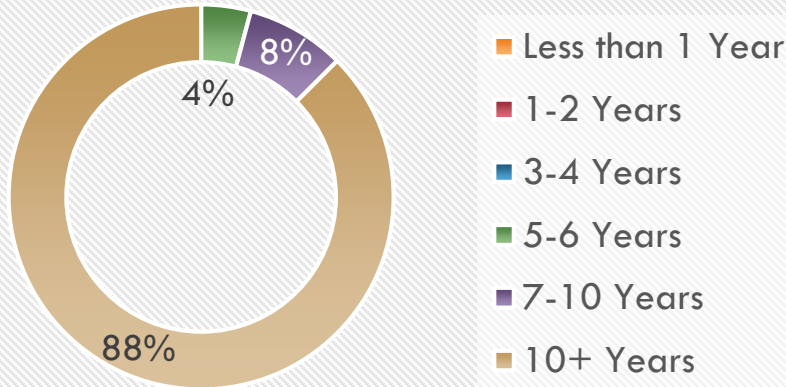
Chicago Ridge, Country Club Hills, Matteson, Mokena, New Lenox, Oak Forest, Oak Lawn, Olympia Fields, Orland Park, Palos Heights, & Tinley Park

Deerfield & Highland Park

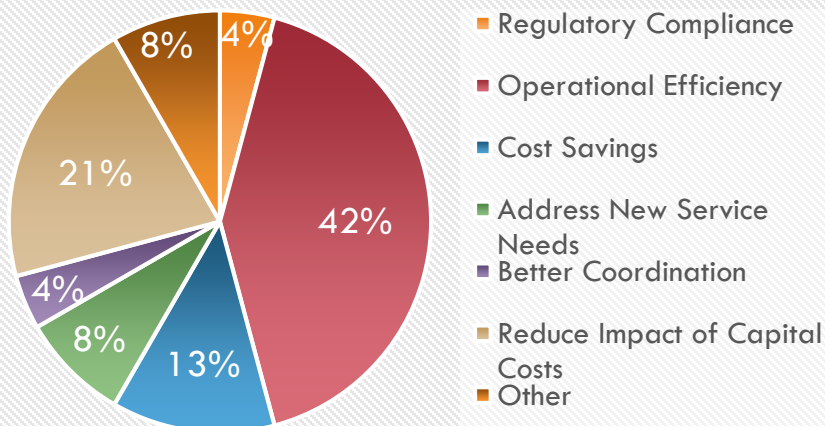
DuPage Forest Preserve District & Warrenville

Elk Grove, Hanover Park, Hoffman Estates, Mount Prospect, Rolling Meadows, Schaumburg, & Streamwood (Northwest Joint Action Water Agency)

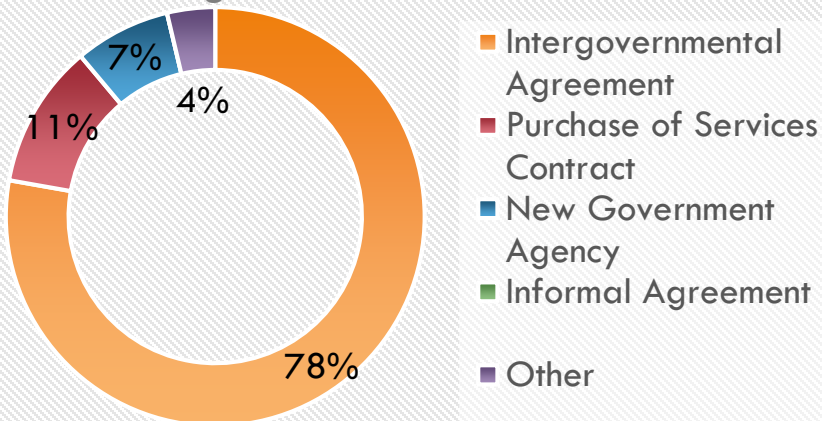
Length of Agreements



Primary Initial Reasons for Sharing



How Agreements Were Formalized



Participating Municipalities (Continued)*

Frankfort, Mokena & Tinley Park

Geneva, St Charles & West Chicago

Glenview, North Maine Township, Prospect Heights & Wilmette

Golf & Morton Grove

Grayslake & Others (Central Lake County Joint Action Water Agency)

La Grange & McCook

Northfield & Other

Northwest Water Planning Alliance (70+ localities)

Round Lake & 11 Lake County Municipalities (Central Lake County Joint Action Water Agency)

Winfield & Others (DuPage Water Commission)

*Reflects responses from approximately 30% of the region

Fire Protection

[Fire & EMS Services]

Benefits

- Strong support in dealing with emergencies or large events
- Staffing and training benefits
- Mutual aid necessary for multiple calls or times when ambulances are already in service
- Better coordination of efforts
- Better response to major fires
- Cost savings
- Better safety overall
- Increased availability of inspectors, resulting in a larger available talented inspector pool
- Lowers worker cost structure & gives villages greater flexibility to structure service costs to meeting building activity demands

Cost Savings

Long-running arrangements & reduced need for capital investments all lead to savings

Examples:

- Chicago Ridge: Saves approximately \$70,000+ in salary by sharing a Fire Chief with Oak Lawn
- La Grange no longer funds a ladder truck, due to automatic aid agreements with neighboring communities that do have ladder trucks; with the extra funds La Grange purchased a multi-purpose vehicle instead



Photo: ChicagoAreaFire.com

Participating Municipalities*

Alsip, Crestwood, & Robbins

Arlington Heights Fire District,
Buffalo Grove, Lincolnshire, Long
Grove Fire Protection District,
Riverwoods Fire Protection District,
Wheeling Fire District

Aurora, Batavia, Geneva, North
Aurora, & St Charles

Barrington Countryside Fire
Protection District & Barrington
Village

Barrington Countryside Fire
Protection District, East Dundee Fire
Protection District, Hoffman Estates
Fire Department, & South
Barrington

Bannockburn Fire Protection District
& Deerfield

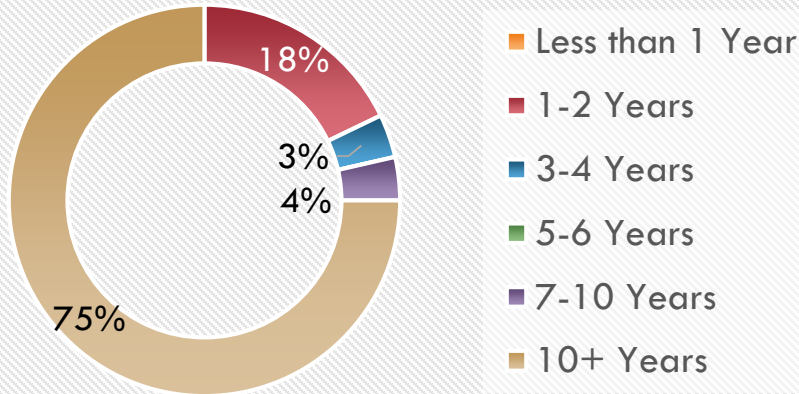
Bellwood, Berkley, Hillside, Stone
Park, & more

Carpentersville, East Dundee,
Sleepy Hollow & West Dundee

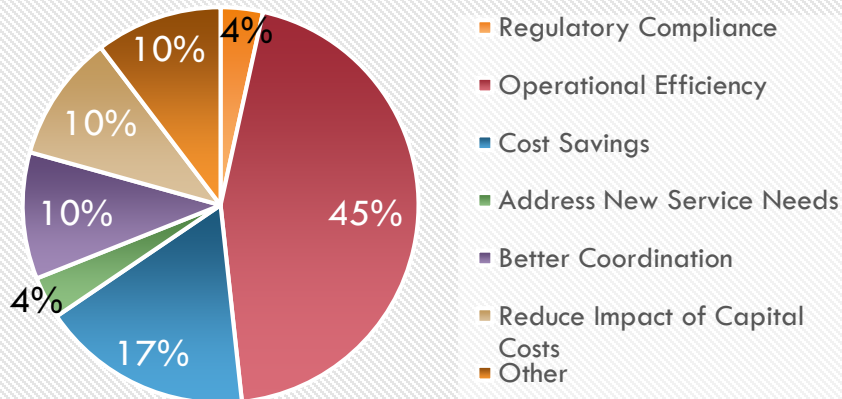
Chicago Heights, Flossmoor,
Homewood, Matteson, Olympia
Fields, Park Forest, Richton Park, &
University Park

Chicago Ridge & Oak Lawn

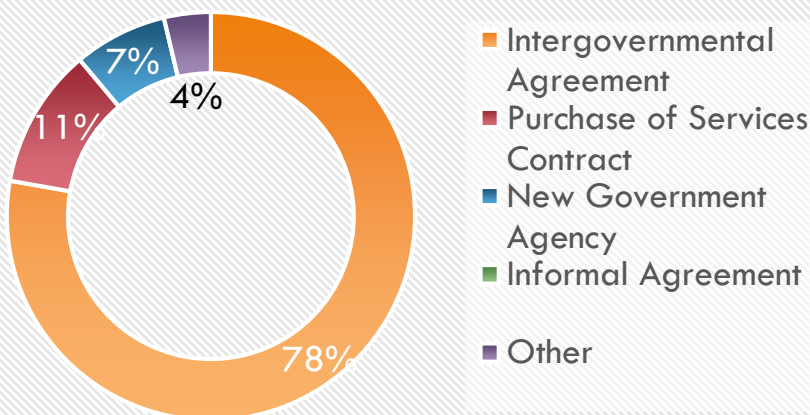
Length of Agreements



Primary Initial Reasons for Sharing



How Agreements Were Formalized



Participating Municipalities (Continued)*

Clarendon Hills & Hinsdale

Deer Park, Hawthorn Woods, Kildeer, Lake Zurich, & North Barrington

Glenview, Glenbrook Fire Protection District, & Golf

Hinsdale, La Grange, La Grange Park, & Western Springs

Knollwood, Lake Bluff, & Lake Forest

La Grange & Western Springs

Lisle & Woodridge Fire Protection District

Morton Grove, Niles, North Maine, & Park Ridge

Northfield & Other

Orland Hills, Orland Park Fire Protection District, & Unincorporated areas of Orland Township

Palatine, Palatine Rural Fire Protection, & Rolling Meadows

Schaumburg & Others

Tinley Park & Others

Warrenville & Warrenville Fire Protection District

*Reflects responses from approximately 30% of the region

Joint Dispatching

Benefits

- Fewer personnel hassles, employee issues, and ULP and collective bargaining complications
- Highly significant cost savings
- Greater overall operational efficiency and higher level of professional service
- Better, up-to-date technology
- Single point of duty for off-duty service calls
- Quicker aid response
- A large amount of administrative work saved directly related to recruiting, personnel management, record keeping, and supervising technical employees
- Avoid delays in calling for assistance with incidents too large to handle locally

Cost Savings

Joint dispatching, instead of in-house dispatching centers, is one of the most cost-saving shared services out of all of those conducted; savings generally amount to hundreds of thousands per year

- Crete has saved approximately \$250,000 per year over the last 16 years by joint dispatching
- Westchester saved \$2.5 million in the first 5 years
- Grayslake saves an estimated \$400,000 per year
- Countryside saved \$900,000 over 5 years
- Wilmington saves approximately \$400,000 per year
- Park Ridge saves over \$650,000 per year
- Woodridge saves approximately \$1.2 million per year



Photo: OrlandFire.org

Participating Municipalities*

Addison, Bensenville, Bloomingdale, & DuPage Forest Preserve

Addison, Bensenville, Itasca & Wood Dale

Aurora, Batavia, Geneva, North Aurora & St Charles

Bannockburn, Deerfield & Riverwoods

Beecher, Crete, Monee, Peotone, South Chicago Heights, Steger, & University Park

Bolingbrook, Braidwood, Chanannah, Elwood, Plainfield & Wilmington

Calumet Park & Sauk Village

Des Plaines & Wheeling

East Hazel Crest, Lynwood & Thornton

Fox Lake Police, Lake Villa Fire Protection, Lake Villa Police & Lindenhurst

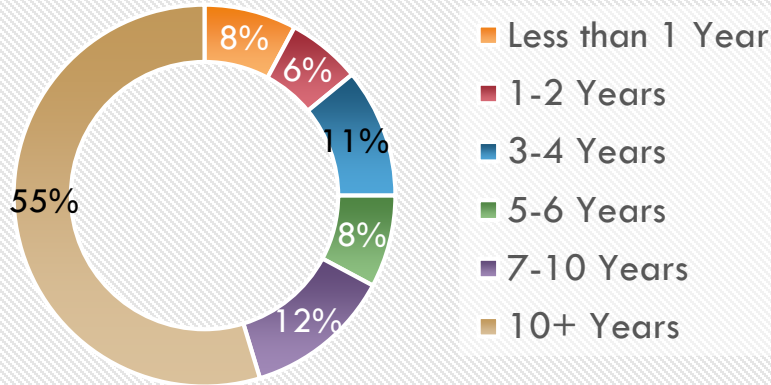
Glenview, Grayslake, Hainseville, Highwood, Highland Park, Lake Bluff, Lake Forest, Morton Grove, & Niles

Golf & Cook County

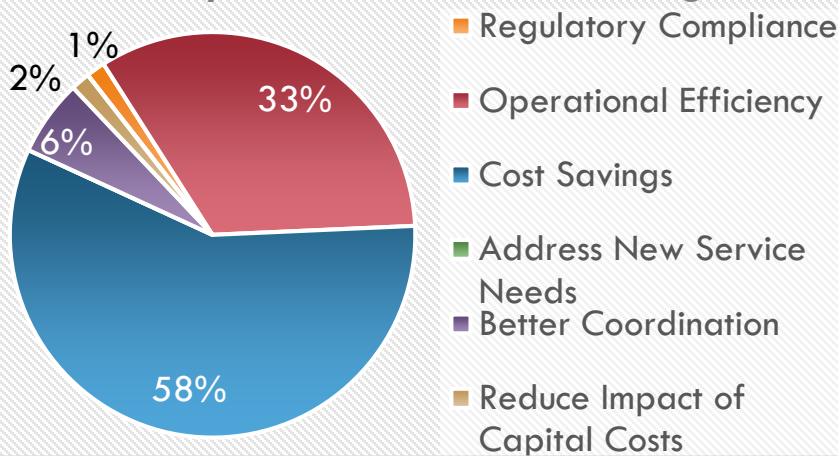
Hawthorn Woods, Island Lake, Kildeer & Lake Zurich

La Grange, La Grange Park, & Western Springs

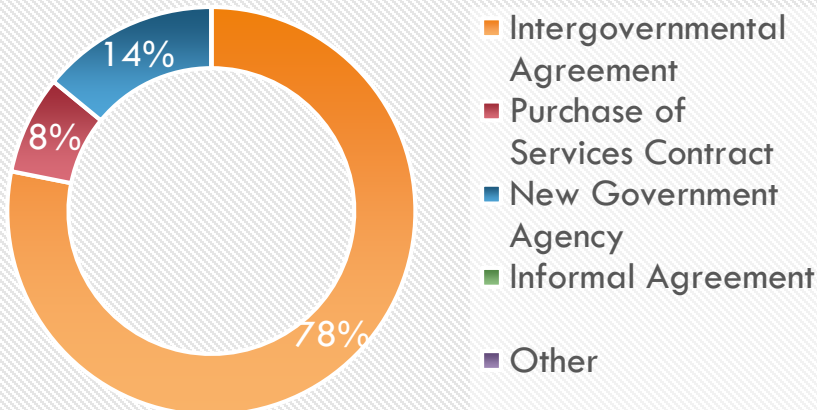
Length of Agreements



Primary Initial Reasons for Sharing



How Agreements Were Formalized



Participating Municipalities (Continued)*

- Libertyville, Lincolnshire & Vernon Hills
- Matteson, Olympia Fields, Park Forest & Richton Park
- East Joliet Fire Protection District, Frankfort FPD, Mokena FPD & New Lenox FPD
- Orland Hills Fire Protection District & Orland Park
- Oswego & Kendall County
- Prairie Grove & McHenry County
- Spring Grove & McHenry County

Joint Dispatching Centers*

- CenCom E9-1-1:** (11 localities)
- DU-COMM:** DuPage Public Safety Communications (41 localities)
- EASTCOM:** Eastern Will County Communications Center (11 localities)
- ECOM 9-1-1:** (6 localities)
- Tri-Com Central Dispatch:** (11 localities)
- NWCD:** Northwest Central Dispatch (12 localities)
- QuadCom:** (9 localities)
- Red Center:** MABAS Division 3 (14 localities)
- SEECOM:** Southeast Emergency Communication Center (14 localities)
- SWCD:** Southwest Central Dispatch (16 localities)

*Reflects responses from approximately 30% of the region

Joint Procurement of Supplies and/or Services



Photo: FHWA.dot.gov

Benefits

- Significant cost savings
- Reduced administrative burden and staff time to procure commodities
- Improved bid specifications, including the option for renewal for future years
- Intergovernmental collaboration/cooperation & sharing of best practices
- Avoids the capital expense of specialty equipment
- Greater efficiency & more choices for goods and service
- Higher quality products & greater access to better contractors
- Guarantee of supply & dependable deliveries

Cost Savings

Joint Purchasing allows municipalities to benefit from economies of scale, which generally results in lower costs for services and supplies.

Examples:

- Members of the MPI, jointly bidding on several services together, found saved overall \$389,500 - \$529,500 in 2011; \$291,000 - \$365,000 in 2012; \$552,000 - \$671,000 in 2013; and \$463,000 - \$564,000 in 2014, totaling savings of \$1.7M - \$2.1M over 4 years
- In 2014, as part of the DuPage MPI, Lombard saved over 32% over the last year on water meter testing, 17% on hydrant painting, and 33% on sewer lining
- Woodridge, bidding with other localities through NIMEC, saves approximately \$5,600 a year for streetlight power and \$12,000 a year for water/sewer power
- The LCML CPP

Joint Purchasing Programs*

MPI: Municipal Partnering Initiative (30+ Communities, led by Glenview); DuPage MPI (14 Communities, began by Lombard, Woodridge & Downers Grove)

SPC: Suburban Purchasing Cooperative (156+ Communities, hosted by NWMC, DMMC, SSMMA, & WCGL)

LCML CPP: Lake County Municipal League Cooperative Purchasing Program (6 Programs)

NIMEC: Northern Illinois Municipal Electric Collaborative (140 localities)

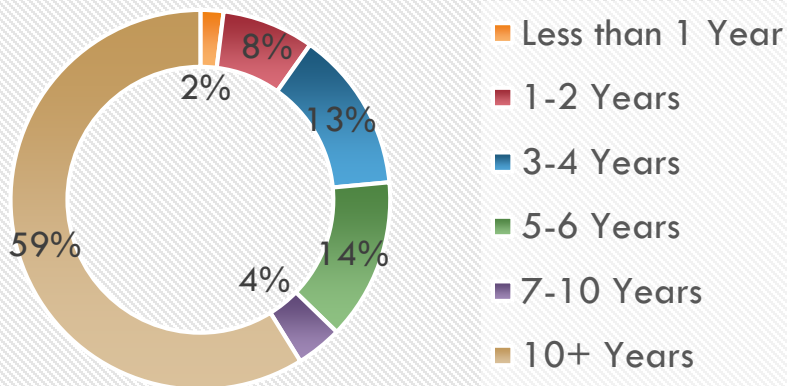
Suburban Tree Consortium (30+ Communities, hosted by WCMC)

DMMC & DuPage County Joint Road Salt Bid

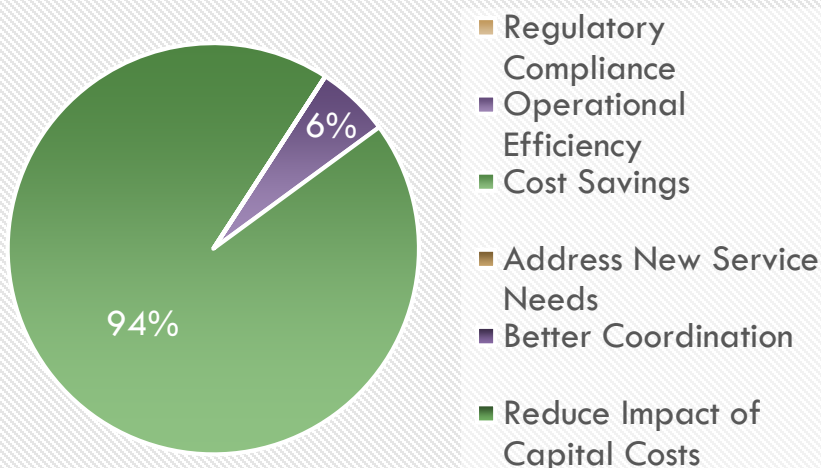
Types of Supplies & Services*

Asphalt Patching
Cold Patch
Concrete Flatwork
Contractor Assistance
Crack Sealing
Custodial Services
Financial Services
Maintenance (Memorial, Generator, etc)
Hauling & Delivery
Hydrant Painting
Landscape Services
Leak Detection
Mowing Services

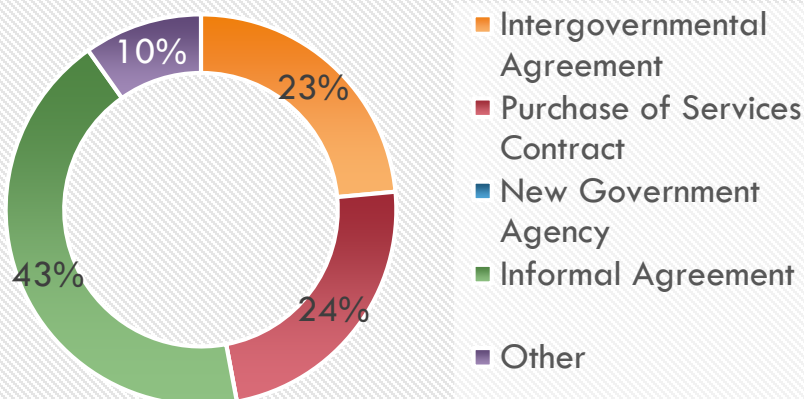
Length of Agreements



Primary Initial Reasons for Sharing



How Agreements Were Formalized



Types of Supplies & Services (Continued)*

- Paper & Stationery
- Pavement Marking
- Resurfacing
- Road Salt
- Sewer Lining
- Sewer Televising
- Street Sweeping
- Tree Removal/Trimming
- Water Meter Testing

Other Participating Municipalities*

- Addison & 4 Others
- Algonquin, Cary & Gurnee
- Bloomington & Others
- Burr Ridge & Other
- Clarendon Hills & DuPage County
- Countryside & Others
- Crete & Others
- Deerfield & Lake County
- Geneva & Others
- Golf & Glenview
- Kildeer & Long Grove
- Lake Zurich & Others
- Lincolnwood & Northern Suburbs
- New Lenox & Others
- Northbrook & Northbrook Park District
- Westchester & School District 92.5
- Oswego & Others
- Palos Hills & Others
- Park Forest & Others
- Round Lake & School District
- Schaumburg & Others
- Spring Grove & Others
- St Charles & Others
- Warrenville & DuPage County
- West Chicago & Others
- Winfield & Winfield Park District
- Woodridge, Woodridge Park District & DuPage County

*Reflects responses from approximately 30% of the region



Photo: CMservices.com

Management or Administrative Services

Benefits

- Insurance cooperatives provide training and services to mitigate risk that are not provided by traditional insurance companies
- Cooperatives also respond to needs that private vendors would not fulfill
- Better information & best practice sharing
- Improved coordination with local taxing bodies so as to provide more comprehensive service
- Higher quality service and greater variety of options for the locality, its employees, and the community as a whole at a lower cost
- Ability to appoint extremely knowledgeable staff to run insurance pools
- Cost savings through economies of scale & from eliminating the need for each municipality to hire extra personnel to provide the services, thereby eliminating long term employee benefit costs

Cost Savings

Examples:

- Over a 10 year period with IRMA, Countryside has produced a surplus of approximately \$800,000 that it then redirected to reducing premiums
- Tinley Park found that sharing marketing costs allows municipalities to get twice as much ad space and exposure for the same amount of expenditures
- Westchester has estimated savings of \$500,000 through IRMA over private insurance
- Winnetka saves approximately \$40,000 annually through HELP

Programs/Cooperatives*

IPBC: Intergovernmental Personnel Benefits Cooperative (Insurance; 60+ localities)

MCMRMA: McHenry County Municipal Risk Management Agency (Insurance; Algonquin, Island Lake, McHenry, Spring Grove, Woodstock, & Woodstock Fire & Rescue)

IRMA: Intergovernmental Risk Management Agency (Insurance)

HELP: High Excess Liability Pool (Insurance; 13 municipalities)

IPRF: Illinois Public Risk Fund (Insurance/Workers' Compensation; 500+ municipalities)

Other Participating Municipalities*

Bannockburn & Lincolnshire

Beecher, Bradley, Braidwood, Coal City, Dwight, Mendota, Oswego, Peotone, Plano, Sandwich, & Wilmington

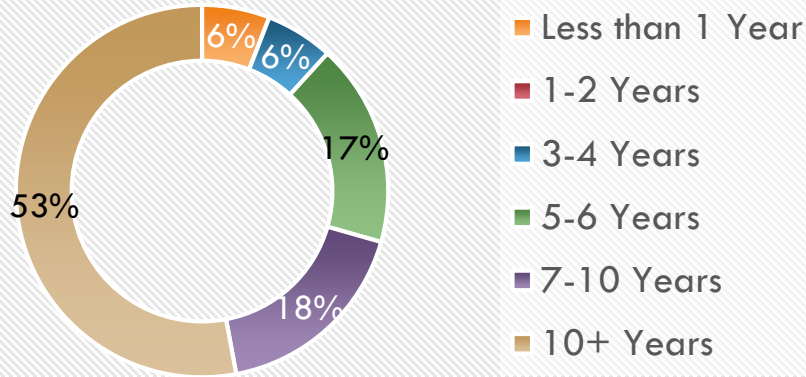
Long Grove & Others

Oswego & Yorkville

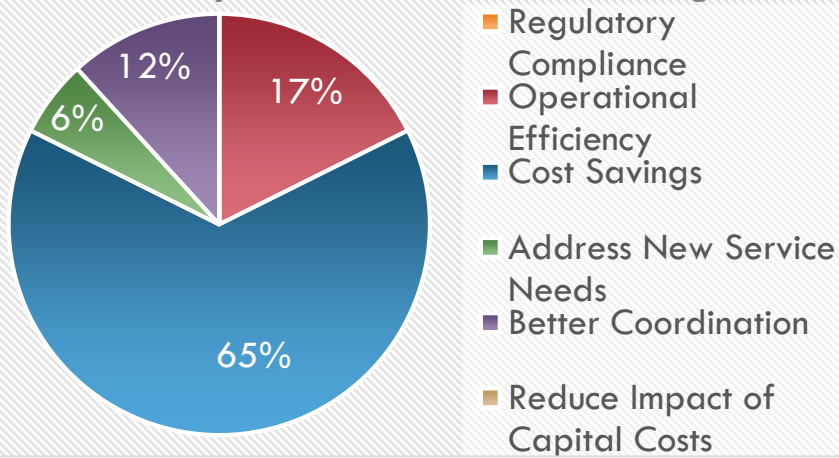
Schaumburg & Others

*Reflects responses from approximately 30% of the region

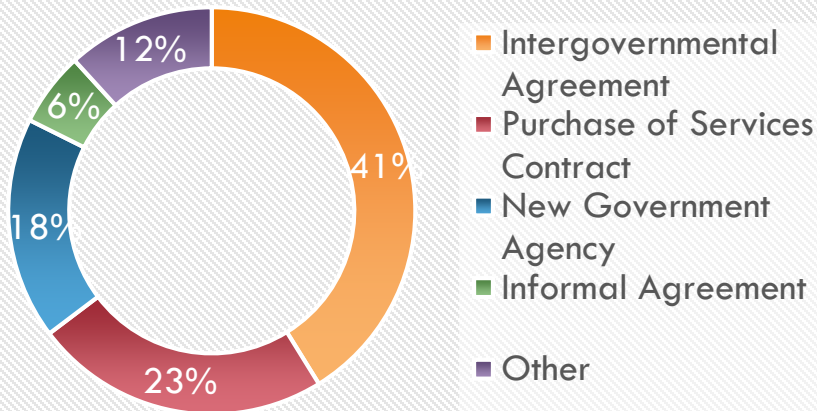
Length of Agreements



Primary Initial Reasons for Sharing

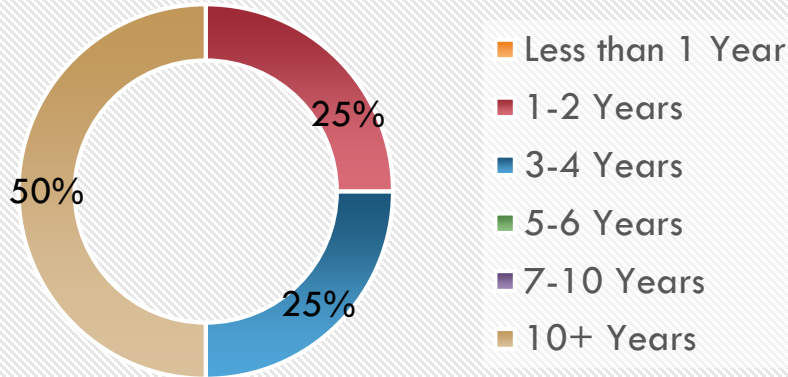


How Agreements Were Formalized

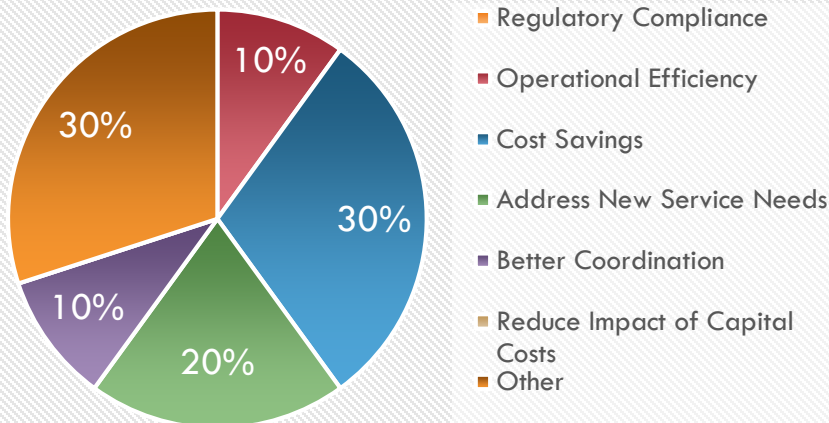


Planning and Development

Length of Agreements



Primary Initial Reasons for Sharing



How Agreements Were Formalized

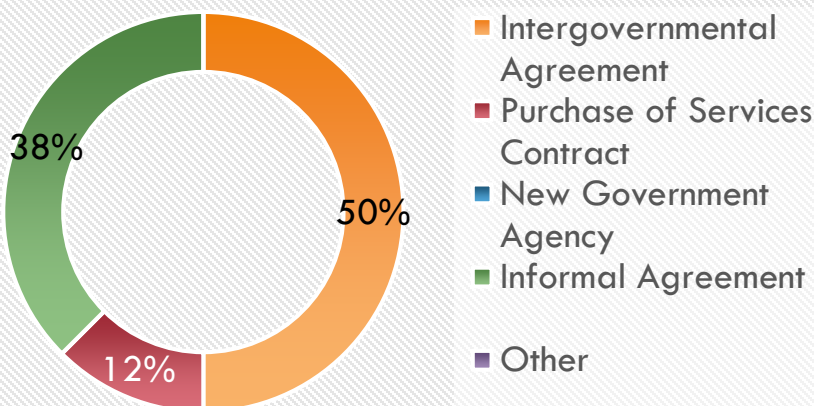


Photo: ChicagoAreaFire.com

Benefits

Cost savings through contracting to another town or by paying only during the building months as opposed to hiring a full-time, all-year employee

Better coordination & greater efficiency

Participating Municipalities*

Bannockburn & Lake Forest

Bannockburn, Lake Bluff, Lake Forest, & Mettawa

Batavia, Geneva, North Aurora & St Charles

Beecher, Crete, Monee, Peotone, University Park, & Will County

Blue Island, Chicago Heights, Dolton, Ford Heights, Hazel Crest, Joliet, Midlothian, Oak Forest, Park Forest, Phoenix, Richton Park, Sauk Village, Steger, & Summit

Diamond & Will County Land Use

Tinley Park & Tinley Park Park District

Winnetka & Others

*Reflects responses from approximately 30% of the region

Police

Benefits

- Mutual Aid fosters greater efficiency
- Better coverage and broader attention to crime follow-up
- Greater availability of resources and opportunities & more technical assistance
- Flexibility to meet emergencies or special events such as community festivals & ability to request additional staff when necessary
- More information sharing, including best practices
- Cost savings, particularly through reduced capital investment
- Better traffic control
- Reduction of risk
- Ability to offer additional services to a community not feasible on one's own

Cost Savings

Contracting out to the County Sheriff's Department can provide substantial savings over having an in-house police department, and joining a cooperative or organization can provide free or reduced cost services or equipment loans

Examples:

- Diamond (population: 2,500) pays less than \$100,000 a year for police protection through County Sheriff Departments, less than 10% of the \$1 million a year their neighbor Coal City (population: 5,000) pays for an in-house police department
- Through their association with NEMRT, Woodridge is able to get free or reduced cost police training & borrow electronic training equipment at no cost



Photo: WGNTV.com

Participating Municipalities*

Aurora, Batavia, Geneva, North Aurora, & St Charles

Beecher, Manhattan & Peotone

Berkeley & Hillside

Buffalo Grove & 24 Others (Omni Youth Services)

Burr Ridge & Other

Carol Stream (DuPage County Metropolitan Enforcement Group – Drug Interdiction; Children's Resource Center – Abuse)

Chicago Heights, Flossmoor, Homewood, Matteson, Olympia Fields, Park Forest, Richton Park & University Park

Diamond & Grundy County Sheriff, Will County Sheriff

Glenview (Northeastern Illinois Public Safety Training Academy)

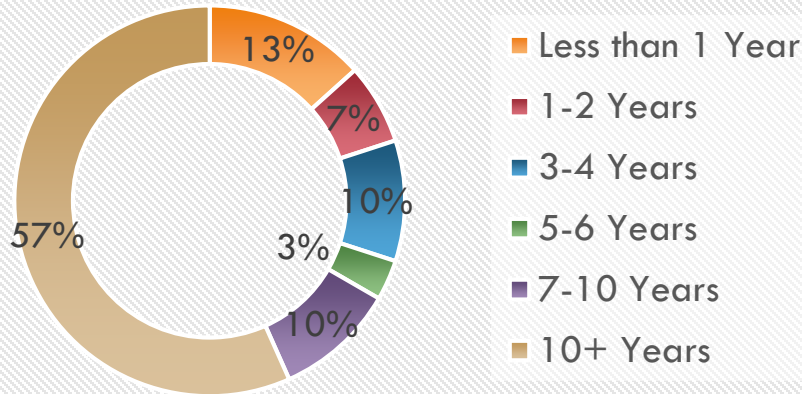
Grayslake & Hainesville

Hawthorn Woods, Kildeer, & Lake Zurich

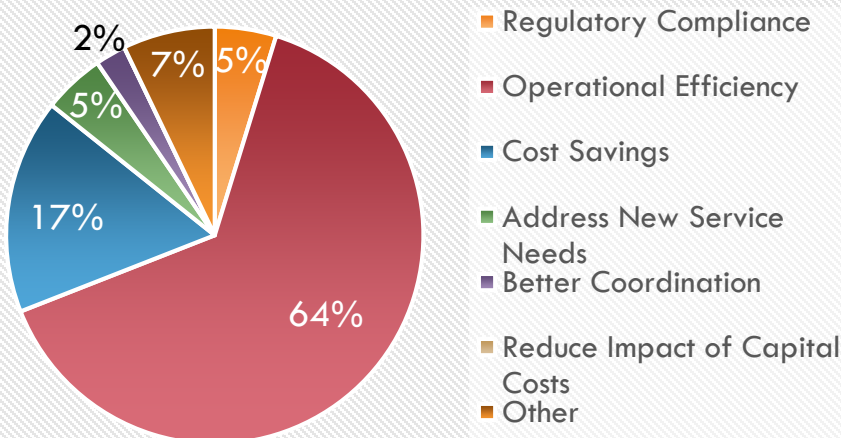
Indian Head Park & Other

Johnsburg, Richmond & Spring Grove

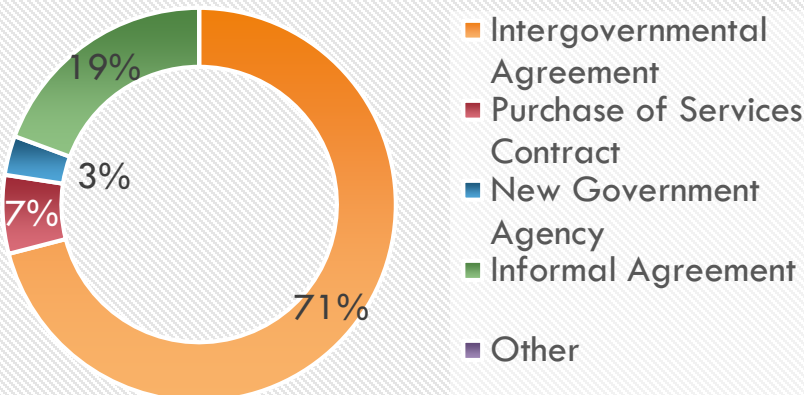
Length of Agreements



Primary Initial Reasons for Sharing



How Agreements Were Formalized



Participating Municipalities (Continued)*

- Joliet & Will County Sheriff
- Kenilworth, Wilmette, & Winnetka
- La Grange, La Grange Park & Western Springs
- Lincolnwood (NORTAF, NIPAS)
- Long Grove & Lake County Sheriff
- Mount Prospect & Others
- Orland Park & Orland Hills
- Orland Park (South Suburban Major Crimes Task Force & SWAT Regional Team)
- Oswego, Community Unit School District 308, DEA, Kendall County Sheriff, Montgomery, SWAT, & Yorkville
- Schaumburg & Others
- South Barrington (Major Crimes Task Force & Vehicle Accident Investigations)
- Tinley Park & Others
- Warrenville, West Chicago & Winfield
- West Chicago & Community High School Districts 33 & 94
- Wood Dale (Major Crimes Task Force, DuPage Arson Task Force, DUMEG, DUCART, FIAT)
- Woodridge (FIAT, DUMEG)

*Reflects responses from approximately 30% of the region

Public Works Operations

Benefits

- Avoid redundant costs to taxpayers
- Greater capacity for equipment
- Additional support in emergencies, severe weather events, or when equipment is out of service
- Reduced capital infrastructure expenses
- Greater efficiency
- Reduced equipment maintenance
- Cost savings
- Increased idea, innovation, & best practice sharing
- Better maintenance
- Improved communication and coordination of efforts

Cost Savings

Examples:

- Woodridge saved approximately \$8,300 in asphalt patching through Bolingbrook Public Works, which brought in equipment and staff to assist with the repair at no cost
- Crete saved about \$25,000 by borrowing crack sealing equipment from Monee instead of buying a unit
- Diamond saved over \$10,000 for debris removal by utilizing IPWMAN, IDOT and IDOC following the November 2014 tornado

IPWMAN REGIONAL MAP



Photo: APWA.net

Participating Municipalities*

Algonquin/LITH Fire Protection District & Pingree Grove Police Department

Beecher, Crete & Peotone

Berkeley & Hillside

Bolingbrook Public Works & Woodridge

Buffalo Grove (Reliable Property Services, Clean Cut Tree Service)

Burlington, Gilberts & Hampshire

Carol Stream (IPWMA – Emergency Response)

Crete & Monee

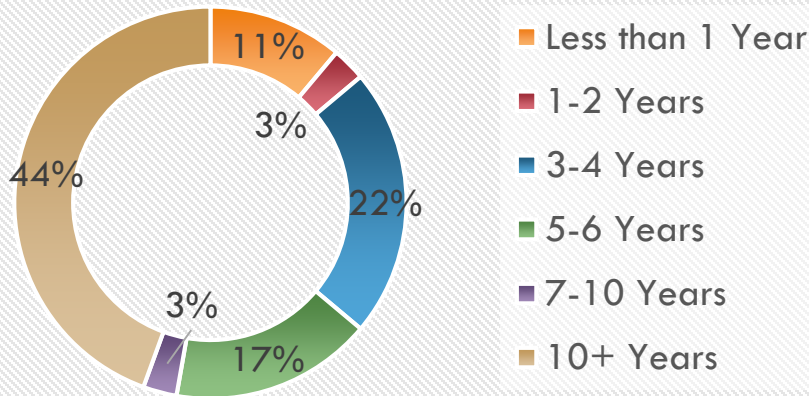
Diamond (IPWMAN – Illinois Public Works Mutual Aid Network)

Downers Grove, Lisle, Lombard & Woodridge (MPI)

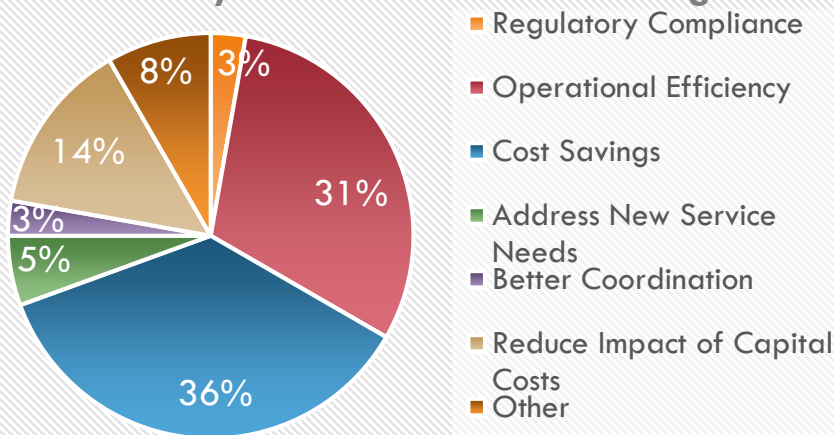
Ela Township, Hawthorn Woods, Kildeer & Lake Zurich

Ela Township & Long Grove

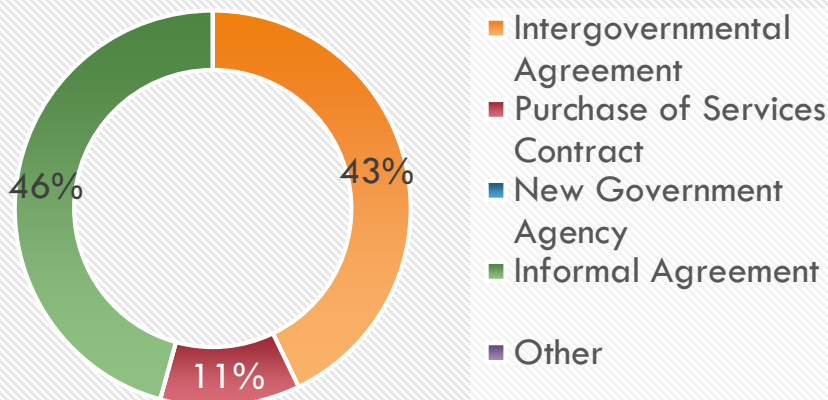
Length of Agreements



Primary Initial Reasons for Sharing



How Agreements Were Formalized



Participating Municipalities (Continued)*

Flossmoor, Glenwood, Hazelcrest & Homewood

Fox Lake, Johnsburg, Richmond & Spring Grove

Geneva, Consolidated School District 303, Kane County, St Charles & West Chicago

Golf & Glenview

La Grange & Others

Inverness, Palatine & Palatine Township

Mount Prospect & Others

Northfield & 3 Others

Oak Brook & DuPage County

Orland Park (Public Works Mutual Aid Agreement for South Suburban Communities)

Palos Park & Palos Heights

Prairie Grove & Others

Schaumburg & Others

South Barrington & Cuba Township

Tinley Park & Others

Warrenville, Warrenville Fire Protection District, Warrenville Park District & Winfield Township

Wheeling & Chicago Executive Airport

Winnetka & Others

*Reflects responses from approximately 30% of the region

Sewage Treatment

Benefits

- Ability to share a Class I Operator
- Better regulatory compliance
- Greater geographical choice: tying the service to where the topography of the land allows for sewer flow to follow gravity eliminates the need for expensive mechanical lifting stations
- Significant operating cost savings

Cost Savings

Joint-bidding for sewage treatment services allow communities to benefit from economies of scale, and outsourcing to another municipality can produce significant cost savings.

Examples:

- Members of the Municipal Partnering Initiative found significant savings through joint-bidding:
 - Sewer Lining: \$30-\$50k for one group and \$60-90k for another group (2011); \$51-\$61k (2013)
 - Sewer Televising: \$16-26k (2011); \$65-\$75k (2012); \$56-\$66k (2013); \$47-\$57k (2014)
- Crete has saved millions of dollars over the last 40 years by having Thorn Creek process their sewage



Photo: BSEnterprise.org

Participating Municipalities*

Bannockburn & Others

Barrington, Barrington Hills & Inverness

Beecher & Others

Berkeley (MWRD)

Buffalo Grove & Lake County Sewer

Clarendon Hills (Flagg Creek Water Reclamation District – 11 localities)

Crete & Thorn Creek Basin Sanitary District

Fox Lake, Lake County & Round Lake

Frankfort, Mokena & Tinley Park

Geneva & St Charles

Glencoe (MWRD-GC)

Glenview (MWRD)

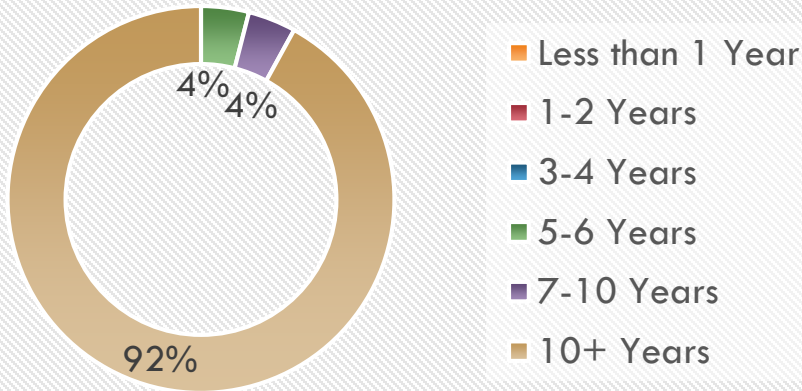
Grayslake & Lake County Public Works Department

La Grange (MWRD)

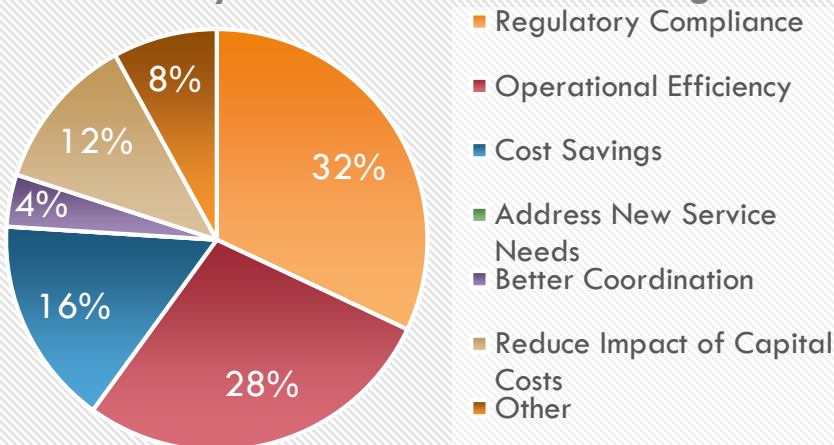
Lake Zurich & Others

Mount Prospect (MWRD)

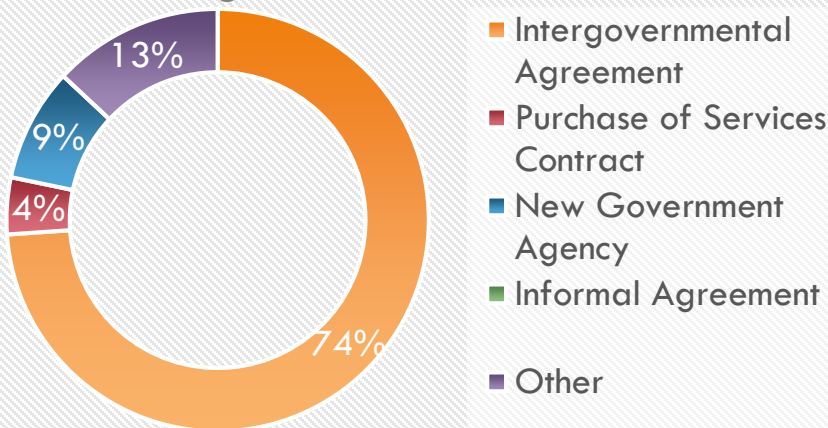
Length of Agreements



Primary Initial Reasons for Sharing



How Agreements Were Formalized



Participating Municipalities (Continued)*

Naperville & Warrenville

New Lenox & Other

Orland Park (MWRD)

Palos Park (MWRD-GC)

South Barrington & Others

West Chicago & Winfield

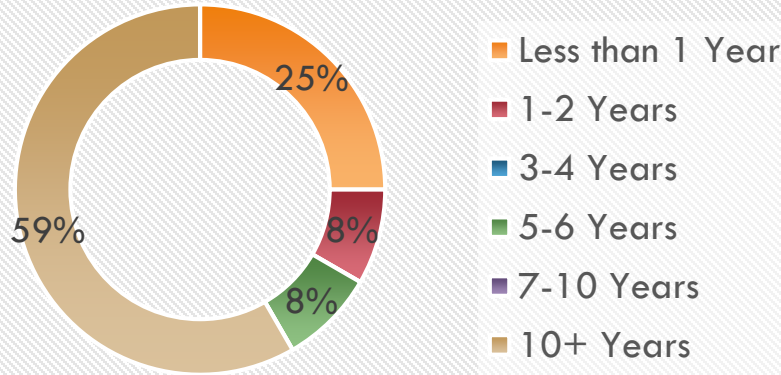
*Reflects responses from approximately 30% of the region

Storm Water Management

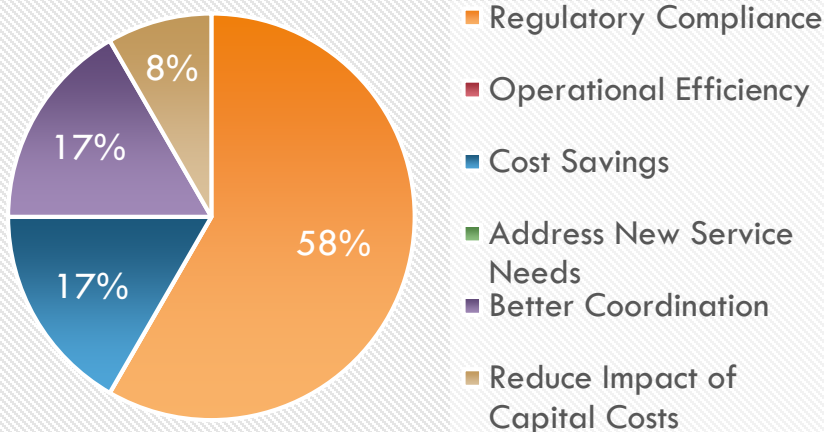


Photo: Patch.com

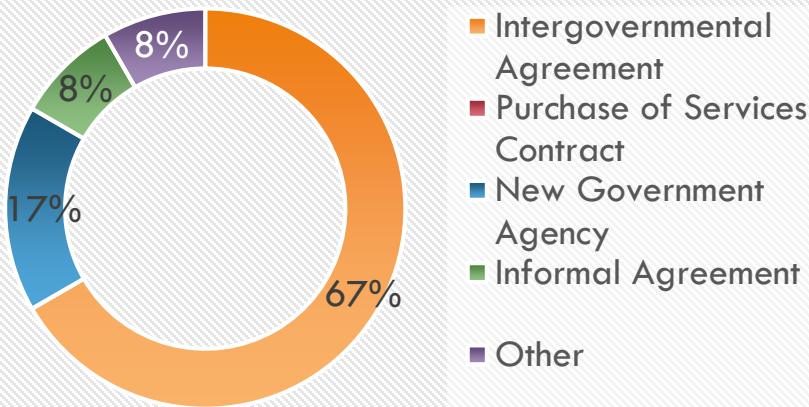
Length of Agreements



Primary Initial Reasons for Sharing



How Agreements Were Formalized



Benefits

Country-wide regulations level the playing field

A regional approach to drainage provides for greater operational efficiency

Cost savings

Collaboration results in uniform and consistent standards across the region

Participating Municipalities*

Beecher (Will County Stormwater Commission)

Deerfield & Others

Franklin Park & Schiller Park

Glenview & Glenview Park District

Lake Zurich & Lake County

Lindenhurst & 20 Others

Mount Prospect (MWRD)

South Barrington & Others

St Charles, Kane County & West Chicago

Warrenville & DuPage County

Willowbrook & DuPage County

Woodridge & DuPage County

*Reflects responses from approximately 30% of the region

Technology

Benefits

- Greater stable of innovation and specialization
- Sharing part time employees allows for a higher caliber of part time employees
- Standardization & better strategic planning
- Intergovernmental cooperation & sharing of best practices
- Cost savings
- Pooled infrastructure & reduced capital expenses
- Better access to expert resources, particularly through the GIS Consortium
- Greater information sharing and access to uses for technological services (especially GIS) that multiple other communities have done
- Immediate access to data layers and a breadth of support through the GIS Consortium that can be unaffordable to provide in-house

Cost Savings

Consortia, like the GIS Consortium, allow members to benefit from economies of scale as well as save on capital investment costs. Joint purchase and sharing of equipment and services also reduces costs.

Examples:

- Deerfield saved \$364,683 in GIS services through the GIS Consortium in 2014
- Winnetka saves \$1,660 per month on data processing
- Tinley Park saves 20-50% on GIS services through the GIS Consortium, as well as thousands of dollars on joint marketing & joint purchase of demographics

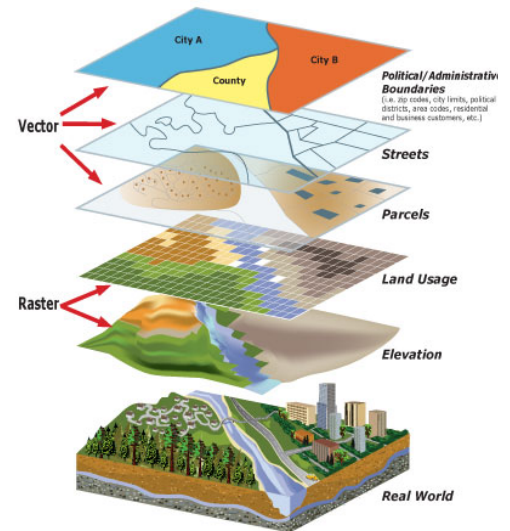
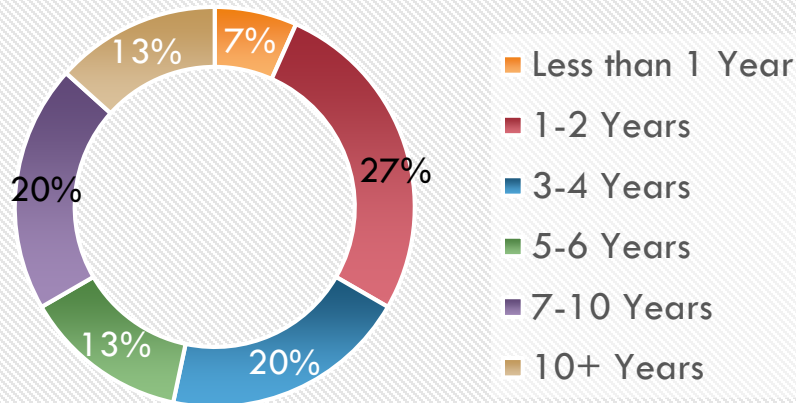


Photo: srh.noaa.gov

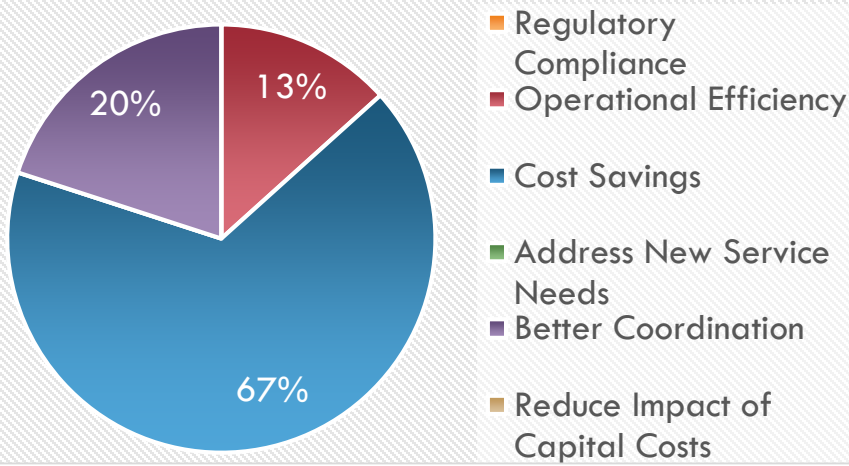
Participating Municipalities*

- Algonquin, Algonquin/LITH Fire Protection District & Huntley
- Batavia, Elburn Police, Geneva, St Charles & Sugar Grove (RMS)
- Berkeley (WCMC)
- Buffalo Grove (Govl TC Consortium/Interdev LLC)
- Carol Stream (GIS Consortium)
- Deerfield (GIS Consortium)
- Glenview (GIS Consortium, IT Shared Services Consortium)
- Inverness, Palatine, Palatine library District, Palatine Park District, Rolling Meadows, & School District 15
- La Grange (WCMC)
- Oak Brook & School District 53
- Schiller Park (GIS Consortium)

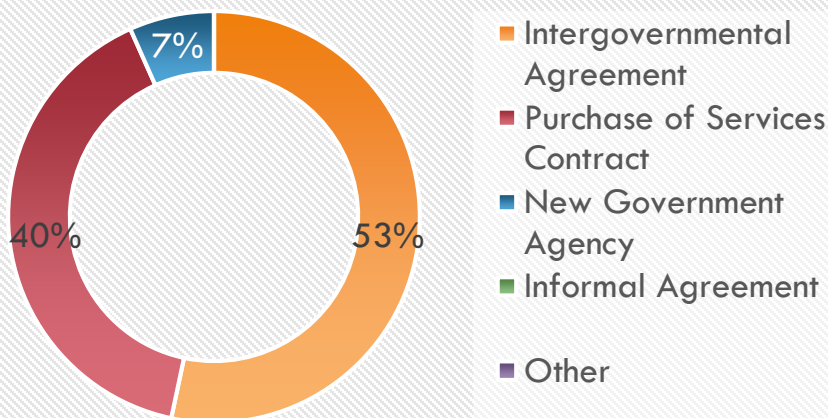
Length of Agreements



Primary Initial Reasons for Sharing



How Agreements Were Formalized



Participating Municipalities (Continued)*

Tinley Park (GIS Consortium)

Wheeling (GIS Consortium)

Winnetka & Others

Woodridge (GIS Consortium)

Chicago Southland Fiber Network (SSMMA)

South Suburban Atlas GIS Consortium (SSMMA)

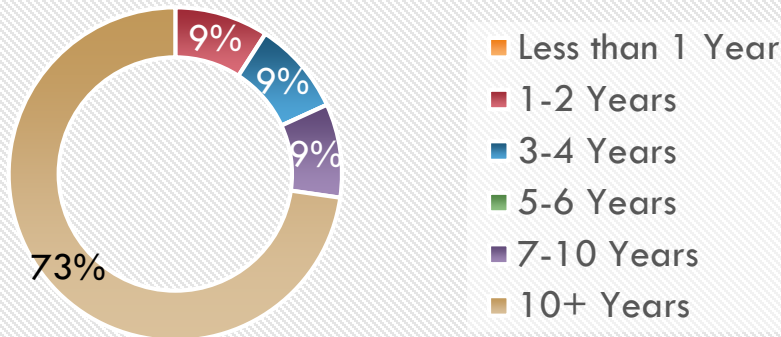
*Reflects responses from approximately 30% of the region

Waste Collection and Disposal

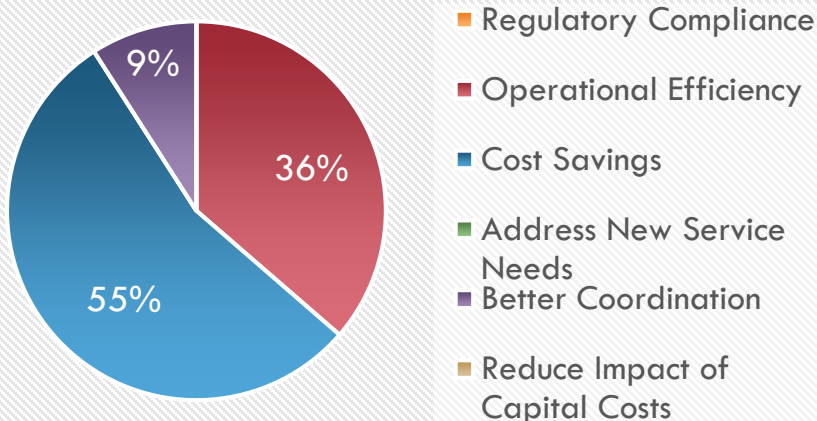


Photo: YellowPulse.com

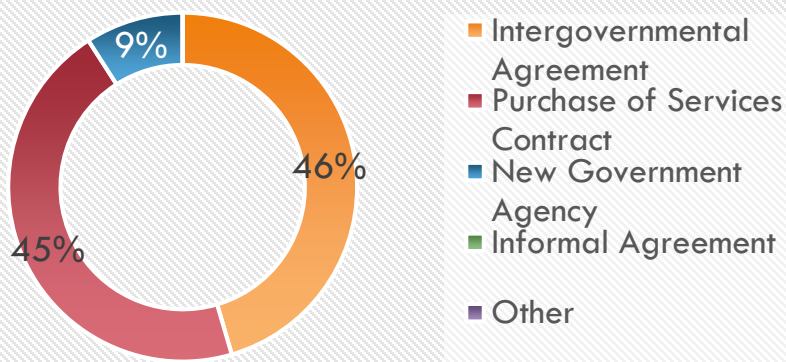
Length of Agreements



Primary Initial Reasons for Sharing



How Agreements Were Formalized



Benefits

Additional recycling options for household materials

Cost savings through economies of scale

Participating Municipalities*

Barrington & Grout

Beecher, Crete, Monee & Peotone

Buffalo Grove (SWANCC)

Glenview (SWANCC)

La Grange (WCCSWA)

Long Grove & Others

Mount Prospect (SWANCC)

South Barrington (SWANCC)

Wilmette (SWANCC)

Wilmington & Others

SWANCC: Solid Waste Agency of Northern Cook County

WCCSWA: West Cook County Solid Waste Agency

*Reflects responses from approximately 30% of the region

Other Services*

*These are examples only, and not comprehensive of the region

Housing

Hoffman Estates Park District & Palatine Park District

Chicago Southland Housing & Community Development Collaborative (23 municipalities, hosted at SSMMA)

- Raised far more money together to address foreclosure crisis than possible individually

Arlington Heights, Buffalo Grove, Mount Prospect, Palatine & Rolling Meadows

- Housing Collaborative: currently focuses on senior housing issues

Bellwood, Berwyn, Forest Park, Maywood & Oak Park

- West Cook County Housing Collaborative: Hired a joint community development financier

Chicago Heights, Park Forest, Richton Park & South Chicago Heights

- South Suburban Code Enforcement Project
- Local building departments send pins on properties with violations & desired enforcement actions to a single "Administrative Hub"; the hub identifies necessary parties, sends notices, and records liens, thereby streamlining the process and increasing efficiency of processing liens

Transportation Services

Barrington (PACE)

Oswego & Kendall County

Park Forest & Rich Township

Schaumburg & 2 Others

St Charles, IDOT & Kane County

Palos Hills & 6 Others (Senior Bus Service)

Electrical Aggregation

McHenry County COG

Will County Governmental League

- Residents saved \$35 million in 2 years

Deerfield & Lake County & Others

- Residents saved approximately \$3 million over three years

Natural Gas

Northern Illinois Municipal Natural Gas Franchise Consortium

- Started by multiple municipalities in order to jointly negotiate a contract with Nicor Gas



Photo: BlackYouthProjects.com

Recreation

Burton Township, Richmond & Spring Grove

Countryside, Gateway, La Grange Park District & 6 Others

- Residents are able to enroll at the resident rate in programs in neighboring communities

Elgin, Hoffman Estates Park District & Streamwood Park District

Gurnee & Gurnee Park District

Highland Park & Park District of Highland Park

- Jointly financed & constructed an Aquatic Park, Recreation Center, & Golf Course Amenities

Schaumburg & Schaumburg Park District

- Jointly developed Minor League baseball stadium

Round Lake Area Park District & School District 46

- Shared impact fees to create more efficient public campus requiring less land

Conclusion

Best Practice Recommendations

- **Ensure agreements are absolutely clear: define exact, mutually agreed upon expectations, purpose, process, requirements, metrics, limits, liability and long-term costs, if any**
- Explore all options before jumping in headfirst; try established cooperatives or smaller projects before initiating your own projects or scaling larger
- Intergovernmental Agreements generally tend to work better and more smoothly than informal agreements, especially if elected leadership changes: informal agreements can break apart depending on who is leading their implementation
- **Caution: Economies of scale work better for certain commodities, particularly those that are more elastic, than those that are less so. For certain services, even several municipalities jointly bidding may not be able to demand enough to jump a price tier; e.g. cold mix, which is sold by the ton.**
- Have specific policies/procedures in place for any new members that would like to enter your service-sharing agreement
- Cover all long term costs in agreements for even after their completion; pension, PSEBA, and other legacy costs can be an economic drain on the employer agency
- **Review information regularly to review costs, savings, service delivery, and whether expectations are being met, as well as troubleshoot issues early on— no matter how small or insignificant they may be at the time. These can snowball into larger issues later on; solving them immediately will strengthen partnerships.**
- Consider all outcomes, both positive and negative, prior to entering an agreement so as to plan for potential obstacles
- Substantiate a clear way to measure efficiency, cost savings, success, failures, and completion of projects; evaluate both hard costs (i.e. materials, project costs, etc...) and soft costs (i.e. staff time, etc...)
- **For municipality-led projects with a larger number of communities, a few towns will need to lead projects, both for staff firepower and for keeping projects on schedule**



Photo: BeloitDailyNews.com

Obstacles to Service-Sharing

- Administrative Incompatibilities
- Determining maintenance of shared equipment & scheduling use for each contributor
- **Union opposition, particularly when staff reductions may occur or department functions are consolidated**
- Liability concerns from insurance providers
- **Intergovernmental cooperation: local parochial perspectives can cause difficulties in compromising or modifying project specifications in order to facilitate sharing**
- Compatibility of equipment/systems for cooperating (software, physical area characteristics, staff training, etc...) sometimes require adjustments of equipment

- **Seek partners based on similar goals and necessities, particularly those you already have a relationship with— an environment of trust and collaboration is extremely important**
- Evaluate variances in specifications amongst sharing agencies and how they can be overcome (i.e. variances due to requirements of equipment, locality of vendors, materials, etc...)
- **Strong and motivated leadership is extremely important; cooperation can change with elected official changes and staff will be scared or skeptical of the unknown**
- Choose a project of appropriate size; for those with complicated specifications, small to medium projects work much better than larger ones. Geographic location can also be important for some projects.
- **The more receptive municipalities are to learning how other communities conduct business, the more they will be able to identify best practices and overcome local parochial views**
- Vendor feedback is valuable and should be continually sought and used to smooth out a joint-bidding process

Beneficial Information to Have When Starting Service-Sharing

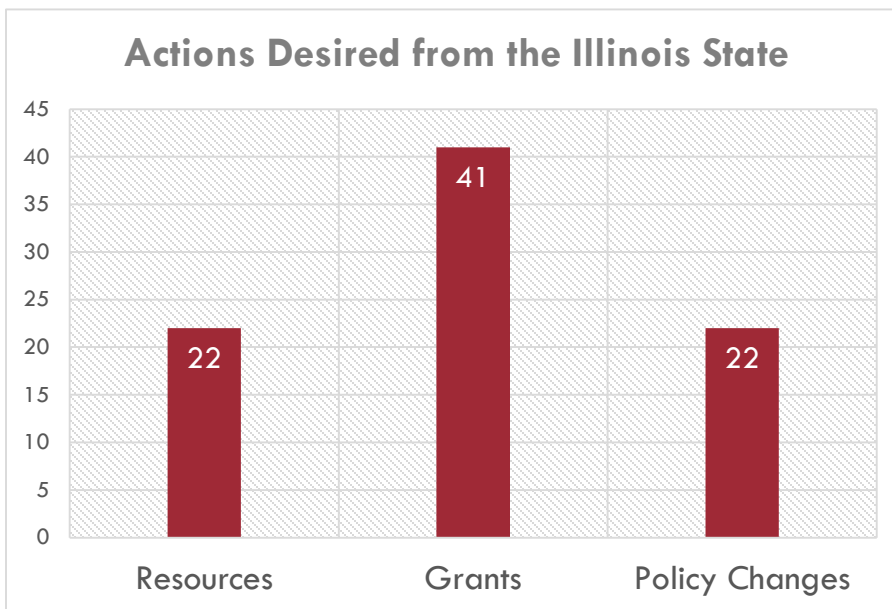
(Information municipalities would have found beneficial to have had at the beginning of service-sharing)

- **Comparison quotes/services available at the cost that would most benefit your community**
- Shared goals of all participants
- **Case studies and examples**
- Clear expectations and willingness of elected officials to partner with another agency
- **Open-mindedness from leaders and staff in overcoming political boundaries**
- Indemnification language worked out and acceptable to municipal attorneys and insurance companies
- Clear data on quantity and quality of supplies & vendors

Obstacles to Service-Sharing (Continued)

- Response time for dispatching may not be optimal depending on location and dispatching center, although many municipalities have found faster response times through joint dispatching
- **Staff may be unwilling due to reluctance to “lose control”, fear of the unknown, and fear of reductions in staffing**
- Having multiple partners can lengthen the decision-making process
- Finding a suitable location for municipalities to meet, particularly when many of them are involved, can be difficult
- Certain vendors may not have the capability to service a larger project, thereby reducing the number of bidders
- **Cooperation can fluctuate with changes in elected leadership**
- Difference in needs (especially for IT services) can make sharing a complex process
- It may be difficult to explain the benefits of outsourcing public safety services to the residents

- **Clear data on the capability of different vendors to provide services and the quality of their services**
- **A clear understanding of all members as to their positions on operational matters**
- A clear understanding of public views
- Knowing the type and level of personnel to be used for the service
- **The time commitment for staff unrelated to the primary task (particularly meetings)**
- Administrative work and collaboration is most burdensome in the starting stages of a shared project; however, once the documents are drawn up they can be used year after year with only minor changes



Policy Recommendations

Grant Funding

- Despite the potential cost savings, the start-up costs of shared service programs can be prohibitive, making state grants imperative
- Time frames should be flexible (at least 2+ years) so that towns with budgets already planned for the year are not caught by time limits

New Areas of Interest*

[Municipalities that are already sharing services are interested in expanding to these new areas]

- **Public Safety:** Police, Fire Protection, Joint Dispatching, Prisons, Emergency Services (Ambulances)
- **Technology:** IT, Information Services, Data Storage
- **Joint Procurement:** Road Salt, Street Sweeping, Emergency Repairs, Vehicle Purchases, Hydrant Painting, Waste Collection and Disposal, Other Contract Services
- **Inspections:** Building, Sewer, Electric
- **Public Works Projects**
- **GIS Implementation**

Give Proper Notice & Aid for Burdensome Policies

- One example: with very little notice, under Public Act 99-0006 towns are now required to consolidate dispatching services
- Such services require significant amounts of money and time, yet the towns are given no state aid
- The difficulties of finding a suitable partner, overcoming infrastructure and equipment compatibilities, and the loss of staff are all time-consuming and could result disastrously should they be rushed by limited time frames
- Listening to town input prior to enacting such burdensome policies would smooth over the process for everyone

Remove Regulatory Barriers Preventing Collaboration & Consolidation

- It is currently virtually impossible for certain towns to consolidate fire or police departments due to burdensome procedures and prohibitions, including pension restrictions
- It is also impossible for certain towns to contract out for firefighters and paramedics; mutual aid agreements are already in place and equipment is already being shared, so it logically makes sense to take the next step and consolidate services/staff, particularly when the closest service centers to an area are within a different municipality's borders
- Splitting the firefighters and paramedics would be beneficial so that paramedics at least could be shared, even if legislation prohibiting the consolidation of fire departments was kept in place

Improve Clarity of Policies

- Not all policies are explicitly clear to municipalities in regard to when services are shared
- For example, the tax implications of joint fuel services is not clear to all municipalities; there is uncertainty as to whether towns can use their tax-free ID when dispensing fuel to another town

New Areas of Interest*

[Municipalities that are **not** already sharing services are interested in trying service-sharing in these areas]

- Joint Dispatching
- Public Works Operations
- Code Enforcement
- Assets
- Management or Administrative Services
- Technology
- Joint Procurement of Supplies and/or Services

*It is important to note that all of these new areas of interest are already being shared by other municipalities in the region, who may thus provide examples, recommendations and case studies