



2016 Journal of Local Government Shared Service Best Practices

Prepared by:

Lieutenant Governor Evelyn Sanguinetti

December 31, 2016



STATE OF ILLINOIS
OFFICE OF THE LIEUTENANT GOVERNOR
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December 31, 2016

EVELYN SANGUINETTI
LIEUTENANT GOVERNOR

Dear Local Government Officials:

In December 2015, the Local Government Consolidation and Unfunded Mandates Task Force, of which I chaired, issued a final [report](#) and made twenty-seven specific public policy recommendations to make local government more efficient, effective and streamlined. At the core of this effort was the firm belief that local leaders and residents know what is best for their communities and should be empowered to find solutions that will serve their unique interests.

As a result of the task force, we discovered one of the most unheralded achievements in our state over the past few decades has been the countless local government bodies engaging in shared services. Shared services are defined as voluntary arrangements between two or more governments to combine efforts in order to provide more efficient and effective services for program recipients and taxpayers.

The history and right to engage in shared service agreements in Illinois is strong through the authority of the Intergovernmental Cooperation Act.

It is encouraging to see the recent legislative progress regarding local government consolidation and unfunded mandate relief, but this journal shows how important it is for local governments to actively engage in shared service solutions to better serve their communities. This is something I learned in great detail while touring all 102 counties in Illinois over the past two years. I have personally observed myriad examples of how local units of government share equipment, personnel, and expertise to drive down costs, eliminate duplication, and improve the quality of services offered to residents. Many of these shared service concepts could and should be replicated throughout Illinois.

I am proud to continue the work of the task force by publishing the first annual *Journal of Local Government Shared Service Best Practices*. The purpose of this journal is to celebrate successful shared service achievements that are happening in our schools, municipalities, townships and counties, so that others may replicate this success around the state. On the state level, we will continue advocating for consolidation and unfunded mandate reform as outlined by the task force. At the same time, we must preserve our local governments' strong rights to engage in shared services.

The examples in this report were collected via a survey distributed by many local government associations across the state. My office received more than 230 responses to the survey, from which the best practices were selected.

The following twenty-seven shared-service partnerships are some of the best examples in Illinois of local governments working together to drive more effective and efficient local government for their communities.

It is my hope that these programs and initiatives will serve as inspiration for other communities and build momentum for additional legislative changes on the state level.

Sincerely,

A handwritten signature in black ink, reading "Evelyn Sanguinetti". The signature is written in a cursive style with a prominent initial "E".

Evelyn Sanguinetti
Illinois Lieutenant Governor

Shared Service Best Practice Guide Summary

School Districts

1. **Morris Community Schools Shared Transportation Services.** Saratoga CCSD operates the both the regular and special education transportation service for all three school districts in Morris.
2. **Dimmick-Oglesby Shared Music and Band Director.** Both Dimmick Grade School and Oglesby Elementary School were in need of hiring a part-time K-8 general music and band instructor, partnered to create a single full-time position that included benefits.
3. **Northwest Educational Council for Student Success.** Barrington CUSD 220, Township HS District 211 and 214, and Harper College District 512 partnered to offer coordinated, college and career readiness programs and services for high school, college and adult learners who reside within a member district.
4. **Regional Office of Education #26 Shared Services.** Regional Office of Education #26, Regional Office of Education #33, West Central Illinois Special Education Coop, Western Area Career Systems, Western Area Purchasing Coop, and 70 other local government entities in Western Illinois work collaboratively as a buying group, grant collaborative, and professional development hub for a large number of local governments in West Central Illinois.
5. **Urbana Aquatic Center.** A joint venture between Urbana School District #116 and Urbana Park District, this project provides a high quality indoor swim facility for both students and community members.

Townships

6. **Homer Township Road District's Public Works.** The Homer Township Road District serves as the Public Works Department for the newly created municipality of Homer Glen.
7. **Monticello Area Local Governments Intergovernmental Agreements.** Monticello Township Road District shares equipment, manpower labor, and annual summer oil and chip sealing work with City of Monticello, Piatt County Highway Department, Sangamon Township Road District, Goose Creek Township Road District, Willow Branch Township Road District, Blue Ridge Township Road District, and Monticello School District #25.
8. **Centralia Township's EarnFare Welfare to Work Program.** Centralia Township has EarnFare clients who volunteer at the City of Centralia with the Public Works Department in cleaning the city streets, picking trash, cleaning storm sewer covers, mowing and trimming grass at the city owned Elmwood Cemetery.
9. **Monmouth Township General Assistance and Publishing Partnership.** Monmouth Township provides the General Assistance office and administrative duties for all Warren County Townships through intergovernmental agreements, and jointly publishes wage information to reduce public notice requirement cost.

10. **Chatham Township's Extensive Shared Services with Neighboring Governments.** Chatham Township and 14 other local agencies share equipment, oil, road maintenance and other shared services to save taxpayer money.

Municipalities

11. **Tri-Cities Ambulance Service.** Tri-City Ambulance Service (TCA) is an intergovernmental agency with members consisting of the City of St. Charles, City of Geneva, City of Batavia, Geneva Township and Batavia and Countryside Fire Protection District. TCA operates five frontline Advanced Life Support (ALS) licensed ambulances, which are available to respond to all residents of the TCA response area at any time, regardless of the community where they reside.
12. **South Suburban Mayors and Managers Association Enterprise Zones.** Thirty-eight municipalities and Will and Cook counties worked cooperatively with the South Suburban Mayors and Managers Association to create and apply four enterprise zones to support economic development in the region.
13. **City of Highland Park Joint Fire, EMS and Fire Inspection Project.** The City of Highland Park provides fire, emergency medical and fire inspection services to the City of Highwood. A referendum was passed to cease the Highwood Municipal Fire Department with service to be taken over by Highland Park.
14. **Village of Grayslake Police Services Agreement.** As a result of an exploration by the Village of Hainesville on how to best provide police services to their community, the Village of Grayslake also provides police services in Hainesville.
15. **Village of Hanover Park Education and Work Center.** The Education and Work Center (EWC) in Hanover Park is a partnership between Elgin Community College, Harper College, the Chicago Cook County Workforce Partnership, the Village of Hanover Park and the State of Illinois to provide residents of Hanover Park and its surrounding communities with basic job search and career readiness skills.

Other Local Governments

16. **LINKin Libraries Consortium.** The nine libraries of the LINKin Library Consortium are a group of standalone libraries in northern Illinois dedicated to sharing library materials through their deep partnership.
17. **Schaumburg Park District KASPER program.** District's KASPER program (Kids' After School Program with Enrichment and Recreation) wherein the District provides childcare and recreation/enrichment activities during hours when school facilities are not otherwise needed for school and education purposes. Before-and-after-school care is provided at 10 schools during the school year and from 3 to 6 pm in the summer. The KASPER program has successfully served the community for 30 years.

18. **Wheeling Park District Heritage Park Flood Control Project.** Working together with Metropolitan Water Reclamation District of Greater Chicago, United States Army Corps of Engineers, and the Village of Wheeling, the Heritage Park Concept Plan was developed by the Wheeling Park District to provide necessary compensatory storm water storage within the Heritage Park Master Plan.
19. **Rolling Meadows and Palatine Functional Fire Protection Consolidation.** Two municipal fire departments and one fire protection district have agreed to operate as one entity increasing efficiency via greater economy of scale, shared equipment, administration, training and standardized apparatus.
20. **MABAS 24 Headquarters Procurement and Special Response Teams.** MABAS 24 is a mutual aid response organization and worked to establish dispatch guidelines, enable mutual aid box alarm dispatching, formed special emergency response teams (hazmat dive, investigators, and technical rescue teams), and purchased a canteen vehicle manned by volunteers to provide emergency responders respite, pooled assets and energy to purchase a building for training and storage.
21. **Glen Carbon Police Department Consolidated Emergency Dispatch Services.** The Village of Glen Carbon, the Village of Maryville, and the Glen Carbon Fire Protection District entered into an intergovernmental agreement to share the services and costs of one emergency dispatch center and Public Safety Answering Point (PSAP).
22. **Mercer County Soil and Water Conservation District Ag Literacy Program.** The Mercer County Ag Literacy program is a joint venture between Sherrard and Mercer county school districts along with the Mercer County Farm Bureau, Mercer Branch of the Cooperative Extension Service and the Soil and Water Conservation District to provide learning material and in the classroom presentations promoting production agriculture and natural resource preservation programs.
23. **McHenry-Lake County Soil and Water Conservation District Wetland Permitting.** McHenry County Department of Planning and Development-Stormwater Division subcontracts a staff member from the McHenry-Lake County Soil and Water Conservation District to review all wetland permit requirements of the McHenry County Stormwater Ordinance.
24. **DuPage County Road Salt Cooperative Purchasing.** DuPage County works jointly with all nine townships in the county and 28 municipalities to jointly bid out a road salt contract to achieve favorable pricing based on volume.
25. **DuPage County Act Initiative Ethics Ordinance Administration.** As part of the ACT Initiative (Accountability, Consolidation and Transparency), DuPage County amended its ethics ordinance to allow its appointed agencies to adopt and adhere to the same policy. Additionally, an IGA was adopted and promoted to ensure enforcement of the policy and allow the County appointed agencies to have access to services of the Ethics Adviser and Ethics Commission.

26. **Danville Area Community College Express.** Danville Area Community College provides career and technical programs for area high school juniors and seniors while serving as the area's Career Center.

27. **Heartland Community College K-12 Partnerships.** Heartland Community College (HCC) collaborates with the K-12 schools in its district through a dual-credit college-level placement program and remedial education program to benefit both the local schools and the college.

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Shared Services Best Practices: School Districts

1. Morris Community Schools Shared Transportation Service

Entities:

- Saratoga Community Consolidated School District #60C
- Morris Community High School District #101
- Morris Elementary School District #54

Project Description:

Saratoga CCSD 60C operates the transportation service for all three school districts in Morris. We share both regular and special education transportation. In many cases we have other nearby school districts request to share some special education routes as well. At the end of the fiscal year, Saratoga sends an invoice to the other school districts for their share of the expenses.

Goal of Project:

The goal of the project was to save significant money on transportation services, to operate more efficiently, and to have more local control.

Result of Project:

As a community, we save approximately \$500,000 each year on special education transportation over contracting independently, which is what we used to do.

We also save approximately \$380,000 each year on regular education transportation over contracting with a transportation provider. We also enjoy other benefits such as more local control, directly employing transportation personnel, newer transportation vehicles, and community-wide transportation policies.

Suggestions for other Local Governments:

We did a thorough financial analysis of what the shared service model would cost compared to what we were currently paying. The year before we began the project, the district superintendents met many times to review our analysis and continue planning. We established a time frame for getting the work completed and set deadlines for when the school districts would need to approve the Intergovernmental Agreement.

We also established a Shared Services Committee, which included two board members and the superintendent of each district. That committee met monthly the year before we began the shared transportation project. The committee members would then take the information back to each school board. We now meet at least annually to review expenses and provide information to all of the districts

regarding the shared transportation. It works well for us to have one district operate the service and then invoice the other districts for a purchased service.

Contact:

Kathy Perry, Superintendent
Saratoga Community Consolidated School District #60C
kperry@sd60c.org
815-942-2128

2. Dimmick-Oglesby Shared Music and Band Instructor

Entities:

- Dimmick Community Consolidated School District #175
- Oglesby Elementary School District #124

Project Description:

Both Dimmick Grade School and Oglesby Elementary School were in need of hiring a part-time K-8 general music and band instructor. In order to recruit highly qualified candidates, our school districts partnered to create a single full-time position that included benefits. As a result, we successfully recruited and hired a top notch instructor who meets the needs of both districts in an efficient and cost effective manner.

Goal of Project:

To recruit and retain a high quality K-8 music and band instructor to fill part-time vacancies we had in each of our respective districts.

Result of Project:

Both Dimmick Community Consolidated School District #175 and Oglesby Elementary School District #125 were able to successfully recruit and hire a highly qualified candidate who meets the needs of each of our respective programs.

In the case of Dimmick Grade School, this partnership has allowed us to expand our instructional minutes in both general music and band while reducing our overall costs to about \$6,600.

Suggestions for other Local Governments:

Communicate your district's needs to surrounding school districts and be proactive in how you look to solve staffing and service issues. Districts can maintain their independence and autonomy while saving money and improving services and the quality of candidates they are able to recruit.

In addition to the music and band instructor agreement, our District also has agreements or has worked collaboratively with other districts in the following areas:

1. Providing high quality professional development.
2. Providing food services.
3. Providing school psychologist services.
4. Providing speech pathologist services.
5. Sharing maintenance equipment.
6. Sharing an art teacher.
7. Sharing school assemblies.
8. Participating in a multidistrict transportation bid process.

Contact:

Mr. Ryan Linnig, Superintendent/Principal
Dimmick Community Consolidated School District #175
rlinnig@dimmick175.com
815-223-2933

3. Northwest Educational Council for Student Success

Entities:

- Barrington CUSD 220
- Township HS District #211
- Township HS District #214
- Harper College District #512

Project Description:

- To provide a framework for offering coordinated, college and career readiness programs and services for high school, college, and adult learners who reside within a member district.
- To facilitate and articulate a system of college and career readiness development from elementary school through college.
- To provide for the administration of programs and services conducted under the Intergovernmental Agreement in accordance with applicable provisions of the Illinois School Code, Illinois and Federal Law, the State Board of Education, the Illinois Community College Board, and the Illinois Board of Higher Education.
- To establish a structure for providing the resources needed to operate such programs and services.

Goal of Project:

The spirit of the Intergovernmental Agreement is one of cooperative planning and implementation directed toward providing effective, quality college and career readiness to the residents of the northwest suburban area.

The Intergovernmental Agreement provides a framework to assist the professional staff of the member districts to fulfill that responsibility in a cost effective manner to save community members money on college expenses.

Result of Project:

The Harper Promise program and the Power 15 have developed from this partnership. Students can receive free tuition for two years at Harper by meeting requirements during high school. All students are also targeted to take the Power 15 courses which they receive dual credit at both the high school and Harper College. We have hundreds of families benefiting from these programs.

Suggestions for other Local Governments:

We encourage all K-12 school districts to partner with their community colleges in this fashion to benefit students and the community.

Contact:

Brian Harris, Superintendent
Barrington School District #220
bharris@barrington220.org
847-842-3537

4. Regional Office of Education #26 Shared Services

Entities:

- Regional Office of Education #26
- Regional Office of Education #33
- West Central Illinois Special Education Coop
- Western Area Career Systems
- Western Area Purchasing Coop
- 70 other local government entities in Western Illinois

Project Description:

The services of the West Central Illinois Special Education Coop and the Western Area Career Systems share the same office space along with operational expenses. This is a perfect example of the educational entities in our region sharing a "one-stop-shop".

ROE26 is also the fiscal agent for a number of grant programs that serve many of the communities and schools in our region and beyond. In the rural area, the ROE can leverage its regional size and student numbers to obtain grant programs where individual small rural school districts would never be able to obtain such grant programs for needed services. We are the fiscal agent for the Western Area Purchasing Coop that is a buying group for nearly 70 entities in the western part of the state as well.

ROE26 and ROE #33 have also formed a Professional Development Consortium to provide needed teacher trainings in an eight-county region. We strive to be the primary source of Professional Development for our 27 school districts in a much more cost effective and efficient manner.

Goal of Project:

To be the most efficient and effective educational operation that provides the needed value added services for our school districts and communities. We strive to eliminate duplication of services, save money and deliver greater efficiency.

Result of Project:

We have not done a quantifiable study to determine cost savings; however, most cost savings are obvious with sharing of office operational costs.

Suggestions for other Local Governments:

We believe we have a model that could be replicated throughout the state. We recommend reviewing the "Streamlining Illinois Educational Delivery System of 2010".

Contact:

John Meixner, Regional Superintendent of Schools
Regional Office of Education #26
jmeixner@roe26.net
309-575-3226

5. Urbana Aquatic Center

Entities:

- Urbana School District #116
- Urbana Park District

Project Description:

The Urbana Indoor Aquatic Center is a joint venture between Urbana School District #116 and Urbana Park District to provide a high quality indoor swim facility for both students and community members.

The Memorandum of Understanding (MOU) between the two organizations was renegotiated and approved in May of 2016.

The school district owns and maintains the building and the park district runs the community swim program, which includes lessons, public swims, special events, and club swim meets. The pool is also home of the Urbana Tigers swim teams.

The partnership involves cost sharing and regular meetings with the Pool Management Team, which works to maintain positive relationships between the organizations and exceptional service for our students and community.

Goal of Project:

Provide an exceptional indoor swim facility to both the students of Urbana School District #116 and Urbana Park District. The vision is to increase opportunities for swimming instruction, water safety instruction, and general physical fitness in the community. We are eliminating duplication of services and provide services that would not otherwise be available.

Result of Project:

The results of the partnership are numerous. In addition to offering swimming as part of the PE curriculum, the partnership has provided a community fitness center and expanded community swim lessons and aquatic programs from birth to 99+.

Suggestions for other Local Governments:

One of the most important pieces of advice is to work collaboratively to create a strong MOU that will help guide both organizations. A strong MOU will help prevent the reliance on individuals and personalities to maintain positive working relationships.

Contact:

Donald Owen, Superintendent
Urbana School District #116
dowen@usd116.org
217-384-3636

Shared Services Best Practices: Townships

6. Homer Township Road District's Public Works for Village of Homer Glen

Entities:

- Homer Township Road District
- Village of Homer Glen

Project Description:

The Homer Township Road District serves as the Public Works Department for the Village of Homer Glen. Newly incorporated in 2001 with 21 square miles, 24,000 residents and 120 miles of roads, Homer Glen lacked the funding to initiate a public works department. With an Intergovernmental Agreement with Homer Township Road District, the Road District maintains all of the roads and road rights-of-way for the village.

Goal of Project:

Deliver greater efficiency and save money by the elimination of initial start-up costs and a more efficient means of maintaining roads and road rights-of-way.

Result of Project:

Elimination of initial start-up costs, which could have been approximately \$10 million, plus the utilization of an existing efficient road department.

Suggestions for other Local Governments:**Contact:**

Mike De Vivo, Highway Commissioner
Homer Township Road District
mike@homerhighway.com
708-301-0246

7. Monticello Area Local Governments Intergovernmental Agreements**Entities:**

- City of Monticello
- Piatt County Highway Department
- Sangamon Township Road District
- Goose Creek Township Road District
- Willow Branch Township Road District
- Blue Ridge Township Road District
- Monticello School District #25

Project Description:

Through written and signed Intergovernmental Agreements, Monticello Township Road District shares equipment and manpower labor with our connecting Illinois township road districts on our annual summer oil and chip sealing work and other related road projects.

Through long standing signed Intergovernmental Agreements, all eight Illinois Township Road Districts in Piatt County, including Monticello Township Road District are compensated annually by the Piatt County Highway Department to maintain the Piatt County roads in their respective townships, saving the Piatt County Highway Department the costs of equipment and manpower.

Goal of Project:

Eliminate duplication of services, save money and deliver greater efficiency. We aim to be as efficient as possible with the Piatt County and Township tax dollars.

Result of Project:

A shared pride in our work practices in our county highway department, township road districts and municipalities. Local governments grew working relationships with other entities by saving on the expenses of contracting work out, along with the saving of added expenses for additional equipment to do projects.

Suggestions for other Local Governments:

All Illinois local governments should attempt to initiate avenues of shared services for more efficiency in local government.

Contact:

Charlie Montgomery, Highway Commissioner
Monticello Township Road District
charliemthd@mchsi.com
217-202-6198

8. Centralia Township's EarnFare Welfare to Work Program

Entities:

- Centralia Township
- City of Centralia
- City of Wamac
- Village of Central City

Project Description:

Centralia Township has EarnFare clients who work voluntarily at the City of Centralia with the Public Works Department in cleaning the city streets, picking trash, cleaning storm sewer covers, and mowing and trimming grass at the city-owned Elmwood Cemetery. They also have agreements with the City of Wamac and the Village of Central City to assist their Parks & Public Properties division through the EarnFare contract.

Goal of Project:

Deliver greater efficiency by assisting the local municipalities with volunteers for their day-to-day operations of beautifying each of their respected communities.

Result of Project:

The 15-year old program has saved the taxpayers of the Centralia Township, along with the participating communities, significant tax monies. Both Centralia Township and the City of Centralia have been able to lower their respective tax levies thus lowering the tax rates in both government entities.

Suggestions for other Local Governments:

I highly encourage other township supervisors and officials to communicate with local municipalities to coordinate some form of service sharing or purchase sharing.

Contact:

Michael J. Young, Supervisor
Centralia Township
michael.young@centwp.illinois.gov
618-532-5000 ext. 13

9. Monmouth Township General Assistance and Publishing Partnership

Entities:

- Twenty total agencies including:
 - Monmouth Township
 - All other Warren County townships
 - Warren County
 - Warren County area school districts
 - Warren County Library System
 - Warren County Soil and Conservation District

Project Description:

Warren County has 15 townships and Monmouth Township provides the General Assistance office and administrative duties for all Warren County townships through intergovernmental agreements. Monmouth Township office also provides wage information to area agencies, which is published jointly to save publishing costs.

Goal of Project:

To save not only time but money for all involved, thereby delivering greater efficiency.

Result of Project:

Publishing jointly saves over \$1,000 per year as well as the time saved by each entity if they had to create and publish the notices individually. Also, by contracting general assistance duties to Monmouth Township, all of the other townships in Warren County avoid the costs associated with research, education and training needed to properly administer the funds. By contracting with Monmouth Township the other townships save on building and office costs.

Suggestions for other Local Governments:

Always try to have a good working relationship with other officials in your area, try to keep an open mind and be open to change.

Contact:

Donna Scott, Supervisor
Monmouth Township
mtwnship@frontiernet.net
309-734-2651

10. Chatham Township's Extensive Shared Services with Neighboring Governments**Entities:**

- Ball Township
- Talking Township
- Divernon Township
- Village of Chatham
- Chatham Fire District
- Chatham Parks
- Chatham Schools
- Chatham Library
- Chatham Railway Museum
- Ball-Chatham Senior Center
- Community Building Board of Managers
- Chatham Cemetery
- Oak Grove Cemetery
- Sangamon County Highway Department

Project Description:

These projects started back in the early 1980s with Chatham Township and Ball Township sharing labor and equipment to oil and maintain township roads, therefore saving each township money. The project has grown over the past 35 years to include many more entities to save tax monies by sharing resources.

Goal of Project:

Deliver greater efficiency and getting the biggest bang for the taxpayer dollar.

Result of Project:

Chatham Township has numerous intergovernmental agreements on subjects such as weather sirens, generators, general assistance, Senior Center Maintenance Responsibilities, and CMS Health Insurance for our two full-time elected officials. The project started as an idea of how to save taxpayer dollars for each of the two townships. It has grown into a project that shares services within the township and surrounding areas of the township.

Savings include far less duplication of labor, reduced cost on purchasing of supplies including salt, fuel, oil and patch for roads, and much more. The project has resulted in fewer dollars spent for equipment by sharing graders, trucks, weather alarm sirens, gravel spreaders, rollers and electrical generators between communities.

Through the efforts of many, thousands of dollars have been saved over the years. In the last five years, Chatham Township saved over \$30,000 per year due to the General Assistance Governmental Agreement with Capital Township. An additional \$6,000 per year has been saved by not appointing another tax collector when the previous collector resigned. The Chatham Township Town Fund Levy has been reduced by 5% of what could have been levied during the past two years, and is looking to do the same again this coming December [of 2016].

Services to taxpayers have increased due to more dollars available from savings, including more miles of roads oiled, parks improved at lower costs, school grounds improved, emergency services improved, more opportunities provided to seniors in the Chatham area including meals delivered to homes, senior centers, bingo, and others.

Suggestions for other Local Governments:

Don't be afraid to ask if you can be of assistance to any entity in the community. Many times it is not money that is needed to help, but the sharing of equipment and labor that goes a long way towards savings.

Contact:

Richard Treat, Supervisor
Chatham Township
supervisor@chathamtownship.comcastbiz.net
217-697-5912

Shared Services Best Practices: Municipalities

11. Tri-Cities Ambulance Service

Entities:

- City of St. Charles
- City of Geneva
- City of Batavia
- Geneva Township
- Batavia and Countryside Fire Protection District

Project Description:

Tri-City Ambulance Service (TCA) is an intergovernmental agency with members consisting of the City of St. Charles, City of Geneva, City of Batavia, Geneva Township and Batavia and Countryside Fire Protection District.

TCA operates five frontline ALS licensed ambulances and three reserve units. They are housed within the fire stations of the three cities that are members of TCA. The five frontline units are available to respond to all residents of the TCA response area at any time, regardless of the community where they are housed.

Goal of Project:

Oversee the provision of ambulance service to the region that is cost effective and mutually beneficial to the communities involved.

Result of Project:

In 1982, Tri-City Ambulance was created to bring emergency medical services closer to the communities served. In 1985, the governance structure was changed to a board system, with two representatives, each from St. Charles, Geneva, and Batavia, and one representative, each from Batavia, Countryside Fire District and Geneva Township. Fire chiefs from each of the three municipalities serve as staff and technical advisors.

Tri-City Ambulance contracts with Paramedic Services of Illinois (PSI) to provide licensed paramedics to staff ambulances owned by TCA.

There were concerns about maintaining quality of service when using contractors rather than civil service employees, so a secondary interview process was instituted. Paramedics who work for PSI are interviewed and approved by TCA before they begin work for TCA.

Two ambulances are located in St. Charles, one in Geneva, and two in Batavia. The closest available ambulance responds to medical calls, depending on which community the patient is in.

The overall cost savings are significant. The cost to fill a slot with a PSI paramedic is approximately \$70,000, while hiring a new employee costs \$100,000 (including insurance, pension, and other benefits). In addition, no training or overtime costs are incurred by TCA.

The cost to St. Charles for 2016 is \$361,000 to have two paramedics manning each of two ambulances at the St. Charles Fire Department 24 hours a day, 7 days a week.

The City of St. Charles is the Lead Agency for Tri-City Ambulance. The fire chief in the lead community (St. Charles) has responsibility for budgetary and administrative responsibilities with assistance from a part-time coordinator.

Suggestions for other Local Governments:

Each participating community has local control through the TCA governing board. Consequently, the arrangement is mutually agreeable to all organizations because all have a voice in decision-making. Local governments providing emergency services should consider a regional approach to maximize effectiveness and minimize costs to the public.

Contact:

Joe Schelstreet, Fire Chief
City of St. Charles
jschelstreet@stcharlesil.gov
630-762-6984

12. South Suburban Mayors and Managers Association Enterprise Zones

Entities:

- 38 municipalities in Will and Cook counties

Project Description:

Thirty-eight municipalities and Will and Cook counties worked cooperatively with the South Suburban Mayors and Managers Association to create four enterprise zones to support economic development in the region.

Goal of Project:

To establish four enterprise zones in the southern suburbs of Chicago to assist in economic development activities.

Result of Project:

The applications were successful and certified by the Illinois Department of Commerce. There was a cost savings in providing funding to do the necessary research to prepare the zone application and allowed many communities who do not have the staff expertise or funding to participate and take advantage of being part of an enterprise zone. The Enterprise Zones are now working cooperatively to jointly operate and market the zones and the benefits to businesses.

Suggestions for other Local Governments:

This kind of intergovernmental cooperation has been undertaken by the South Suburban Mayors and Managers Association, our member municipalities and Cook and Will counties on many other activities and projects and has been very beneficial to all involved.

Contact:

Ed Paesel, Executive Director
South Suburban Mayors and Managers Association
paesel@ssmma.org
708-206-1155

13. City of Highland Park Joint Fire, EMS and Fire Inspection Project**Entities:**

- City of Highland Park
- City of Highwood

Project Description:

As part of the City of Highland Park's ongoing effort to explore cost-sharing and collaboration with its neighbors, the cities of Highland Park and Highwood pursued a joint review of shared fire, emergency medical and fire inspection services. At the time, the City of Highwood operated a separate fire department in a service territory that overlapped with Highland Park.

The cities entered into an Intergovernmental Agreement for the City of Highland Park to provide fire, emergency medical, and inspection services to Highwood. For such services, the City of Highwood compensates the City of Highland Park on an annual basis.

In addition to approval by the corporate authorities of both jurisdictions, the City of Highwood was required by State law to pass a referendum by Highwood voters pertaining to the cessation of a municipal fire department in order to effectuate this change of service. The referendum was approved on the spring ballot.

Goal of Project:

Improve service to Highwood residents, eliminate the duplication of services, save costs, and provide for a more sustainable operation.

Result of Project:

The project resulted in improved service to Highwood residents, increased revenue to Highland Park while maintaining the quality service to Highland Park residents, and fostering collaboration among our two communities.

The quality customer service and response time to Highland Park residents have not been impacted by assuming service to Highwood, and Highwood has benefited by being served by the Highland Park Fire Department, a nationally accredited operation.

Highland Park was able to supply an internationally accredited fire department and response times to Highwood without adding an additional station or personnel. The two communities negotiated an agreement that would pay \$625,000 per year and would save Highwood approximately \$684,000 in the first year alone.

Suggestions for other Local Governments:

There were a variety of hurdles that needed to be overcome, primarily state legislation that required a referendum to close a fire department, manning and personnel requirements. Ultimately these restrictions cost Highwood several hundred thousand dollars and significant time and resources.

The State of Illinois has put significant barriers in place for such a consolidation and has essentially given the Illinois Association of Fire Fighters the ability to veto such a move if desired. Become very familiar with the rules in your collective bargaining agreement and statutes such as the substitute act.

Contact:

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847-926-1000

14. Village of Grayslake Police Services Agreement**Entities:**

- Village of Grayslake
- Village of Hainesville

Project Description:

The Village of Hainesville explored alternatives to operating their own police department to provide police services to their residents and businesses. As a result of their investigation, the villages of Hainesville and Grayslake executed an agreement under which Grayslake provides police services in Hainesville. Under the agreement Hainesville receives the same police services as the residents of Grayslake and Hainesville pays the Village an annual fee for these services.

Goal of Project:

The ultimate goal was to save money and provide a full package of police services to a small community. Hainesville was looking for a financially sustainable option for providing the full package of police services in their village. Grayslake was interested in gaining additional financial resources for police operations that could result from an agreement with Hainesville. Both villages felt the contracted arrangement would increase public safety in both towns by providing a full set of police services in Hainesville for a more affordable cost.

Result of Project:

Hainesville saved an estimated \$500,000 versus their in house police costs in the first year of the contract. This represented a 45% savings. Savings to Hainesville over the initial contract are estimated to be \$2.575 million.

Hainesville benefits from enhanced police services from a nationally accredited police department. This full-service police operation provides the full range of services that were not affordable for Hainesville with their own police department. This improves public safety in Hainesville, and when Hainesville is safer adjoining Grayslake is safer.

Grayslake gains extra financial resources through the fees from Hainesville to pay for its police operation. This allows Grayslake to maintain and enhance its police services to the benefit of both communities. The police services agreement was extended in 2016 for five additional years.

Suggestions for other Local Governments:

Pursue arrangements that are mutually beneficial and state service expectations clearly in the agreement. To this end, contracts should have specific protocols for ongoing and regular communication between the parties. Additionally, keep it simple. In this case the services provided to the receiving community under the contract arrangement are simply the same as in the town providing the services, with no special arrangements that can disrupt operations in the providing town.

Contact:

Mike Ellis, Village Manager
Village of Grayslake
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15. Village of Hanover Park Education and Work Center

Entities:

- Village of Hanover Park
- Elgin Community College
- Harper College
- Chicago Cook Workforce Partnership

Project Description:

The Education and Work Center (EWC) in Hanover Park is a partnership between Elgin Community College, Harper College, the Chicago Cook County Workforce Partnership, the Village of Hanover Park and the State of Illinois.

The EWC is a three-year pilot project that is approximately 2/3 of the way through the pilot period. The collaborative project will provide residents of Hanover Park and its surrounding communities with basic job search and career readiness skills. Its focus is to provide a high-quality, responsive learning environment, tailoring services to the changing needs of Hanover Park and its surrounding communities.

Goal of Project:

The Education and Workforce Center is to improve the lives of residents of Hanover Park and surrounding communities through the provision of adult basic skills instruction and job search and career readiness assistance. The collaboration of civic, educational and workforce system partners are the foundation for the project.

Result of Project:

The project has seen an increase in availability for individuals to receive adult basic skills instruction and career readiness that was not available in the past. A full report is available upon request. Some basic statistics are:

- FY15: 611 students were enrolled in classes.
- FY16: 624 students were enrolled in classes.

The majority of the students are enrolled in ESL/ELA courses. The second largest group is ABE (Adult Basic Education, elementary and middle school level classes in English).

The project has been recognized by the Spanish language newspaper *Reflejos* with its "Reflecting Excellence" award in the area of education as well as receiving the 2015 Illinois Workforce Partnership Award for Innovative Solutions at the Illinois Governor's Mansion.

Contact:

David Webb, Deputy Village Manager
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Shared Service Best Practices: Special Purpose Districts

16. LINKin Libraries Consortium

Entities:

- Arlington Heights Memorial Library
- Cook Memorial Library
- Deerfield Public Library
- Elmhurst Public Library
- Gail Borden Public Library
- Naperville Public Library
- Skokie Public Library
- Waukegan Public Library
- Wheaton Public Library

Project Description:

The nine libraries of the LINKin Library Consortium are a group of standalone libraries in northern Illinois dedicated to sharing library materials through their deep partnership. Members' library catalogs are linked into a single catalog and powered by Inn-Reach software sold by Innovative Interfaces, Inc.

Through the agreement, taxpayers from each library in the consortium can independently borrow materials if titles are not owned by their home library or if their library's own copy is already checked out. Items borrowed through the agreement are free to users and most items are available for pickup within one week. The catalog includes books, Blu-Rays, CDs, DVDs, and recorded books. New titles are added every day.

Goal of Project:

The goal of the project was to gain efficiencies at member libraries and offer a wealth of materials to our taxpayers to borrow, independently, and free of charge.

Result of Project:

Through our partnership and technology, member catalogs become much more powerful by offering a greater wealth of titles than a single library collection. As of July 2016, the full collection included 2,093,536 titles with 771,858 of those items unique to individual libraries.

Our goals of efficiency and greater access to a wealth of free content have been achieved and our growth in membership proves the scope of our initial project.

Suggestions for other Local Governments:

Contact:

Robert Moffett, Division Chief of Access Services
Gail Borden Public Library District
rmoffett@gailborden.info
847-429-5989

17. Schaumburg Park District KASPER program

Entities:

- Community Consolidated School District 54
- Schaumburg Park District

Project Description:

The agreement facilitates the District's KASPER program (Kids' After School Program with Enrichment and Recreation) wherein the District provides childcare and recreation/enrichment activities during hours when school facilities are not otherwise needed for school and education purposes.

We provide before-and-after-school care at 10 schools during the school year and 3 to 6 pm in the summer. The KASPER program has successfully served the community for 30 years.

Goal of Project:

To provide enriching and dependable before-and after-care to the community's youth by using school district facilities that normally were unused during those times.

In an era of latchkey children, it is important to provide a dependable, safe and enriching environment for before-and-after-school care to the community's youth by using school district facilities such as gyms, classrooms, and cafeterias while they are not being used during those times.

Result of Project:

Generations of Schaumburg's school children have benefited from the activities and programs offered through KASPER. Thousands of parents have been assured of safe and supervised childcare at a cost below that charged by the private sector. By using already-open school buildings, the program also conserves energy.

Suggestions for other Local Governments:

KASPER is a model program of how two governmental entities can come together to solve a common problem: the need for quality before-and-after-school care.

Contact:

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18. Wheeling Park District Heritage Park Flood Control Project

Entities:

- Wheeling Park District
- Metropolitan Water Reclamation District of Greater Chicago
- Village of Wheeling

Project Description:

The United States Army Corp of Engineers, Metropolitan Water Reclamation District of Greater Chicago (MWRDGC), and other state and local agencies worked together to alleviate flooding in the communities downstream of Wheeling. Their goal was to find a site that could accommodate compensatory storage for Levee 37 to be built along the Des Plaines River. In the early 2000s, Heritage Park was identified as one of 32 potential sites.

In 2008, as the Park District was completing the planning process and arriving at the final design for the Heritage Park Master Plan, the executive director was contacted by the chief engineer from MWRDGC, now the authorizing agency for storm water management in Cook County.

Park District and MWRDGC staff began exploring the finer details of their respective goals to determine if and how both could be accomplished at Heritage Park. Over the course of nearly two years, the design of Heritage Park was evaluated from a community park perspective and flood storage standpoint to determine how to make the design and operations come together to meet everyone's needs.

Working together, the Heritage Park Concept Plan was developed showing how the necessary compensatory storm water storage could be accommodated within Heritage Park without compromising the basis of the Master Plan prepared and adopted by the Wheeling Park District.

Goal of Project:

The goal of the project was to provide vital storm water management and storage at Heritage Park, while simultaneously redeveloping the plan for the park and recreation benefits of the residents, in accordance with the Heritage Park Master Plan.

Result of Project:

Today's Heritage Park is far from what it once was, and without a significant partnership through an IGA, its planned vision most likely never would have been achieved. In fact, a major redevelopment of the Park would have been costly and potentially limited due to the storm water management mandates.

The nearly three years of construction is complete but the partnership between MWRDGC and the Wheeling Park District will continue. Besides providing over \$18 million of recreation improvements to the community, this redevelopment will alleviate major flooding of neighboring towns along the Des Plaines River. By building a partnership based on mutual trust and respect, diverse goals were achieved to the benefit of many residents both locally and regionally.

Suggestions for other Local Governments:

Partnerships occur at a hierarchy of levels. Some choose cooperation; others coordinate efforts, but the most effect partnership is collaboration. The only limiting factor in reaching this level is the partners themselves. Open, unencumbered discussions often lead to creative solutions.

Most important is taking the time to be specific within the Intergovernmental Agreement (IGA) and identify the improvements to be constructed in as much detail as possible. The Heritage Park Concept Plan was included in the IGA, as was a description of the recreational and storm water improvements to provide a much higher level of detail on the improvements. While the legal portions of the IGA are critical, this is the time to craft the details of the development with the partners.

It is also important to be involved in the design process. In the case of Heritage Park, this involved everything from the structures to the native plantings. All of these visual and functional components are also identified within the IGA as part of the improvements. As with any IGA related to land use, and particularly storm water management, it is critical to consider maintenance and replacement issues and clearly define roles and responsibilities. In that respect, making sure the IGA is comprehensive is key. However, as with any partnership, it is also important to be flexible and to build in opportunities to revise and make changes.

The partnership between the Wheeling Park District and MWRDGC was not just about an IGA. It was about a relationship built over time with mutual trust that together met two different goals – flood control and recreation. This partnership was not routine and could not have happened independently. Jointly the parties developed and agreed to a set of common goals, sharing responsibility for obtaining these goals, and worked together to achieve the final results.

Contact:

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Wheeling Park District
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19. Rolling Meadows and Palatine Functional Fire Protection Consolidation

Entities:

- **Rolling Meadows Fire Department**
- **Palatine Fire Department**
- **Palatine Rural Fire Protection District**

Project Description:

Two municipal fire departments and one fire protection district agreed to operate in essence as one entity, thereby increasing our efficiency via greater economy of scale. We have three guiding principles: better service to our combined communities; safer work environment for our firefighters; and more efficient provision of service. Some accomplishments include: Shared administrative staffing; combined training calendars and training leadership; standardized apparatus response across all three jurisdictions; single Field Operation Guide for all responding firefighters; combined Special Teams (hazmat, technical rescue and dive rescue), shared apparatus; standardization of equipment; better training and standard of coverage during training sessions; and elimination of duplication of apparatus purchases.

Goal of Project:

Three Guiding Principles:

1. Provide better service to our combined communities.
2. Provide a safer work environment for emergency responders.
3. Provide more efficient service.

Result of Project:

The project remains a work in progress. We are providing better service to our combined communities and a safer work environment for our responding firefighters by standardizing our fire and EMS response; developing and training/working within field operational guidelines that are understood by all responding firefighters and officers; combining our training calendars and training together on all aspects of fire/EMS. We train together and temporarily relocate non-training crews across our combined eight fire stations to provide the best standard of coverage during our training sessions.

The Palatine Rural Fire Protection District was able to eliminate three "Shift Commander" positions via a shared staffing arrangement where the Rolling Meadows Fire Department provides an incident commander to the Palatine Rural jurisdiction in exchange for Palatine Rural providing a part-time fire marshal for the City of Rolling Meadows.

Palatine Rural and Rolling Meadows have eliminated their Dive Team and pay Palatine Municipal for provision of Dive Rescue Response across the jurisdictions which has saved approximately \$7,000 per year for the City of Rolling Meadows.

Rolling Meadows has been able to alter the apparatus replacement schedule due to shared equipment and has saved over \$80,000 as we were able to downsize a replacement rescue squad to a light duty rescue squad.

We have held joint Labor/Management meetings and continue to navigate the project while doing our best to address the concerns of the three bargaining units. Palatine Municipal and Palatine Rural have extensive agreements in place covering several areas of fire service provision including fire prevention bureau services and apparatus maintenance and sharing agreements.

Suggestions for other Local Governments:

Start with clear objectives or guiding principles and make sure these are transparent and shared with all stakeholders. Sticking to those principles has allowed us to overcome several significant obstacles and adjust our path when confronted with roadblocks. Once these objectives are defined and shared start with the "low hanging fruit" and just go. We are doing a lot of things on faith and to date have been able to make slow and steady progress by taking on a few projects at a time. For instance, we have established shared committees covering training, incident critiques, standardization of equipment and special teams. Our chief officers meet regularly to track progress and set new goals.

Contact:

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Rolling Meadows Fire Department
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847-397-3352

20. MABAS 24 Headquarters Procurement and Special Response Teams

Entities:

- Burnham
- Calumet City
- Country Club Hills
- Dolton
- East Hazel Crest
- Flossmoor
- Glenwood
- Harvey
- Hazel Crest
- Homewood

- Lansing
- Lynwood
- Markham
- Oak Forest
- Phoenix
- Riverdale
- South Holland
- Thornton
- Tinley Park
- Munster, Indiana

Special Response Teams initiative with MABAS 27 Fire Departments

- Beecher
- Chicago Heights
- Crete
- Crete Township
- Frankfort
- Ford Heights
- Matteson
- Monee
- Park Forest
- Peotone
- Richton Park
- Sauk Village
- South Chicago Heights
- Steger
- Steger Estates
- University Park

Project Description:

MABAS 24 developed a 501(c)(3) mutual aid organization within which it joined forces and, using funds from an annual stipend and fundraisers, put together mutual aid response and dispatch guidelines and efforts, worked to enable mutual aid box alarm dispatching across towns, formed special emergency response teams (hazmat dive, investigators, and technical rescue teams), and purchased a canteen vehicle manned by volunteers to provide emergency responders respite, pooled assets and energy to purchase a building for training and storage, then entered into a Memorandum of Understanding with MABAS Division 27 to join in the further development and joint structuring of special response teams.

Goal of Project:

The goal of the project was to form special teams capable of responding to large-scale or complicated rescue incidents to neighboring towns (and ultimately statewide), house shared response equipment in a centrally located facility, then join teams with neighboring groups of fire departments to train together, ensure enough personnel are certified for special response, ensure all personnel are trained to work together on an emergency situation, and support a canteen vehicle to provide emergency responders with critical respite in responding to such large-scale or complicated rescue/emergency events.

Result of Project:

Not one town could afford to employ, equip, and train enough personnel to serve on special teams capable of handling a large-scale or specialized rescue event nor the state-of-the-art equipment and supplies to sustain the teams, nor the space to store the equipment to meet the needs of a town stricken by a large-scale or specialized event. It would also be cost prohibitive for each municipality to equip and run a canteen vehicle to respond division wide to provide respite to emergency responders operating in long-term incidents under strenuous conditions.

The headquarters procurement facet of our project began as we were in the predicament of being forced out of a former fire station we rented to house vehicles and equipment for \$250 a month when after 15 years, the rent was going to be raised to \$750. We needed an “all encompassing” solution as on top of storing equipment in that old fire station.

A building was found, an addition made, and aside from successfully providing a location to house and train multi-department special team members, the Division is working to increase the use of the MABAS 24 Building. Plans are under way to run a candidate physical agility test facility which would assist in supporting the building and with ensuring every aspect of responding among the departments of Division 24 are properly in place and financed going forward.

By conservative projection, we are seeking to raise funds to provide training to Division 24 personnel – saving overtime and tuition costs to municipalities while enhancing the abilities of our first responders, and most importantly, continue to have the funds to equip our teams and provide 20 member towns with mutual aid dispatching, which costs could not possibly be borne by any one municipality.

Suggestions for other Local Governments:

Faith, passion, commitment, and energy are vital to the success of any project. It is important to turn your vision into a solid plan and be ready to devote yourself to facing the inevitable challenges to making it happen. Know your players, know your capabilities, have a clear goal, plenty of resolve going in and be a professional at all times.

Networking and being respectful, fair, honest, open-minded team players are crucial factors to the success of any collaborative effort. Always be ready to reach outside of your boundaries to expand your ability to provide excellent, efficient emergency services.

Contact:

Kevin Welsh, President/Fire Chief
MABAS 24/Glenwood Fire Department
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708-753-2440

21. Glen Carbon Police Department Consolidated Emergency Dispatch Services

Entities:

- Glen Carbon Police Department
- Glen Carbon Fire Protection District
- Maryville Police Department
- Maryville Fire Department

Project Description:

The Village of Glen Carbon, the Village of Maryville, and the Glen Carbon Fire Protection District entered into an intergovernmental agreement to share the services and costs of one emergency dispatch center and public safety answering point (PSAP). This 911 and dispatching center is housed within the Glen Carbon Police Department. It is staffed and administered by Glen Carbon police departmental personnel but provides effective and efficient emergency police, fire, and EMS dispatching to all partner agencies 24 hours a day.

Goal of Project:

The project had three initial goals: to save money for our communities, to eliminate duplicate services, and to deliver more efficient emergency services to our communities.

Result of Project:

We achieved all of the initial goals. Additionally, we were later able to expand our partner agencies by later adding the Maryville Fire Department and the Glen Carbon Fire Protection District to our intergovernmental agreement, and we created much closer and cooperative working relationships between all partner agencies.

Suggestions for other Local Governments:

1. Leave personalities at the door.
2. Under promise and over deliver.
3. Maintain open and candid communications.
4. Take a "win-win" approach for all partners.

Contact:

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618-288-2617

22. Mercer County Soil and Water Conservation District Ag Literacy Program

Entities:

- Mercer County Farm Bureau
- Mercer County Soil and Water Conservation District
- University of Illinois County Cooperative Extension Service
- Mercer County School Districts

Project Description:

The Mercer County Ag Literacy program is a joint venture between local schools (Sherrard and Mercer County School Districts) along with the Mercer County Farm Bureau, Mercer Branch of the Cooperative Extension Service and the Soil and Water Conservation District. This advisory council oversees the activities of our Ag Literacy Coordinator. The organization provides learning material and in-the-classroom presentations promoting production agriculture and natural resource preservation program.

Goal of Project:

The goal is to educate youth and adults in Mercer County about the importance of agriculture today and in the future.

Result of Project:

We were able to fund a part-time coordinator through funding from the Illinois Ag Literacy Program, which required generation of local matching funds. Farm Bureau and SWCD contribute funds to the program and the committee conducts a local financial campaign each year.

Several local businesses contribute funds which are matched through the University of Illinois Foundation. The Ag Literacy Coordinator puts on program for hundreds of students each year and also provides learning materials to teachers who conducted educational activities in their classrooms with students, as well.

Suggestions for other Local Governments:

Collaboration adds many benefits such as "buy in" and more influence on your target audience.

Contact:

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Mercer County Soil & Water Conservation District
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309-582-5153 ext.3

23. McHenry-Lake County Soil and Water Conservation District Wetland Permitting

Entities:

- McHenry-Lake County Soil and Water Conservation District
- McHenry County Department of Planning & Development

Project Description:

McHenry County Department of Planning and Development-Stormwater Division subcontracts a staff member from the McHenry-Lake County Soil and Water Conservation District to review all wetland permit requirements of the McHenry County Stormwater Ordinance. By subcontracting this work, it eliminated the need of hiring an additional staff person with benefits. Also, this provided income to the McHenry-Lake County SWCD whom had staff with the qualifications needed to review said permits.

Goal of Project:

Reduce costs, increase efficiency and improve public relations.

Result of Project:

Subcontracting these services out allowed the McHenry County Department of Planning and Development - Stormwater Division to hire a greatly needed engineer instead of a wetland specialist. Additionally, partnering with a local government allowed for greater customer service. When the SWCD staff member is not holding regularly scheduled hours at the County building, the public can travel just a short distance to speak with them. Additionally, the SWCD is housed within the same office as the USDA, which allows coordination of wetland permitting and violation resolutions within farmed areas.

Contact:

Spring Duffey, Resource Analyst
McHenry-Lake County Soil and Water Conservation District
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815-338-0444

24. DuPage County Road Salt Cooperative Purchasing

Entities:

- DuPage County
- All nine townships in DuPage County
- 28 municipalities in DuPage County

Project Description:

DuPage County routinely bids out its road salt contract to achieve favorable pricing based on volume. The County has consistently achieved a competitive cost for this commodity and negotiates with its vendor to ensure that pricing can be extended to other governmental entities in DuPage County.

DuPage leaders have worked closely with local governments to share the pricing and contract details, which helped to grow the cooperative purchasing pool. DuPage County's road salt joint purchasing agreement now includes all nine townships and 28 municipalities, saving thousands of dollars based on low pricing of \$70 per ton since 2013.

Goal of Project:

The goal of the project was to leverage the county's volume based purchase of road salt to ensure competitive pricing on a county-wide scale.

Result of Project:

The project has allowed 37 units of local government to achieve a low per-ton cost for road salt through partnership with the county. The price is so competitive that it is often under the price offered by the Central Management Services (CMS) contract at the state level. Many communities have seen substantial decreases in their costs by partnering with the county. Due to road salt shortages in recent years, some communities were experiencing 300 and 400% increases.

Suggestions for other Local Governments:

With all intergovernmental initiatives it is important to develop strong relationships and solid lines of communication to build trust among the participating entities.

Contact:

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630-407-6006

25. DuPage County Act Initiative Ethics Ordinance Administration

Entities:

- DuPage County and its County-appointed agencies

Project Description:

As part of the ACT Initiative (Accountability, Consolidation and Transparency), DuPage County amended its ethics ordinance to allow its appointed agencies to adopt and adhere to the same policy. Additionally, an Intergovernmental Agreement (IGA) was adopted and promoted to ensure enforcement of the policy and allow the County appointed agencies to have access to services of the Ethics Adviser and Ethics Commission.

Goal of Project:

The goal of the shared ethics administration was twofold. First, it was important to ensure that the county-appointed agencies were held to a similar level of accountability through implementation of a strong, uniform ethics ordinance. Second, it was deemed duplicative and inefficient to have separate ethics officers and ethics commissions for each governmental entity. Therefore, the new model and IGA allowed the County to share its ethics administration services with the appointed agencies.

Result of Project:

By ensuring that county-appointed agencies adhere to the County's ethics ordinance, there is greater accountability and oversight for taxpayers. Additionally, the IGA for shared ethics administration has reduced the need for separate ethics enforcement systems, which eliminates unnecessary overhead for each appointed body. Additionally, employees of these appointed agencies now have access to the services of the County's Ethics Adviser who assists them with interpretation and compliance with the ordinance.

Suggestions for other Local Governments:

The leadership of each county-appointed agency is vital to their success as they govern day-to-day operations. It is important for the appointing authority to select persons that are reform minded and willing to explore shared services to improve operations and reduce costs for taxpayers.

Contact:

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DuPage County
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630-407-6038

26. Danville Area Community College Express

Entities:

- Danville Area Community College
- Vermilion Vocational Education Delivery System

Project Description:

DACC provides career and technical programs for area high school juniors and seniors. The College serves as the area's Career Center and provides 17 occupation program offerings for approximately 425 high school students each semester. These students earn dual credit for each course they take, so a high school senior could graduate with up to 16 credit hours if they participate over four semesters.

Goal of Project:

The goal is to offer lower cost and higher quality career and technical programs to area high school juniors and seniors.

Result of Project:

The high school districts were paying the area career center \$1,800 per year, per participant. With College Express the high schools pay 50% tuition plus a \$55 course fee per participant. A four-credit hour course cost the districts \$315 per participant. The students are also trained in the College's state of the art laboratories.

Suggestions for other Local Governments:

This project will only be successful if the local community college and area high schools are committed to the project.

Contact:

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Danville Area Community College
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217-443-8771

27. Heartland Community College K-12 Partnerships

Entities:

- Heartland Community College
- Secondary schools in the Heartland Community College District area

Project Description:

Heartland Community College (HCC) collaborates with the K-12 schools in its district to benefit both the local schools and the college. One of HCC's core values is to be a community resource, and the programs described in this initiative are one way HCC strives to fulfill this part of our mission.

Dual credit allows students still in high school to earn college level credit in areas such as math and English. HCC provides orientation, training and ongoing professional development for high school faculty teaching college level coursework. Additionally, HCC and their local schools collaborate on the admission and enrollment processes for dual credit. In 2016, HCC worked with one of their districts to offer high school students the opportunity to earn an Associate in Computer Science degree as they complete their high school curriculum. The program is set to begin in the fall of 2017 with the entering freshmen class.

On the other side of the spectrum, HCC partners with K-12 schools to provide resources for remedial education for students that need extra work to prepare for college coursework. HCC provides the curriculum, orientation, training and ongoing professional development to high school faculty to deliver basic college-level skills in reading, writing and math for senior students requiring remedial education.

HCC also credits students basic skills placement in these areas based on progress made in high school.

In addition to these core program partnerships, HCC provides resources to local schools in other ways. HCC provides its campus facilities to Unit 5 schools during their laptop handout for middle and high school students at the start of the school year. The Challenger Learning Center, one of only 40 in the U.S., is an interactive and hands-on program that uses space-themed simulated learning and role-playing strategies to help students bring their classroom studies to life. Founded as a living memorial to the Challenger 51-L crew, it serves thousands of local students by fostering interest in science, math, technology and math (STEM) related fields and cultivating skills needed for future success, such as problem solving, critical thinking, communication and teamwork. K-12 schools partner with Challenger staff to provide activities that are both challenging and fun, but also align with the student's grade-level curriculum requirements.

Goal of Project:

The goal of the remedial education program is to increase college readiness by collaborating with local K-12 schools to deliver the curriculum and award college-level placement in high school. The goal of the dual credit program is to provide early access to college courses for eligible students. Additionally, other joint activities foster a collaborative environment that best prepares students for post-secondary education and the workforce, while exposing students to the college environment.

Result of Project:

The partnership has been beneficial in a number of ways. First, the dual credit program improves success and completion rates for students, decreases their time to earn a degree and increases secondary and post-secondary curriculum alignment and faculty collaboration, easing the transition for

students from high school to college-level coursework. For remedial education, there is an increase in college readiness, reducing the need for remedial education in college, saving students money, and reducing the time to earn a degree.

Beyond the dual credit and remedial education programs, HCC's K-12 partnerships foster a collaborative atmosphere where both HCC and the K-12 schools benefit. Through the Challenger Learning Center, students are exposed to the college at an early age with a positive and fun experience. The Unit 5 laptop distribution is a great recruiting tool for the college, bringing middle school and high school students onto campus.

Contact:

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