

**Fox River Valley Public Library District
Decennial Committee Meeting**

**September 12, 2023
7:00 PM**

**Dundee Library Meeting Room
555 Barrington Avenue
East Dundee, IL**

AGENDA

Call to Order—President Kristina Weber

Pledge of Allegiance

Roll Call—Secretary Christine L. Evans

Public Comment

The Board, recognizing its responsibilities to conduct business in an orderly and efficient manner, asks that anyone wishing to address the Board sign in on the Public Comment sheet prior to the start of the meeting by name, town, and organization (if applicable).

New Business

Exhibit 1 **Efficiency and Effectiveness Analysis - Discussion** *(final report compilation; will be finalized at third meeting unless additional meetings are necessary)*

- **Service efficiencies identified**
- **Service effectiveness identified**
- **Duplication of services identified**
- **Other studies on government efficiency**
- **Identified inefficiencies**
- **Next Steps**
- **Recommendations**
- **Next Meeting Date**

Adjournment

1. Efficiency and Effectiveness Analysis - discussion

RECOMMENDED **MOTION**: There is no motion to be made.

BACKGROUND INFORMATION:

Committee members shall discuss how efficient and effective library services are, and whether any are duplicated by other governmental entities. Members shall assess whether funds and time spent generate the maximum service benefit to the District. Effectiveness can be measured not only in numbers but in patron feedback.

A recap of the recommended report on government efficiency is provided to the Committee in FRVPLDs draft report, along with insight from the Chicago Metropolitan Agency for Planning regarding governmental consolidation. Any other studies the Committee may have read that could have potential benefit to the Library District will be discussed. Deputy Director Zabski has included statistics from Serving Our Public 4.0 that should be useful in the analysis.

Committee members will complete the draft report by addressing items X and XII. Discussion on any inefficiencies that were identified and next steps to address those inefficiencies will complete the report, along with recommendations for improvement. Lastly, a date for the next meeting to accept the report in final form will be set.

**FOX RIVER VALLEY PUBLIC LIBRARY DISTRICT
REPORT FOR COMPLIANCE WITH DECENNIAL COMMITTEES ON
LOCAL GOVERNMENT EFFICIENCY ACT**

I. **Unit of government submitting this report**

Name of Library: Fox River Valley Public Library District (FRVPLD)
Address of main Library Office: 555 Barrington Avenue, East Dundee, IL 60118

- Branch location: 500 N. Randall Road, West Dundee, IL 60118

II. **Information about FRVPLD**

A. FRVPLD is located in Kane County. There are 17 libraries in the County.

- Aurora Public Library
- Batavia Public Library
- Big Rock Public Library
- Elgin Community College Library
- Ella Johnson Memorial Public Library
- Fox River Valley Public Library District
- Gail Borden Public Library
- Geneva Public Library
- Huntley Area Public Library
- Kane County Law Library
- Kaneville Public Library
- Messenger Public Library of North Aurora
- St. Charles Public Library
- Sugar Grove Public Library
- Town & Country Public Library District
- Waubensee Community College Library (*has a Kane County campus*)

B. The population of the district in which FRVPLD is located is 71,530

C. FRVPLD has 62 employees of the library, board members are not included

D. The District's annual operating budget (general fund) for FY2324 is \$4,417,853

E. The District's equalized assessed value for 2023 is \$3,945,200

III. **Information about FRVPLDs Committee**

A. Committee Members:

- Board President Kristina Weber, Ph.D.
- Board Vice President Maryann Dellamaria
- Board Treasurer Tara Finn
- Board Secretary Christine L. Evans
- Trustee Matthew Goyke
- Trustee Paula Lauer
- Trustee Dan Wlsniewski
- Executive Director Amy Dodson

- Library District Resident Cintia Hernandez
- Library District Resident Jonathan Roth

B. Dates the Committee met:

- First Meeting: May 16, 2023
- Second Meeting: September 12, 2023
- Third Meeting: *TBD at September 12, 2023 meeting*
- Additional Meetings: _____

IV. Core programs or services offered by FRVPLD

A. FRVPLD offers the following Core Services and Programs:

- Home Delivery
- Free Summer Lunches for youth aged 18 and under
- eBook Sharing with CUSD 300, Ella Johnson and Algonquin Area Public Libraries
- Illinois Libraries Present
- Little Free Food Pantry
- Little Free Libraries
- Inter-Library Loan
- Reference Services
- Youth Vision Screening with Dundee Lions Club
- Reading Programs (seasonal and themed, i.e., Summer Reading Challenge)
- Paws to Read
- Nontraditional collections: *American Girl Dolls, Craft Card Kits, Book Club in a Bag, Caregiver Kits, Early Learning Kits, Games, Gardening Tool Kit, Guitars, Laptops, WiFi Hotspots, Metal Detector, PlayStation VR Kit, Portable CD Player, Sensory Backpack, Snowshoes, STEAM Kits, , and Telescope*
- Robotic Therapy Pets
- Maker Space with 3D printers
- Tablets for Seniors
- Outreach to Seniors
- Computer Classes
- ESL Classes
- Citizenship Classes
- Bilingual Events: *Tech Classes, Storytimes, Programs*
- Immigration Assistance
- Adopt-a-Pet Events
- Storytimes
- Book Clubs
- Homeschool Support
- Library Cards for Teachers (Eligibility for all D300 teachers to receive FRVPLD library card)
- License Plate Renewals
- Research Databases: *Early Learning, Encyclopedias, Genealogy, Homework Help, News sources, Consumer Reports, Driving Test preparation, Spanish Language Encyclopedia, Medical Information, Reading Recommendations, Physician's Desk Reference, Pre-K to 8th grade lessons, Industrial Information, Investment Insight*
- Voter Registration

- One-on-One Tech Appointments
- Faxing
- Wireless Printing

B. Other Core Services/Programs FRVPLD could possibly provide:

- Coding Club for youth
- Outdoor Learning Garden
- Cooking Demonstrations
- GED Preparation
- Creative Writing Club

V. **Awards and Recognitions**

FRVPLD has received the following awards, distinctions and recognitions:

- Government Finance Officers Association award for Excellence in Financial Reporting
- Association of Bookmobile & Outreach Services Senior Services Superstar award to Cari Poweziak
- Northern Kane County Chamber recognized FRVPLD for going above and beyond the call of duty during a challenging pandemic year (2020)

Available to pursue:

- ILA and ALA offer a number of scholarships, recognitions, and awards annually

VI. **Intergovernmental Agreements**

FRVPLD partners with or has Intergovernmental Agreements with the following other governments:

<u>Entity</u>	<u>Services Offered</u>
CCS Consortium	Provides resource sharing, cost sharing
Community Share Program	Provides eBook access to D300 students
DTPD	IGA for leased space for library branch
Illinois Libraries Present	Access to programs through cost sharing
RAILS	Resource sharing, education, guidance, networking, training
Age Guide/IL Dept on Aging	Tablets to Seniors program
Network National Library of Medicine (NLM)	Conduct minimum 3 events approved by NLM; stay current with NLM/NIH resources

FRVPLD's efficiency has increased through intergovernmental cooperation in the following ways:

<u>Entity</u>	<u>Benefit</u>
CCS	Significant cost savings on ILS (Polaris); more materials to patrons
RAILS	Significant cost savings; discount pricing on resources; resource for training and information

VII. **Community Partnerships**

FRVPLD partners with the following organizations:

<u>Organization</u>	<u>Services Offered</u>
Dundee Lions Club	Youth Vision Screening
Elgin YWCA	ESL Classes

Alianza Hispanoamericano	Immigration Assistance
Kane Cty Northern IL Food Bank	Summer Lunches program
FISH Food Pantry	Donations (shared) for Little Free Food Pantry
Dundee & Carpentersville Rotary Clubs	Event sponsorships, donation drives
Community Crisis Center	Shared information, information for public, staff training
Brightpoint/Children's Home & Aid	Service agency, providing services and resources for families & children

VIII. Review of Laws, Policies, Rules and Procedures, Training Materials, and other documents

The Committee has reviewed the following, non-exhaustive list of laws, policies, training materials, and other documents:

(NOTE: Final report will have a check mark for each category below. Description provided here for Committee review)

State Laws Applicable to Libraries

Illinois Library Association publishes an updated volume of Illinois Library Laws and Rules every five years. Fox River Valley Public Library District maintains a current copy of this resource. Additionally, Administration subscribes to attorney blogs that regularly update on legislation that affects the district.

Illinois Open Meetings Act (OMA) 5 ILCS 120/1 et seq.

The Open Meetings Act ensures that the actions of the public body be taken openly and deliberations be conducted openly. It sets parameters on meeting protocol and provides narrowly construed exceptions to the Act that allow for the public body to meet in closed session. FRVPLD has two OMA Officers, the Board Secretary and Executive Assistant. Both undergo annual training on the IL Attorney General's website. OMA policy is reflected in the Bylaws which are available for public view on FRVPLDs website.

Policy on Public Comment

OMA Officers are aware of the statute governing public comment [5 ILCS 120/2.06(g)]. Every meeting subject to OMA contains an agenda item for anyone wishing to comment to do so. FRVPLDs public comment policy [01.07.07] is in its Bylaws and on the Public Comment sign-in sheet at every meeting. Signing in is suggested, but not required. Each person or group is allowed up to five minutes.

Designation of OMA officer 5 ILCS 120/1.05

The Bylaws designate the Board Secretary as OMA officer, and the District's Executive Assistant is designated the OMA officer for FRVPLD in the job description for the position.

All Board Members have completed OMA Training 5 ILCS 120/1.05(b)

New trustees are required to take the training at least once. Administration will provide instruction and monitor compliance, requesting a copy of the completion certificate.

Schedule of regular meetings of Library Board 5 ILCS 120/2.03

Schedule is set via Ordinance each June for the upcoming fiscal year, and dates are posted on the Board of Trustees webpage upon adoption. It is further posted on the Freedom of Information webpage under Budget and Statistics, Ordinances and Resolutions.

Freedom of Information Act (FOIA) 5 ILCS 140/1 *et seq.*

The Freedom of Information Act declares all persons are entitled to full and complete information regarding the affairs of government and the official acts and policies of those who represent them as public officials and public employees.

FOIA Officer Training 5 ILCS 140/3.5(b)

FRVPLDs FOIA Officers are the Deputy Director and Executive Assistant. Both undergo annual online training through the IL ATG website. Both receive all FOIA requests that are sent via email. FRVPLD does not require requests to be sent in any certain way.

Computation and Retention of FOIA Requests 5 ILCS 140/3.5(a)

Once a FOIA request has been received, the receiving officer computes the date on which the response is due. Request is date stamped upon receipt; computation of response date starts the day after request is sent or received via any means, and takes into consideration if any weekend or holidays affect the respond by date. Officer determines if request is a commercial request, which allows a longer response time. Receipt of request is acknowledged to sender by officer. All requests and associated documentation are held in accordance with the parameters of the Illinois Records Disposal Act.

Posting other Required FOIA Information 5 ILCS140/4(a)(b)

The Library's FOIA webpage gives recommended instructions on how to file a request. Many commonly requested documents are posted on the Library's website on the Freedom of Information webpage and clicking on the Budget, Statistics drop-down box. Board meeting Agendas, packets, and approved Minutes are posted to the Board of Trustees webpage.

List of Types or Categories of FOIA Records under Library's Control 5 ILCS 140/5

These records are listed in their entirety on the District's Records Retention application on file with the state. Some record types, such as payroll information that can be released are always checked for private information that must be redacted prior to release. FOIAble records can also include electronic communications related to library business. All records are considered open unless specifically exempt under 5 ILCS 140/7.

Periodic Meetings to Review Closed Meeting Minutes 5 ILCS 120/2.06(d)

Closed Minutes are reviewed every six months to determine whether the need for confidentiality still exists. The review is listed on the corresponding agenda for that month. Once the determination is made, any closed minutes that can be opened are printed for the record and maintained in the official Minutes record.

Illinois Municipal Retirement Fund (IMRF) Total Compensation Postings 5 ILCS 120/7.3
Required posting in accordance with Public Act 97-0609 is posted to the Freedom of Information, Budget and Statistics webpage. This statute sets different deadlines to post total compensation packages over \$75,000, and over \$150,000.

Designation of Whistleblower Auditing Official 50 ILCS 105/4.1 *et seq.*

Whistleblower protections are afforded and detailed in the Employee Handbook. Protocol dictates the complaint will be directed to the HR Manager, Library Executive Director, or, in the event that individual is the subject of the complaint and/or not available, State's Attorney.

All applicable officials have filed Statement of Economic Interests 5 ILCS 420/4A-101, 101.5 *et seq.*

Kane County requests a list from Administration of those required to file annually, and emails the EIS to everyone on the Board and staff required to file. Administration monitors compliance to ensure all file by the due date. Administration then collects and electronically files all filing confirmations. The EIS is intended to ensure there are no potential conflicts of interest in how public funds are spent.

Sexual Harassment Prevention Training 775 ILCS 5/2-109(C)

All Board members and Library District staff are required to undergo annual training. Library District Deputy Director presents training seminars and provides information to the Board and staff. Guidelines compliant with statute are also detailed in the Employee Handbook.

Our Budget and Financial Documents (*posted to FOIA and Budget, Statistics webpage*)

- Working Budget; the document approved by the Board in June that provides the framework for the next step in the financial compliance protocol:
- Budget and Appropriation Ordinance (B&A); approved in tentative form in July or August, this tentative ordinance is discussed and recommendations are implemented prior to adoption in September. It sets legal limits on appropriations for the fiscal year
- Monthly Financial Reports; the record of revenues and expenditures each month of the current fiscal year. Remaining balances are totaled
- Ehlers Investment Inventory; monthly updates on library investments
- Annual Treasurer's Report; provides a summary of revenues and expenditures for the prior fiscal year and includes aggregate expenditures to vendors and for personnel
- Annual Audits; independent review by qualified auditor of FRVPLDs financial reporting throughout the past fiscal year
- Annual Financial Report for Illinois (AFL); a complete and accurate statement of the financial position, the contact information, the Tax Increment Finance (TIF) status, the Federal Employer Identification Number (FEIN) status, the total appropriations, and the legal debt limitation of FRVPLD as of the end of this fiscal year

- Illinois Public Library Annual Report (IPLAR); annual report on facilities, assets & liabilities, revenues and expenses, operations, and training. Required to qualify for the Per Capita Grant
- Tax Levy Ordinance; presents the amount of revenue a library expects to receive from taxation of real estate and funds that portion of the budget not funded by other sources
- Illinois Municipal Retirement Fund (IMRF) total compensation postings/Public Act 97-0609; statute requires the publication of total compensation packages that exceed \$75,000
- Fiscal Policy; contained in the Bylaws and Policies document posted to Library homepage

State Ethics Laws, including but not limited to the State Officials and Employees Ethics Act 5 ILCS 430/1-1 *et seq.*

The State Ethics Law is quite extensive but has the overall intent to avoid conflicts of interest, sets parameters on political involvement, employment, gifts, whistleblower protections, among other subjects. The Library has adopted Ethics Ordinance 2012-05 which notes the State Ethics Law and covers identical topics. Further, Bylaws contain a code of ethics.

Reports on government efficiency, including:

“Local Government Efficiency and Size in Illinois: Counting Tax Revenues, Not Governments” by Wendell Cox (2016)

This report was created for Township officials using 2014 data from the Comptroller’s office. It addresses the current fiscal state of Illinois and points out suggested solutions tend to assume current high tax rates are due to the large number of governmental entities supported by tax revenue. A 2014 study noted larger governments tend to tax and spend more than smaller ones. The preponderance of evidence shows smaller governments are more efficient, and considering a transfer of services to a larger government will likely cause an increase in taxes. There are several graphs showing lowest to highest spending, taxation, and debt per capita, with less populated areas showing lower costs than more highly populated municipalities, up to and including Chicago. Similarly, part time employment is higher in less populated areas and decreases as the population increases. Conversely, full time employment is higher in more densely populated areas than in less populated ones. Median Annual Salaries track the same way; higher the population, the higher the salary and the reverse is true...lower salary/lower population. The data suggests larger municipalities tend to tax at a rate more proportionate to their population, however. Spending trends between different types of government were analyzed. The State of Illinois, Counties, Municipalities, Townships, School Districts, and Special Districts were studied. Results in order highest to lowest:

Spending increase

- School Districts, State of Illinois, Municipalities, Counties, Special Districts, Townships

Average salary full time

- Special Districts, Municipalities, State of Illinois, School Districts, Counties, Townships

Average wage per hour part time:

- School Districts, State of Illinois, Counties *and* Special Districts, Municipalities, Townships

Part time employee %

- Townships, Special Districts, State of Illinois, School Districts, Municipalities, Counties

The report concludes that savings would likely not be found in elimination of local governments, nor in transferring services to larger governments.

“Considerations and Practices of Local Government Consolidation”; Chicago Metropolitan Agency for Planning (2016) (This report is provided for Committee review)

IX. What has FRVPLD done well?

- Outreach to the senior community has been highly successful
- Consistent attendance for Adult Programming
- FOIA compliance is 100%
- Excellence in Financial Reporting
- Reference referrals highly valued
- Increase in bilingual programming for all ages

FRVPLD participates in the following cost-saving cooperatives:

- Library Insurance Management and Risk Control Combination (LIMRiCC); unemployment insurance cooperative
- Libraries of Illinois Risk Agency (LIRA); liability insurance cooperative
- Wellness Insurance Network (WIN); health insurance cooperative

X. What inefficiencies were identified/What are FRVPLDs next steps?

XI. Studies on governmental efficiencies

- “Local Government Efficiency and Size in Illinois: Counting Tax Revenues, Not Governments” by Wendell Cox (2016)
- “Considerations and Practices of Local Government Consolidation”; Chicago Metropolitan Agency for Planning (2016)

XII. Committee recommendations regarding increased accountability and efficiency

Submitted by: _____

Chairman, Decennial Committee/Library Board President

Approval date: _____



Chicago Metropolitan Agency for Planning

In recent years, consolidating units of government has been the subject of several local initiatives, as well as numerous legislative efforts and task forces. Illinois has between 6,963 and 8,516 units of local government, according to estimates by the U.S. Census and State of Illinois Comptroller. Having so many units of government is not necessarily a problem. When many small adjacent jurisdictions provide the same services, however, the result can be higher costs or lower overall capacity to provide services. In addition, the presence of many overlapping units of government could result in insufficient civic participation or weak service coordination.

Local government consolidation is one proposed solution. GO TO 2040 recommends that the region analyze the effects of consolidation as well as other local government coordination efforts, such as sharing services. While the State of Illinois has studied local government consolidation -- and the General Assembly has approved several statutory changes that would make it easier for local governments to consolidate -- no state programs directly fund or provide assistance with local government consolidation. This Policy Update outlines considerations for local government consolidation, summarizes recent state legislation, and describes how New York is encouraging its local governments to consolidate.

Background

Local government units may consolidate to produce cost savings, increase efficiency, improve voter accountability, or enhance service delivery. In particular, they can leverage consolidation efforts to increase their capacity to provide services as well as achieve local and regional goals. Vertical consolidation between overlapping units of government, such as a municipality and a special district, may better coordinate public services, reduce administrative costs, or enhance civic participation. Horizontal consolidation between adjacent units of government may be pursued to merge services or combine resources or tax base.

Considerations for consolidation efforts

Local governments must consider many factors in any potential consolidation on a case-by-case basis. This section describes some of the base-level considerations that should factor into initial conversations about a consolidation effort. Other factors also influence the feasibility of a consolidation effort, including bonded indebtedness, variation in regulations and codes, employee benefit differences, infrastructure conditions, legal issues, and more. The following provides a summary of several initial factors to consider.

Local desire. Interest in consolidating from local residents and civic leaders is important to achieve a successful consolidation effort. For example, in 2017, local elections gave voters the opportunity to approve consolidation efforts in several parts of the region, including a merger of Naperville and Lisle township road districts.

Extensive existing partnerships. Local governments that are already sharing services, implementing infrastructure projects together, or engaging in joint contracts have many elements already in place, having proven that the entities are capable of working together. Communities across the region have put an increasing emphasis on partnerships as a way to combine resources, increase efficiency, and improve service delivery. Moving forward, some of these efforts may lead to interest in consolidation. For example, Lisle-Woodridge and Darien-Woodridge fire protection districts have implemented an intergovernmental agreement to share staffing and resources, including consolidating their eight fire stations into seven stations for a trial period. After completing a consolidation study, the entities decided to operate jointly because they are not ready to consolidate.

For overlapping districts: complementary services. Local governments that have complementary services may be able to improve programming or reduce costs by consolidating through coordinating programs. For example, the City of Evanston was uniquely positioned to take on the responsibilities of Evanston Township, as the City already had several social service programs that could be coordinated with township general assistance programs.

For adjacent districts: similar tax base and services. Neighboring local governments that have similar levels of service may gain efficiencies and resources by consolidating. However, dissimilar service levels and/or tax bases may result in an increased property tax burden for taxpayers located in the district with lower levels of service or a higher tax base. For example, McHenry County Board voted in 2015 against a ballot question that would have consolidated the County's 17 townships into eight. One of the stated reasons was that differential tax bases may have resulted in a property tax increase for taxpayers in some of the townships.

For adjacent districts: limited potential for growth. Built-out jurisdictions may benefit from joining forces with neighbors to combine resources and tax bases. For example, some municipalities recently have experienced stagnant growth in their populations, local employment, or tax bases, while public investment needs have continued to grow. Efficiencies and cost reductions realized through consolidation may help mitigate the effects of low growth. Such consolidations also may increase a community's capacity by creating opportunities to hire staff dedicated to specific concerns, such as community development, economic development, or planning.

Recent Illinois changes

In recent years, several changes to state statutes have made it easier to consolidate units of local government. The 100th General Assembly approved Senate Bill 3 (S.B. 3) and House Bill 607 (H.B. 607) on May 31, 2017, which makes additional changes. The Governor will consider signing these bills into law this summer.

S.B. 3 would expand the Local Government Reduction and Efficiency program to all counties in Illinois. Currently, just DuPage, Lake, and McHenry counties are authorized to consolidate or dissolve certain units of local government, with Lake and McHenry having been added to the legislation in 2016 via Public Act 99-0709. The bill also would add community mental health boards and boards established under the County Care for Persons with Developmental Disabilities Act to the program. The bill specifies that moving forward, receiving units of government must honor the exclusive bargaining representation rights of employees working in dissolving units of government.

The bill has several provisions that ease the consolidation process. First, it would eliminate the requirement that a township be less than 126 square miles. It also provides processes by which two or more adjacent townships could consolidate or a single township could split and merge into two adjacent townships. The process would require the majority of voters in each affected township to approve a ballot referendum first passed by the affected boards. Counties could eliminate townships countywide without also having to convert to a commission form of government, which requires a governing body of three to five at-large commissioners. While 17 counties in the state operate this way, most other counties have a county board form of government with board member districts.

The bill also would provide a process by which a township within a substantially coterminous municipality could dissolve and transfer to the coterminous municipality, via board resolutions and ballot referendum. Currently, only Evanston and Belleville townships have statutory processes by which they could dissolve.

Lastly, H.B. 607 would allow townships outside of Cook County to abolish their township road districts by ballot referendum. Townships located in Cook County already have the authority to abolish township road districts by board resolution.

National examples

While Illinois has improved state laws that govern local government consolidation, it has not funded state programs that would encourage the practice. Several states, such as Michigan, New York, and Ohio, have pursued initiatives to promote and provide incentives for government consolidation by enacting legislation and awarding grants. Efforts in New York are discussed below.

The 2009 New York State Government Reorganization and Citizen Empowerment Act provides a procedural outline for the consolidation or dissolution of local governments. The act affects towns, villages, special districts, special improvement districts, library districts, and others created by law. As part of the act, a local government entity can be dissolved or terminated through a resolution from a governing body, through a local government entity in a proposed dissolution plan, or by referendum. The process by which citizens could petition for public vote on dissolving or consolidating local governments is promoted by a Citizen's Guide to Petitioning for Local Government Consolidation or Dissolution.

The act also created a competitive grant program, the Local Government Efficiency Grant Program (LGE), to provide incentives for consolidation as well as a noncompetitive grant program, the Local Government Citizens Reorganization Empowerment Grant, which also provides funding to study consolidation. The LGE grant program provides technical assistance and awards to local governments to develop projects that achieve cost-savings and improve efficiency through cooperative agreements, mergers, consolidation, and dissolutions. More than 20 municipalities have taken advantage of the program, studying the merits of consolidation and dissolution of governmental units. Since that act was implemented, several municipalities in New York have dissolved, including jurisdictions that received assistance from the LGE in conducting consolidation studies.

Funds are also appropriated for Citizen Empowerment Tax Credits that can provide an annual aid bonus equal to 15 percent of the newly combined local government's tax levy, with a minimum 70 percent of the funding allocated for direct relief to property taxpayers.

In 2016, the Municipal Consolidation and Efficiency Competition launched to build consortiums wishing to pursue consolidation, shared services, and local government modernizations. The consortiums compete for a \$20 million award to implement consolidation and shared service plans.

During Phase I of the competition, six consortiums were awarded funds to complete a Municipal Consolidation and Efficiency Plan. During Phase II of the competition, the consortiums will develop and be evaluated on their plans, which include consolidation or dissolution, as well as other permanent changes in governing structures such as consolidating and sharing services.

Moving forward

As local government resources become more constrained, it will be necessary to explore ways to make the best use of them. In particular, many northeastern Illinois communities already struggle with limited revenues and staff capacity, a trend that may be exacerbated in coming years. In some cases, consolidation of local governments could result in better governance, reduced costs, improved service delivery, and heightened civic participation.

Previous CMAP work has centered on shared services. Local Technical Assistance work in Montgomery, Oswego, and Yorkville resulted in the Lower Fox River Partnering Initiative, which provides a framework for long-term collaboration for shared service and joint planning in those communities. As part of developing ON TO 2050, CMAP is working with stakeholders across the region to explore strategies to deal with constrained local resources, including encouraging local government consolidation where locally desired and appropriate. In fall 2017, CMAP will publish an ON TO 2050 strategy paper exploring how to help municipalities increase their capacity to provide services and achieve local and regional goals.

One of the ON TO 2050 Alternative Futures focuses on the effect of constrained public resources. Please explore this future, attend a forum to discuss how it may affect our region, and offer feedback on strategies the region should pursue to continue to thrive.

Serving Our Public 4.0 Standards:

Core 21 of the Illinois Public Library Core Standards states that as baseline, the library appropriates money to major budget categories (personnel, benefits, library materials and other operating expenditures) using the Illinois Public Library Annual Report statewide percentage analysis. According to this analysis, the average library costs about \$63 per capita for operating expenses. For the last Fiscal Year, FY2223, our library had \$4,062,206.07 in operating expenditures. That's just under \$57 per capita. The statewide analysis shows that around 50.2% of library expenditures are salaries. In FY2223, about 54.6% of our operating budget was spent on salaries. The statewide analysis shows that libraries spend an average of 14.2% of expenses on benefits. In FY2223, benefits were 12.7% of our operating expenses. The statewide analysis for materials shows that an average of 5% is spent on print materials, 4.1% is spent on electronic materials, and 1.3% is spent on other materials (ex. DVDs, videogames, nontraditional, etc.). In FY2223, our library expenditures were about 3.7% print materials, 3.5% electronic materials, and 1.7% other materials. The statewide analysis shows that libraries spend about 25.2% on all other operating expenses, including costs for supplies, processing, binding, equipment, rent, utilities, repairs, and contractual services. In FY2223, all other expenditures made up about 23.8% of our expenditures.

Appendix E of Serving Our Public 4.0 has guidelines for full-time equivalent staff per 1,000 people. They give different levels, there is minimum, growing, established and advanced. Our library serves a population of 71,541 residents, so we are on the larger side of the 50,000 to 74,999 category. For a minimum staffing level, our library should have around 48 FTE. For the last fiscal year, we averaged under that recommendation around 42 FTE per payroll.

Appendix G of Serving Our Public has guidelines for recommended hours by service population. For a library of our size, it is recommended that we be open 72 hours a week, including being open on Sundays from September through June. We currently are open 68 hours a week at the Dundee Library, and 64 hours at Randall Oaks Library. We are open on Sundays all year at both locations.