

**Recommendations  
Of  
PASS Forward  
Citizens Initiative  
On  
Proposed City of Peoria and Peoria County  
Shared Services**

**November 2011**

## **Introduction**

On January 13, 2011, Peoria Mayor Jim Ardis and Peoria County Board Chairman Tom O’Neill announced formation of PASS (Peoria Area Shared Services) Forward, a citizens initiative to look at services provided by the City and County and identify areas for potential sharing and/or collaboration. The goal of providing shared services is to improve value to taxpayers through increased efficiencies and/or more effective service delivery, and with it, any related cost savings. From an initial group of nearly three dozen citizens, the PASS Forward core group of 15 Peoria County residents was assembled – eight residing within the City of Peoria and seven representing small communities and rural areas of Peoria County.

This report is the initial finding of the PASS Forward Core Group. It contains the findings and recommendations of three separate teams, each one assigned a different area to study. These areas are economic development, public services and information technology. Each team operated separately, looked at similar functions at both the City and County, conducted its own research and analysis, and formed its own recommendations.

The recommendations of the teams are contained in the following pages of this report. Attached to the section of recommendations are potential organizational changes, additional background on the project and process and lists of team members.

This report is the product of the individual teams of the 15-member PASS Forward Core Group with support from members of the larger Advisory Group. It’s the product of numerous meetings and hundreds of hours of volunteer efforts to research, analyze, question and discuss.

The findings reflect the earnest efforts and perspective of a lay team of citizens with sometimes-limited expertise in the areas studied but collectively focused on improved service delivery.

Final decisions on what actions to take reside with respective County and City officials.

## Recommendations

### **Economic Development**

There are three primary economic development practitioners that represent the interests of the Peoria community:

- 1) The City of Peoria,
- 2) Peoria County, and
- 3) The Economic Development Council (EDC).

There are other organizations that contribute greatly to Peoria's economic development, but for this exercise the PASS Forward Economic Development Team focused on these three entities.

In the course of our evaluation, the Team met with the City of Peoria Special Projects Manager and Senior Development Specialist; Peoria County's former Economic Development Director; and the EDC President. The Team collected information and discussed each group's operation and function.

Upon reviewing practices and resources with each of the three economic development entities, the Team focused on these primary areas for improvement. They are:

**Integrate City/County economic development functions:** In order to integrate and streamline the many parts of economic development for the Peoria area, we suggest the formation of the Peoria City/County Economic Development Office (CCED). The proposed CCED essentially consolidates City and County Economic Development (ED) activities in one place, under the direction of a single executive manager (CCED Director) who is in turn directed by the MetroPeoria Committee (with management guidance and support from the County Administrator and City Manager).

Given the current circumstances – i.e., with a new and stronger ED focus at Peoria County and no executive leadership at the City's ED Department – the Peoria County ED Director would become the CCED Director. Depending on the policies, strategies, and tactical needs at any given moment, the CCED staff would consist of both County and City employees working under the direct management of the CCED Director. These employees could be either permanently assigned to the CCED Office, or temporarily placed to manage a given project/effort. In either event, the CCED Director would manage the overall function of the office.

**Clearer distinction of responsibilities:** There are not clear or discernable distinctions of responsibilities among the three local economic development entities, causing confusion with local businesses and to new businesses that may be looking to locate in the region. Business attraction is performed to a large degree by the EDC but starting at a regional level. The City of Peoria also performs a modicum of business attraction, and Peoria County – with its new ED Department – intends to engage in attraction strategies and tactics (incentive programs, marketing, business development, prospecting, etc.). There is an inherent risk of duplication and

repetition that clearly runs the risk of sending potential new firms a message of incongruity among ED entities.

More clarity in responsibility and actions also are in order for business retention. All three ED groups adhere to the premise that retention is the primary economic development activity in which a community can engage: i.e., satisfy, support, and keep existing businesses already in the community. However, all three employ different methods, procedures, and schedules, specifically for those businesses within shared areas of geographic coverage (it should be noted that the County's retention efforts are still in the planning stages). With different area mandates, there runs a risk that, for example, the EDC with its regional concern could support a business moving out of the City and County to another community still within the region. It is clear that the EDC does not support this, but when a company is fixed on moving elsewhere, it is incumbent upon the EDC to ensure they stay in the vicinity.

But no matter good intentions, there remains opportunity for conflict due to perceptions of intra-regional competition perpetuated by the EDC that also happens to be a private sector ED contractor working for the City and County (this is also true of business attraction). While the EDC has demonstrated complete neutrality with respect to business attraction and/or retention on a regional basis, and the County is clearly not inclined to pit urban interests against rural interests, the potential for competitive conflict – real or perceived – is apparent and should be addressed.

**Enhanced resources management:** There are a number of resources created, managed, and/or administered by entities that might be more effectively done by other entities. However, to discern *who should do what and why* is a complicated matter. Enterprise zones, TIF districts, Foreign Trade Zones, marketing resources, descriptive data compilation and management, prospecting systems, gap studies, grants/loans/financial incentives, technical resources . . . these and other resources could be performed either internally or by outsourcing to private sector or another unit of government. The challenge here is determine who would be the very best “keeper” of a particular resource, and that complexity alone – those responsible for maintaining and sharing resources – is an area for potential improvement to the “system” of economic development.

Also, the level of commitment in economic development – both in function and staffing – sends a strong message in business retention and recruitment. ED managers must be focused on the mission and goals of ED and be experienced, well informed, technically astute, and most importantly able to work, partner, and communicate with the private sector. If government does not employ the very best talent, the private sector will either find ways to work around government, or leave the community.

**Need for clear, focused and consistent policy:** The City Council and County Board – and requisite executive staff – must have clear policies with respect to economic development missions, strategies, and tactics. Those policies must be applied and followed consistently, as much as practicable. This is especially important given the lack of ED management in the City, the recent formation of the County's Economic Development Department, and EDC role (contracted or otherwise) interfacing with the City and County. Given the current state of these three entities, the time is ripe for an integrated, coordinated strategy and function.

## Public Works

The Public Works Team initially focused on fleet maintenance but the review quickly expanded to a broad look at the overall function in part due to the interconnectivity of the entire public works operations. The Team met with both City and County public works managers, toured vehicle maintenance facilities, had opportunity to ask questions of managers and then discuss its findings.

It is important to note that there are many things already done through some type of shared services arrangement that fall into the area of Public Works. Street maintenance, equipment sharing, and snow plowing, are just a few examples. Additionally, overall the Public Works Team was impressed with the professionalism of the staff and the operations. Both are relatively lean and operating effectively from an outside view.

The Public Works Team recommends the following:

**Sign shop and sign production collaboration:** Both the City and the County have full sign shops. The City produces the vast majority of the 50,000-70,000 signs used in the City. The County only produces those signs that are not standardized. They purchase stop, yield, etc. signs in bulk. Both shops have staffs that place the signs. The County could include the City on their bid list for signs that they order to see if they are cost competitive. Additionally, if there is a need for equipment replacement in the future, it would make sense to look at the combination of sign production to save the County the cost of purchasing and maintaining equipment.

**Combine bridge inspections:** Given that the City only has one bridge to inspect and the County has many bridges to inspect, it is logical that all bridge inspections be centralized within the County. In discussions with staff from both the City and the County, there was general agreement that it would not be difficult and probably made sense for bridge inspections to fall under the County purview. To the extent that bridge inspections can be provided at an economic advantage and sufficient service level, it's recommend that private sector bids be allowed in the future. However if there is not competition in this market, the service should be kept "in house."

**Review engineering services:** We recommend that bids be taken for engineering services from the City, County and third parties, and that these bids be divided into logical categories. The end result could be that some services may be provided by the County, some by the City and/or some by third parties, or all by one group or divided between two.

Further, it's recommended that managing of any outside contracts be very diligent and that contracts be short-term or with built-in service level or cost savings incentives so that the government bodies maintain effective control and management of the service levels and costs.

**Formalize any current "handshake agreements" for existing shared services:** These types of relationships need to be documented and tracked so they reside with the organizations, not with individuals to the fullest extent possible.

**Review fleet maintenance of fire department vehicles:** While this is not a shared service between the City and the County, it makes sense to combine this responsibility under the Public

Works Department rather than keeping it in the fire department. There are certainly some specialty needs for ladder and pumper trucks, but the vast majority of maintenance would be similar to what is done for other vehicles. It does not appear that the current Dries Lane facility can handle the large trucks at this time, but there could be cross training and cross utilization of staff and facilities outside of that exception.

**Consider shared commodity storage:** Both City and County purchase bulk or commodity items such as pea gravel, salt, crushed aggregate, etc. On-site storage of these materials takes up both space and manpower to move, load, etc. With joint purchasing of as many of these commodity items as possible, the staff should investigate if there is availability of storage at the point of purchase (i.e. a barging facility) rather than on site. That puts the moving and loading work onto the storage facility. It would need to be determined which method is more cost effective.

**Increase equipment sharing:** Both organizations have significant amounts of specialty equipment such as a striping truck, seal coating equipment, street sweepers, sewer vacs, etc. Some of it is being used regularly and some is not. While the cross needs may not be huge, it makes sense to ensure each body knows what the other has and have some type of lending program implemented.

**Install common fleet maintenance software:** As the Team understands it, there are two types of software that should be considered. One is the fuel software that tracks which vehicles are fueling up and their usage. This includes the types of fuel pumps so there is an upfront cost that has to be understood. This would be even more valuable if the City and County collaborated with other units of government that have fueling stations (CityLink, D150, and probably others). If there were common equipment and software, fueling stations could be used by **any** of the participating units and the charges then be directed to the appropriate body. This would obviously include joint purchasing of fuel. As there is a move to E85 powered vehicles by units of government, this process should carry through for that also. Given costs involved, common upgrades would be made on an as-needed basis.

The other software that could benefit from collaboration is vehicle inventory. It appears the County has software that tracks vehicle inventory while the City uses a manual system. If correct, it is worth investigating to see if additional licenses can be purchased on the County contract and used by the City. If this software also tracks vehicle parts, it could allow sharing of parts between the County and City resulting in additional benefits.

**Review policy on fueling of vehicles:** In addition to the issues of fueling software, there appears to be an issue of the time necessary for fueling in general -- at least at the County. It has been suggested that the down time that takes place waiting to fuel County vehicles on a somewhat regular basis could be reduced if consideration of a couple of options were to take place. Some vehicles could be fueled at the end of the shift rather than all or most being fueled at the beginning of the day. Consideration could be given to having a fuel truck that goes to the vehicles in the field rather than all being fueled at the maintenance facility as the City does. Again, when looking at common fueling software, it would seem logical that there would be software that could track usage from a mobile fueling truck.

**Consider common general inventory control software:** If the fleet maintenance software does not handle inventory control capacity, this could be of benefit for them to do together to allow for the transfer of parts as needed between entities.

**Study overall fleet maintenance:** Consideration should be given to joint privatization of this entire service. At the time bids are requested, an in-house bid should be prepared individually for both entities as well as a joint proposal. No different than privatizing janitorial service, there are companies that handle fleet maintenance for companies in the private sector and this should be considered for the two units of government.

**Review snow removal policies:** While snow removal responsibilities are different for the City and the County (urban vs. rural), there could be more economies of scale with a fully integrated snow removal plan. In this case it would likely require involvement of IDOT as they have significant jurisdiction. Additionally, there should be consideration both within and between both units of government in trying to get modifications in the collective bargaining agreements that allow for the use of different personnel for snowplowing when needed. Other communities/counties do this and it should be considered in Peoria. The City uses significant contracting to assist in snow removal which makes sense given the unpredictable nature of work each year. There should be further evaluation at the issue of equipment vs. staffing levels.

It appears that outsourcing the snow removal has its own set of problems in that maintaining a pool of drivers/equipment is very difficult. There are communities that make use of garbage trucks with plows to assist in this effort. That would, of course, put garbage collection behind a day or more. And while not fully explored, some other areas for review include opportunities for sharing advanced weather notification systems; possibilities of using other workers (i.e. inspectors, etc) with other City vehicles such as pickup trucks with plows to handle smaller areas or problem spots (this would of course necessitate union negotiations); and use of snow plowing staff to handle lawn mowing and other facility maintenance work in the non-snow season.

**Investigate options for facility (including HVAC, electrical, plumbing) and property maintenance:** At this time, the City has several of the skilled trades represented in their work force and they do a great deal of the regular facility maintenance. When needed for large jobs or emergencies, the work is jobbed out to private contractors. The County has several general-purpose AFSCME employees who handle a variety of facility maintenance responsibilities. The County maintains a list of contractors to call on an as needed/as available basis for work beyond the scope of these AFSCME employees. At this point, it does not appear that the City has the capacity with existing staff to handle any work for the County. More investigation should be done to see if the City should be on the bid list for the County as they are looking for outside suppliers. That might allow the City to increase its own internal capacity and still handle overflow work for the County.

**Review janitorial services:** Both units of government outsource most of this work. It is unclear at this time whether there are suppliers locally that would make a joint bid advantageous. Prior to seeking outside bids, it would be beneficial for these entities to prepare an internal bid to determine the cost to do this work with its own employees. There is potential that one unit could provide the service to another also.

**Analyze future fleet maintenance facility needs:** Both units have fleet maintenance facilities. The current configuration does not lend itself to utilizing one or the other by both units because of both the size and location of the current facilities. Both the City and County indicated their main fleet maintenance facilities are somewhat landlocked with little space to expand. We believe that an analysis of future needs of the City and County needs to be done to see if additional space or a new configuration is anticipated. Additionally this is an area where it would be advisable to include other units of government in the analysis. Even though any construction would be a long-term item, five-year capital budgets could include engineering/architectural services as well as land acquisition.



## Information Technology (IT)

IT touches every service and function of City and County government. It's nearly impossible to talk about IT systems per se without at least touching on how that system interfaces with other activities. The IT Team took a hard look at the IT operation within the City and County but time and resources didn't allow it to delve beyond the respective systems.

The IT Team worked to define its focus beginning with meetings from early June to the middle of October. Over nearly five months, meetings were held with the new City Manager, new County Administrator and separately with both the County and City IT Directors. In some cases, multiple meetings were held with respective managers. The team also visited the City's IT department, County IT department and the local 911 call center. Visits were also made to the Tri-County Regional Planning Commission. The IT Team explored several scenarios and gained valuable information from both the City and County IT managers. The information shared by the two government entities was valuable and readily provided. Use of that information was enhanced by participation on the team of an IT professional whose expertise was an asset in the analysis.

As a result of this study, it is the opinion of the IT Team of PASS Forward that the City and County of Peoria and their respective staffs 1) have a financial "burning platform" and need to change, and 2) need to develop and leverage modern-day synergies to extend higher levels of service quality and efficiency to those they serve.

In alignment with Peoria County and City of Peoria leaderships' desire to explore, implement and capitalize on further opportunities for sharing services, the IT Team recommends the following:

**Create a single information technology leadership structure:** The City and County should move as soon as practicable to a single information technology leadership structure – up through and including a single IT director/chief information officer that would oversee IT operations for both governmental units.

**Create new City/County organizational structure:** Establish a Joint City-County Information Technology Executive Committee consisting of the Peoria City Manager, the Peoria County Administrator, and the IT director/CIO (*Proposed org. chart covering potential scenario attached*)

**Create common strategic approach to City/County IT function:** Empower the Joint City-County IT Executive Committee to be responsible for making recommendations to the City/County Metropolitan Planning Committee under the following categories:

- Strategic Planning: Potential future synergies in IT investments and operations.
- Strategic Investments: Prioritized strategic investments in IT affecting the two units,
- Operational Efficiencies/Effectiveness: Potential inter-governmental agreements that enable synergies and/or integration of IT systems and support services (*See multi-generational project plan – MGPP in supporting documentation*).

- Other: Other such areas of focus that align with the desired outcome for increased efficiency (cost) and effectiveness (quality) for IT services and support for the two governmental units.

**Supporting considerations to enable recommendations include:**

- City/County rationalization of cost accounting structure – e.g. implementing a common accounting structure in which the cost of services is clearly understood by both the IT service provider and the recipient of the service. A standard approach here is critical to support the full quantification of future cost and quality improvements.
- The Joint IT Operating Committee should develop a five-year plan that prioritizes system and technology integration/consolidation opportunities and the related funding requirements. The plan should include a blueprint for consolidation of the IT departments within a two- to five-year period, including determining resources needed.
- The City and County need to commit the appropriate funding and authority to the Joint City/County Metropolitan Policy Committee according to the MGPP (See supporting documentation). This will ensure the joint IT Executive Committee is equipped and enabled to propose/define the short, medium and long term solutions to allow successful implementation of IT synergies that benefit both governments and their constituents.
- Early consideration and implementation of “quick wins” as soon as the appropriate due diligence study and applicable funding can be allocated. Examples include: fiber optic cable connectivity between City and County facilities and the current proceeding acquisition of the civil justice system integration.

## **Summary of Recommendations**

### **Economic Development**

- Integrate City/County Economic Development function
- Clearer distinction of responsibilities
- Enhanced resources management
- Need for clear, focused and consistent policy

### **Public Works**

- Sign shop and sign production collaboration
- Combine bridge inspections
- Review engineering services
- Formalize any current “handshake agreements” for existing shared services
- Review fleet maintenance of fire department vehicles
- Consider shared commodity storage
- Increase equipment sharing
- Install common fleet maintenance software
- Review policy on fueling of vehicles
- Consider common general inventory control software
- Study overall fleet maintenance
- Review snow removal policies
- Investigate options for facility (including HVAC, electrical, plumbing) and property maintenance
- Review janitorial services
- Analyze future fleet maintenance facility needs

### **Information Technology**

- Create a single information technology leadership structure
- Create new City/County organizational structure
- Create common strategic approach to City/County IT function

## **Supporting Documentation**

## **Economic Development – Suggested Organizational Structure**

The following structure is intended to suggest that improvements can be made to the local economic development system through this streamlined structure, consolidating expertise into a single unit representing the interests of the entire community

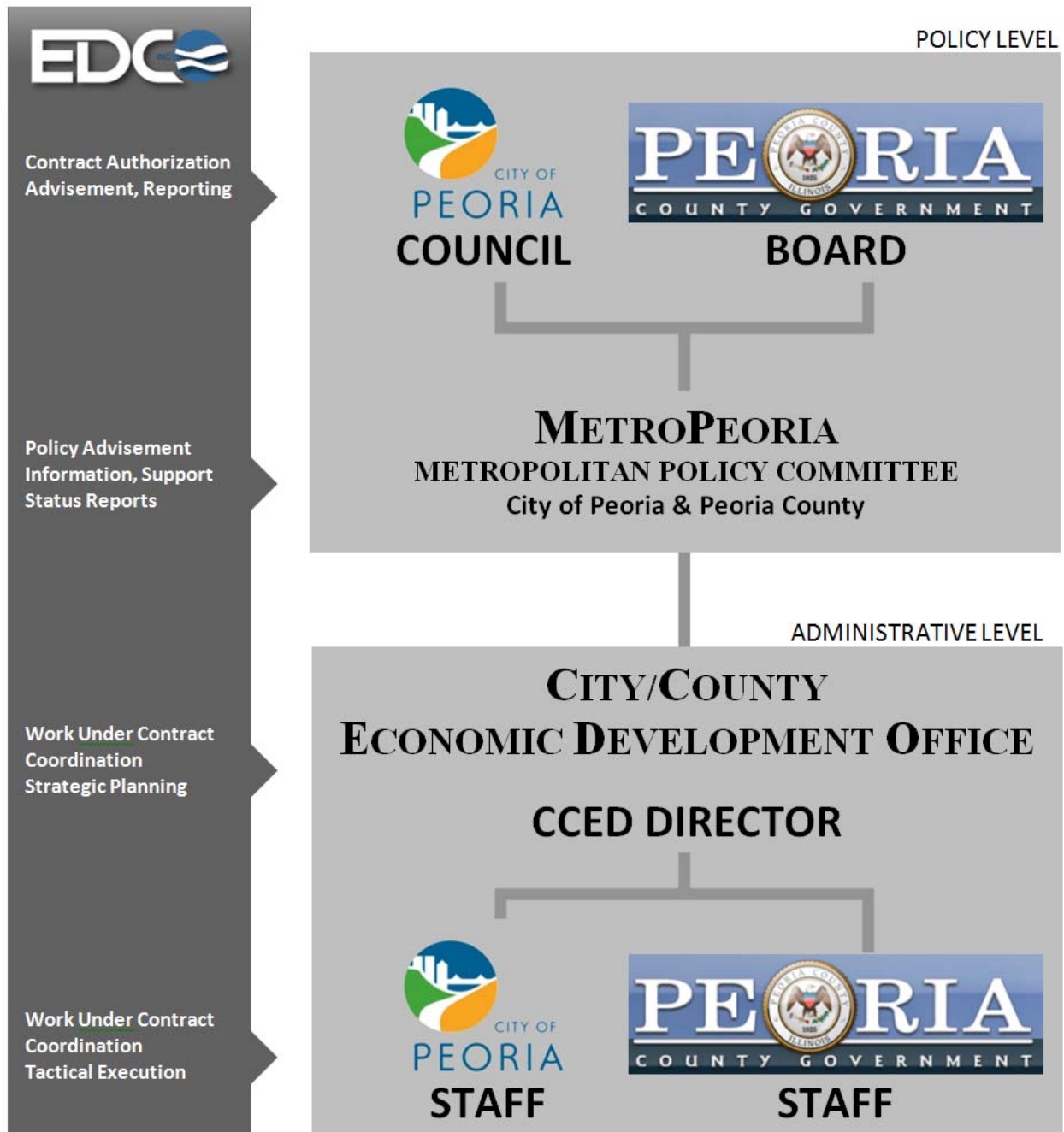
Obviously, other possible organizational configurations are possible - the Director is employed by the City, rather than County or the CCED could be a truly consolidated office, separate from the City and County with all staff employed by the CCED. The Economic Development Team built on the current structure, vacancies, opportunities and interest to recommend a structure that would require the fewest steps to attain.

From a long-term perspective, the entirety of business, neighborhood, and land development could be consolidated where all ordinances are unified, administered, and managed through a single streamlined office. In either event, this full consolidation would be a more complex, long-term strategy, in considerable need of review and cost-benefit analysis.

Ultimately, the point is that there are synergies and cohesive strengths between the two units of government to be gained when a single point-of-contact and managing entity is in place. We believe that this suggested structure would be the easiest and cleanest to implement initially - given the current state of affairs and resources – and provide the greatest opportunity for improvement in service delivery.

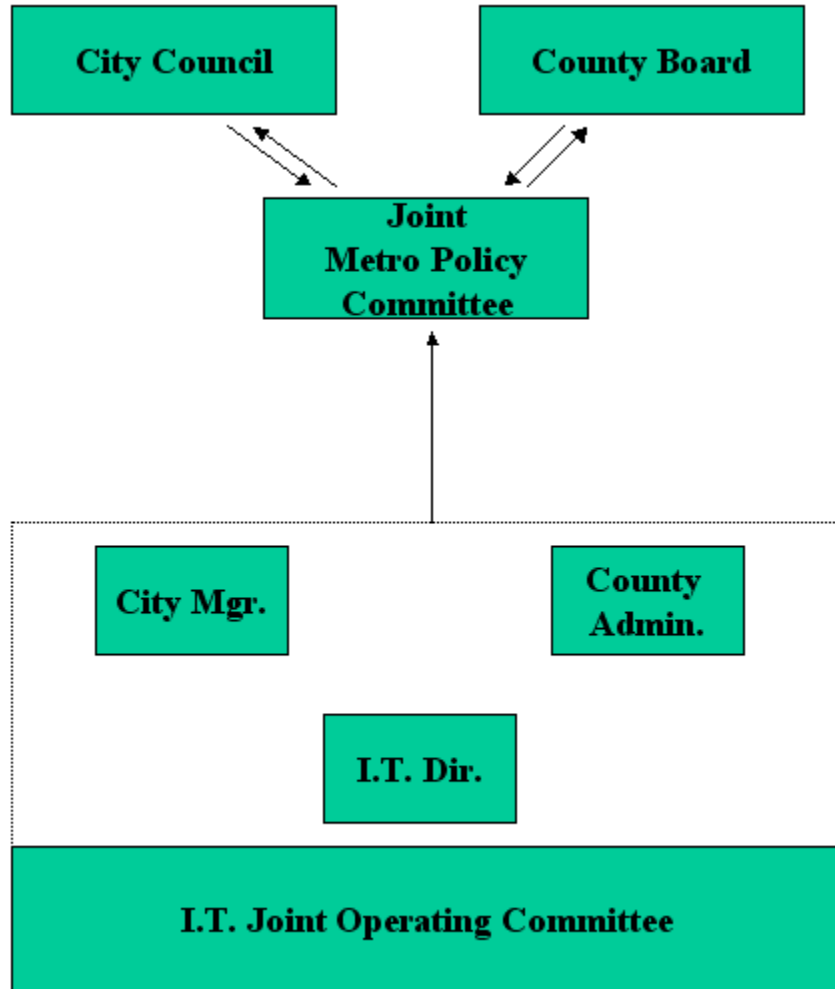
## Possible Economic Development Reorganization

The Pass Forward Economic Development Team suggests a two-fold change to economic development for the Peoria community: First through a change in policy level governance (as outlined in Recommendations), and second, through a change in administrative structure, as illustrated below.



## Possible City/County IT Reorganization

**Recommendation:** Joint City-County Information Technology Executive Committee (*Example of potential organization/governance structure.*)



## Multi-Generation Project Plan for IT

**Recommendation:** Establish/execute Multi-Generation Project Plan that prioritizes opportunities and resources

<b>DRAFT – Proposed Peoria Metro Committee / Pass Forward IT Sub-Team MGPP</b>			
	<b>Generation 1 2012</b>	<b>Generation 2 2013</b>	<b>Generation 3 2014</b>
<b>Vision</b>	Definition of “Blue Dot” – strategic imperatives		
<b>Process Features / Functions</b>	<ul style="list-style-type: none"> <li>▪ Improved connectivity (fiber)</li> <li>▪ PC training services</li> <li>▪ Web hosting</li> <li>▪ Web maintenance</li> <li>▪ GIS</li> <li>▪ Email, common platform</li> <li>▪ Land records integration</li> <li>▪ Reciprocal disaster recovery</li> </ul>	<ul style="list-style-type: none"> <li>▪ ITIL standards training</li> <li>▪ Records mgt./storage</li> <li>▪ Consolidated phone services</li> <li>▪ Consolidated network services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Financial/HR system, common platform</li> <li>▪ Shared criminal justice system</li> <li>▪ Consolidated system administration</li> <li>▪ Help desk &amp; break/fix</li> <li>▪ Single data center</li> </ul>
<b>Organization / Structure</b>	Creation of joint IT Committee		
<b>Change Management</b>	<ul style="list-style-type: none"> <li>▪ Develop associated change management plan to align with defined strategic imperatives</li> </ul>		



# **PASS Forward Project Overview**

## **General Observations**

PASS Forward is the effort of a group of citizens intent on identifying potential opportunities for increased taxpayer value. Certain members of PASS Forward have specific expertise in some of the areas studied, but the analysis is intended only to identify areas that may be ripe for sharing. Further study and analysis is needed, but from the perspective of a group of citizens looking in from the outside, potential exists for greater sharing and collaboration.

In the course of the project, there were some general observations common to all three areas studied. First, respective City and County operations reviewed appear to be lean, well managed with employees intent on doing their jobs well. The teams didn't see anything that indicated there were excesses in either staff or equipment resources.

Second, from department directors to managers and staff, PASS Forward team members were well received, and given every opportunity to ask questions and get additional information. City and County managers were forthcoming and eager to help. We appreciate this cooperation.

Also, as the project progressed, we noted an increased recognition from City and County managers of a willingness to take into consideration what their counterparts at the other entity were doing. There clearly is an increasing recognition that more communication with their respective counterparts could serve both their interests. That recognition is critical to any success going forward.

PASS Forward offers these recommendations in the belief that many of these ideas over time will drive even more cost savings and/or improved services to taxpayers if other units of government are included.

For instance, potential for efficiencies of shared fueling stations become greater if CityLink, Peoria Heights, West Peoria, local school districts or other local public sector units also participate. The same is true of specialty equipment (Vactor truck to open sewers is an example) and other options as indicated in the Public Works section. We fully realize that this process becomes more complex as more units are included but once a base is established, it should be easier to add others in to the effort.

Also, as suggested in some sections of this report we believe consideration should be given for bids to be taken both internally and from private sector organizations to be sure the units of government are cost competitive for major services. We are aware of incidents with other units of government where services have been brought in-house as well as where they have been privatized when this approach is taken.

Finally, it's significant to note the adoption in July by both the City Council and Peoria County Board of an intergovernmental agreement, formalizing a committee of council and County board members that will be the point of entry to ideas related to sharing services between the two entities. The new MetroPeoria intergovernmental committee provides the framework for serious consideration of PASS Forward recommendations.

## **PASS Forward Process**

Prior to formation of PASS Forward in January 2011, more than two dozen citizens along with a number of elected officials had been meeting intermittently for several months looking at potential shared service opportunities. The effort largely was under the leadership of former City Councilman George Jacobs. But with Councilman Jacobs sidelined, it soon became obvious the effort required dedicated leadership, prompting Mayor Ardis and Board Chairman O'Neill to assemble volunteer leaders to provide a sustained effort.

Most of the volunteer citizens involved prior to formation of PASS Forward resided in the City of Peoria. The new leadership immediately took two steps to reorganize the project. First, due to the large number of citizen volunteers in the initial group, a subgroup of volunteers was created to be the main working group. This smaller group of 15 members is called the PASS Forward Core Group and is supported by the larger original Advisory Group of approximately 35. The Core Group calls on the expertise of Advisory Group members and uses them as a sounding board for its work.

Secondly, in order to add a broader perspective to the project, Core Group members – and some on Advisory Group -- were added to provide increased diversity in a number of areas, including geographic diversity of Peoria County residents outside the City of Peoria. In all, eight of the 15 Core Group members reside within the City; seven members reside outside City limits. (See attached list) The Core Group is included in the Advisory Group.

New members of the group were selected based on recommendations or interest. Main criteria were an interest in good government, an open mind to let the process lead to its own conclusion and a willingness to participate in a positive and constructive manner. The 6 Sigma process and discipline was adopted as a general guide to the overall project.

Semi-monthly meetings of the full Advisory Group began in February and were held at Peoria NEXT. Per the 6 Sigma process, the first step was to define our project and begin an analysis of the current state. In the following weeks, then-Peoria County Administrator Patrick Urich provided an overview of County operations and structure; City of Peoria Special Projects Manager Chris Setti did the same for the City of Peoria. Both presentations were informative and each manager was willing to answer questions and provide followup information.

Early research showed that an expert in City-County collaboration chaired the field of study at Northern Illinois University in DeKalb. Under the leadership of Dr. Kurt Thurmaier, professor and director of the division of Public Administration, the school is recognized as one of the leaders in the country in the study of local government collaboration and consolidation. PASS Forward invited Dr. Thurmaier and his assistant Greg Kuhn to come to Peoria and provide an overview of what they've learned in their studies and the potential that may have for the PASS Forward project.

On Monday, May 9, Dr. Thurmaier and Mr. Kuhn spent three hours presenting the challenges and opportunities associated with sharing services to PASS Forward members, City and County managers and staff and a number of elected officials, including Mayor Ardis and Chairman O'Neill. The session was valuable both for information it provided but also for getting more

than 60 people in the same room to discuss the potential service sharing and consolidation had for Peoria City and County.

As the project moved forward, PASS Forward narrowed the potential areas of study to those areas identified by our analysis that appeared to provide the best opportunity for sharing services. The seven identified include: economic development; public works, particularly fleet management; information technology; elections; inspections; HR/EEO; and purchasing. With the potential time demands on the project volunteers, three areas were chosen for closer study.

Three teams were formed, a leader selected and an area of study chosen: economic development, information technology and public works. Organized in May, each Core Group member volunteered for a team. Some teams called on Advisory Group members – or in some cases, others – who had certain expertise or experience that might benefit the next step in the analysis. The three teams set their own meeting times, agenda, and plans of action. Their charge was to look at current City and County operations within the specified area and identify potential areas for sharing.

It's important to note that none of the teams claim to be experts in the particular field or have in-depth knowledge about City or County processes so as to recommend with authority how services may be shared. The process brought citizens together to research, gather and analyze information, interview managers and staff, conduct field trips, etc. in order to put together informed recommendations for further study.

## **PASS Forward Description of Project**

**Mission:** PASS Forward is a citizen-driven, volunteer-led effort to research, identify and recommend areas of combining, consolidating or sharing similar governmental operations or support services between Peoria County and the City of Peoria in order to improve efficiencies, reduce costs and provide better value to taxpayers.

**Scope:** PASS Forward will examine only those services provided by the City of Peoria and Peoria County.

**Charter:** The PASS Forward project is chartered by the Mayor of the City of Peoria and the Chairperson of the Peoria County Board.

**Duration:** The PASS Forward project will continue until such time as determined by joint agreement of the Mayor of the City of Peoria and Chairperson of the Peoria County Board. It is anticipated that successful completion of the PASS Forward project could require at least 18 months.

**Organization:** PASS Forward will consist of two specific citizen groups.

The first group is the **Core Team**, a working group of not more than 15 members who will represent diverse areas of Peoria County. No more than eight members of the Core Team will be from the City of Peoria; no more than seven members of the Core Team will be from Peoria County, outside the City of Peoria.

The Core Team will direct the project, meet bi-monthly and pursue a course of work that will lead to a series of recommendations.

A second group will be an **Advisory Council** of Peoria County residents who will provide input, advice and recommendations to the PASS Forward Core Team. The Advisory Group will consist of not less than 24 nor more than 36 members, representing a cross-section of geographic areas within Peoria County. No more than two-thirds of the Advisory Council will be residents of the City of Peoria. Remaining members of the Council will be from Peoria County outside the City of Peoria. The Advisory Council will meet monthly.

All members of the Core Group and the Advisory Council will serve without compensation.

It is the intent of PASS Forward that both the Core Team and the Advisory Council will have representation that reflects the population diversity of Peoria County.

PASS Forward will be supported by the **Institute for Principled Leadership in Public Service** at Bradley University. IPL will provide in-depth research, information gathering and best practices, and provide guidance to PASS Forward leadership. PASS Forward will follow **6 Sigma** discipline.

The project will be chaired by an individual agreed to by the Mayor of the City of Peoria and the Chairperson of the Peoria County Board and will serve at their pleasure.

## PASS Forward Project

### Team Members

Core Team		Advisory Council
Allen Andrews	Peoria	Clete Winkelmann
Brad McMillan	IPL-Bradley Univ.	Dan Kelly
Brian Fengel	Bartonville	Dean Doughty
Don Forrest	Elmwood	Dick Schwebel
Doug Crew	Chairman	Douglas Hopwood
Fred Winterroth	Hanna City	Ed Siebert
Gary Stella	Peoria Heights	Frank Hubbell
Irvin Latta	Chillicothe	James Carter
Julia Kindred	6 Sigma Black Belt	Jeff Rosecrans
Karen Disharoon	Dunlap	Jim Matarelli
Kyle Malinowski	Researcher – Bradley Univ.	Keith Butterfield
Malou Cristobal	Peoria	Kent Tomblin
Mary Ardapple	Peoria	Larry Hicks
Matt Pendergrass	Peoria	Lonnie Whisker
Richard Carroll	Brimfield	Michael Wiesehan
Roberta Parks	Peoria	Russ Crawford
Samuel Duren	Peoria	Plus Core Team members
Shari Stout	Peoria	
Tim Riggenbach	Peoria	

### Sub Team Members

Economic Development	IT	Public Works
<b>Leader:</b> Don Forrest	<b>Leader:</b> Gary Stella	<b>Leader:</b> Rob Parks
<b>Members:</b>	<b>Members:</b>	<b>Members:</b>
Jim Matarelli	Allen Andrews	Dean Doughty
Julia Kindred	Brian Fengel	Denny Kief
Mary Ardapple	Dan Kelly	Fred Winterroth
Russ Crawford	Keith Butterfield	Irv Latta
Sam Duren	Larry Hicks	Karen Disharoon
Shari Stout	Matt Pendergrass	Malou Cristabol
Tim Riggenbach		Richard Carroll Dick Diekemper

## **With Appreciation**

PASS Forward's response to the request of Mayor Ardis and Chairman O'Neill is offered as a serious set of recommendations. We hope that the recommendations are taken as opportunities and options for consideration. We're well aware that this report merely poses ideas for sharing and further study and staff work must be done to determine the full value in their implementation.

We thank Mayor Ardis, Chairman O'Neill, other elected officials, administrators, managers and staff for their openness and willingness to provide information. Residents of the City of Peoria and elsewhere in the County are well served by a group of dedicated public servants and employees who work hard to provide taxpayers with high-value services. We look forward to serious consideration of these and other recommendations to make local services even greater value.