

TO: City Manager Tracy Haskins

FROM: Leticia Tetteh

SUBJECT: Enterprise Zone Intergovernmental Agreement

DATE: April 10, 2022

Background:

The Town of Cortland, the City of Genoa, the City of Sandwich, the City of Sycamore, the Village of Waterman, and the County of DeKalb (collectively, with the City of DeKalb, the "Designating Units of Government") entered into an agreement, and the City of DeKalb became a party to the agreement adopted ordinances and resolutions creating an Enterprise Zone, including: incorporated portions of the cities of DeKalb, Cortland, Genoa, and the Town of Genoa, City of Sandwich, City of Sycamore, Village of Waterman, and unincorporated territory portions of the DeKalb County (City of Dekalb,2022).

Analysis:**Strengthening Cooperation**

According to Axelrod 1984 as cited in Leroux et al 2010, it is established that regional associations such as councils of government provide routine and ongoing opportunities for local public officials to interact, a factor that is crucial to the emergence of voluntary cooperation. Contributing factors that could strengthen the corporation between these local governments in the Enterprise zone IGA is the high likelihood of its membership with ILCMA and IAMMA. Another factor could be the proximity of each one of them to the other.

Formal Accountability

The legal document signed by the parties constitutes a formal accountability mechanism for the IGA. Within the document it is stated that the Initial Designating Ordinances and the DeKalb County Enterprise Zone were certified by the Illinois Department of Commerce and Economic Opportunity (the "DCEO") to begin operations on January 1, 2016, in accordance with the Illinois Enterprise Zone Act (20 ILCS 655/1 et seq.), hereinafter referred to as the "Act."

Informal Accountability

Outside of formal accountability measures, the Enterprise zoning IGA participants are subject to informal rewards and punishments for cooperation or lack thereof. The Enterprise Zone IGA participants have elected officials who can be publicly praised for intergovernmental cooperation and increased efficiency or criticized for violating such an agreement (Romzek et al. 2014, 826) Evidently the document is appended by the elected and administrative officials. Also, collaborative works helps save monetary cost and encourages innovative ideas and best decisions since the issue would be deliberated upon by a lot of parties. On the other hand it would be difficult get all parties to collaborate equally.

Facilitative Behaviors

Certain cooperative behaviors can foster cooperation prior to the need for formal and informal accountability measures. The Enterprise Zone IGA's facilitative behaviors include frequent and sustained communication, commitment follow-up, information sharing, favors, mistake acknowledgment, and action to correct errors. These facilitative behaviors according to Romzek et al (2014), are critical to informal accountability. There is up to a second amendment to

the IGA, and all other information is well-detailed and conveyed in the document, which demonstrates the facilitative nature of this IGA.

Challenges to Accountability

Informal breakdowns in accountability are typically associated with conflict (Romzek et al, 2014. pg.828). The authors found that "the majority of provider conflicts result from one provider's perception that the others are not fulfilling their responsibilities."(ibid) Unresolved differences in professional judgments regarding appropriate client services can present obstacles; these judgments are frequently shaped by the missions, cultures, and priorities of individual organizations (ibid). Some of these challenges to the Enterprise Zone IGA could result from the multiple participants in the agreement. Accountability could be a hassle since the numbers are a lot. Very often it is difficult to reach a consensus or achieve results faster when multiple parties are involved in a decision. This could be a contributing factor to why the Enterprise Zone IGA has been amended a few times.

REFERENCES

1. LeRoux, Kelly, Paul W. Brandenburger, and Sanjay K. Pandey. 2010. "Interlocal Service Cooperation in U.S. Cities: A Social Network Explanation." *Public Administration Review*, 70 (2): 268-78.
2. Romzek, Barbara, Kelly LeRoux, Jocelyn Johnston, Robin J. Kempf, and Jaclyn Schede Piatak. 2014. "Informal Accountability in Multisector Service Delivery Collaborations." *Journal of Public Administration Research and Theory*, 24 (4): 813-42.
3. Enterprise Zone Intergovernmental Agreement, accessed on the City of Dekalb Website, July, 2022, [32 Ord 20-38.pdf](https://www.cityofdekalb.com/DocumentCenter/View/11896/10-Ord-2020-065?bidId=)
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