



**MUNDELEIN PARK &
RECREATION DISTRICT**

SPECIAL MEETING OF THE LOCAL GOVERNMENT EFFICIENCY COMMITTEE
Monday, April 8, 2024
6:30 p.m.

PUBLIC NOTICE IS HEREBY GIVEN that the Local Government Efficiency Committee of the Mundelein Park & Recreation District, Lake County, Illinois will hold a Meeting of the Local Government Efficiency Committee on the 8th day of April 2024 at 6:30 o'clock p.m., at Regent Center, 1200 Regent Drive, Mundelein, Illinois.

AGENDA

Call to Order:

Roll Call: Burton, Greenberg, Knudson, McGrath, Ortega, Ponsaran, Frasier

Approval of Minutes: Committee Meeting 11-27-23

New Business:

1. Review of contracts/agreements timelines
2. Discussion of policies
3. Review of Financial Sustainability Strategy
4. Review of sample report
5. Next meeting – July/August

Visitors:

Adjournment

Rules for Public Comment:

- A. At the start of the period for public comment the board President or acting chairperson will advise the public:
 - 1. The amount of time permitted for public comment;
 - 2. That all speakers state their name and addresses before addressing the Board;
 - 3. To avoid repetitive comments, testimony, and general questions; and
 - 4. To appoint only one person to speak on behalf of a group.
- B. Each person will be permitted to speak one time only, unless the President determines that allowing a speaker to address the Board again will contribute new testimony or evidence germane to an issue on the agenda for that meeting.
- C. Unless a representative spokesperson is appointed in the manner described in rule D, all comments from the public will be limited to no more than three (3) minutes per person.
- D. Groups may register a representative spokesperson by filing an appearance form no later than one (1) hour in advance of a meeting. The appearance form must designate (i) the number of people the designee represents for the purpose of making public comment; (ii) the subject matter of the public comments; and (iii) whether the subject begin represented by a group spokesperson shall be deemed to have waived their opportunity to speak independently unless the President determines that allowing such a speaker to address the Board will contribute new testimony or evidence germane to an issue on the agenda for that meeting.
 - 1. A representative spokesperson who timely files a complete appearance form to speak on a matter germane to the agenda shall be permitted to speak for three (3) minutes for each person being represented, up to a maximum of fifteen (15) minutes.
 - 2. A representative spokesperson who timely files a complete appearance form to speak on a matter not germane to the agenda shall be permitted to speak for three (3) minutes for each person being represented, up to a maximum of nine (9) minutes.
- E. The Board shall not respond to questions posed during public comment. All questions shall be recorded by the Board Secretary and a response shall be presented either during the next regular Board meeting or in writing before such meeting.
- F. All comments must be civil in nature Any person who engages in threatening, slanderous or disorderly behavior when addressing the Board shall be deemed out-of-order by the presiding officer and his or her time to address the Board at said meeting shall end.

Approved 4/14/2014 Board Meeting

MINUTES
Mundelein Park & Recreation District
Local Government Efficiency Committee
November 27, 2023

The Local Government Efficiency Committee meeting of the Mundelein Park & Recreation District, Mundelein, Lake County, Illinois, was called to order at 6:02 p.m. at the Regent Center, 1200 Regent Drive, Mundelein, Illinois.

Present were Committee Members BURTON, KNUDSON, ORTEGA, PONSARAN, and McGRATH. Commissioner FRASIER was absent with prior notice.

Staff present was Executive Director SALSKI, Superintendent BERG, Superintendent McINERNEY, Manager LAWRENCE, Superintendent FOSTER, and Manager BROLLEY.

Executive Director SALSKI introduced Committee Member Nancy Burton. She has been a resident of Mundelein for 36 years. She worked at the Wauconda Parks and Recreation District for 25 years. She said that she worked at the Mundelein Park & Recreation a long time ago.

Executive Director SALSKI introduced Bruce Ponsaran. He has been a resident in Orchard View for many years. He has been employed by BCU and he went to Cornell University.

Executive Director SALSKI introduced Jesse Ortega. He has lived in Mundelein for over 50 years, including 10 years as a District Board Member, and has held several volunteer positions in the Mundelein community.

Executive Director SALSKI introduced Bob Knudson. He has been a resident of Mundelein for over 35 years. He has spent over 12 years on the Board as a Commissioner.

Executive Director SALSKI introduced Pat McGrath. He has lived in Mundelein for over 20 years. He has been a member of the Board of Commissioners for several decades and thinks Mundelein is a great community.

Executive Director SALSKI provided a summary of Resolution No. 23-05-01-R and roles of Committee Members. He stated that he anticipated the Committee meeting two or three more times with a final recommendation/approval of a report.

Executive Director SALSKI reviewed the key policies and procedures in several manuals such as Administrative, Personnel, and Board Policy Manuals. Member BURTON asked where the policies and procedures will be reviewed and how much will be reviewed. Executive Director SALSKI responded that the manuals were stored on the Intranet where all employees and board members have access. Executive Director SALSKI asked if there were any questions about specific policies. None were raised.

Member ORTEGA asked what the committee's focus would be. Executive Director SALSKI stated it was important to review the policies and agreements. He said the District was required to file a report to Lake County. He explained it was an opportunity for the District to collaborate and partner with other agencies for the benefit of residents.

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Executive Director SALSKI began going through each agreement and explaining its purpose. Member BURTON suggested creating a spreadsheet and putting expired dates. She asked if there was an agreement with Fremont Township for Salt as it was expired. He commended Member BURTON for recognizing the expired agreement and would work immediately on a renewal. He mentioned the conversation was a great example of the purpose of the Committee. Member ORTEGA had questions about the Lake County Agreement. Committee Members had questions about several other agreements.

Member McGRATH complimented the committee saying it was a great introduction. Executive Director SALSKI stated the next meeting would include information about a sample report.

Visitors: Ron Greenberg

There being no further business, Commissioner KNUDSON moved to adjourn at 6:50 p.m. second by Commissioner ORTEGA. A voice vote was taken with all voting yes.

Secretary



**MUNDELEIN PARK &
RECREATION DISTRICT**

BOARD MEMORANDUM

April 8, 2024 Local Government Efficiency Committee Meeting Agenda Item

To: Committee Members
From: Ron Salski, Executive Director
Date: April 4, 2024
Subject: Review of contracts/agreements timelines

Background

Based on the past meeting, Committee Members suggested creating a table with expiration dates for agreements. Staff focused on Intergovernmental Agreements.

Analysis/Considerations

Attached is the listing of Intergovernmental Agreements. Two important agreements include the Historical Commission agreement requiring discussions in the next month with the Village and District 75 Agreement, Carl Sanburg gymnasium, will be expiring in 2027.

Recommendation

Staff recommends continuing the agreement with the Village and begin negotiating the District 75 agreement by year-end.

Action and Motion Requested

None.

Government Body	Service Provided	Agreement Date	Expiration Date	Cancellation Terms	Renewal Notes
D75 School	Rec Connection Dunbar Recreation Center	5/24/2023	5/24/2027	90 days before end of school year	3 year Agreement. Meet in Feb to discuss the Program.
D75 School	Carl Sandburg Gym	10/1/1977 - 10/1/2027	10/1/2027		Notify them by April 15th of each year of our intentions to offer a program which would utilize the gym during the summer months.
D120 Mundelein High School	Use of MHS Facilities	5/23/2022	5/31/2026	Must be given in writing and delivered personally, or via certified mail/return receipt requested. No date provided.	Filed as D120 MHS
Fremont Township	Road Salt; renewed 5 more years	1/8/2024	01/08/2029	Any party may cancel with written notice.	S:\Administration Department\Agreements\IGA- Fremont Township.
Libertyville Township	Prescribed burning	4/14/2014	4/14/2099	30 days written notice	
Village of Mundelein	Historical Museum; 5 years	7/22/2019	02-12-2024 Renewal 8-2024	90 Days	
Village of Mundelein	Police Protection; 4 years	4/1/2021	3/31/2025		
Village of Mundelein	Emergency Warning Sirens; 25 years	8/8/2022	8/8/2047	90 days notice	Sirens at Lions Field and Keith Mione Community Park



MUNDELEIN PARK &
RECREATION DISTRICT

BOARD MEMORANDUM

April 8, 2024 Local Government Efficiency Committee Meeting Agenda Item

To: Committee Members
From: Ron Salski, Executive Director
Date: April 4, 2024
Subject: Review of policies

Background

Committee Members received all the District-Wide policies. Two policies, Naming Rights and Sponsorship and Advertising Policies, were amended and/or created that were approved at the March 25 Regular Board Meeting. See attached.

Analysis/Considerations

Staff are reviewing existing policies and if necessary, staff will present any amended and/or new policies to Board after summer.

Recommendation

None.

Action and Motion Requested

None.



MUNDELEIN PARK &
RECREATION DISTRICT

ADMINISTRATION POLICY MANUAL

Review

Revised 3/25/24
Revised 7/24/23
Revised, 2/27/23
Updated and Approved, 5/9/22
Full Review, 4/11/22
Policy Revision 2/14/22
Policy Revision 5/24/21
Policy Revision 4/12/21
Full Review, 12/28/20
Revised 10/26/20
Revised 7/22/19
Revised, 2/12/18
Revised, 5/8/17
Full Review, 2/27/17
Revised, 4/14/14
Revised, 8/22/11
Revised, 7/11/11
Revised, 3/28/11

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records in accordance with the Act, this FOIA Policy, and other applicable law. All notices and other communications in connection with a request to inspect, copy, or certify public records under the Act must be sent to: Public Body's Freedom of Information Officer, 1401 N. Midlothian Rd., Mundelein, Illinois 60060 ("*Office*").

4.6 Park and Facility Use

The District is ever mindful that the public parks and facilities of the community are for the use and enjoyment of the public. For these reasons, the District intends to make the parks and facilities available for various uses.

Since the District has large open spaces, there may be occasions the community may use parks to express their First and Fourteenth Amendments of the United States Constitution rights through the right of public assembly and expression in traditional and designated public forums.

All contractors shall be required to apply for and receive a permit if they wish to gain access to District property with vehicles, equipment, or supplies for the purpose of contracted work on property near or adjacent to District property.

4.7 Control of Parks

The Board shall have the authority to establish by ordinance all necessary rules and regulations for the government and protection of parks, boulevards and driveways, and other property under its jurisdiction (70 ILCS 1205/8-1(d)) and to prescribe such fines and penalties for the violation of ordinances as stated in the Ordinance Code Providing for the Regulations and Restrictions Governing the Use of the Park System of the Mundelein Park & Recreation District. Exercising this authority, the Board has adopted, and may from time to time, amend District Ordinances.

4.8 Naming Rights

It is the responsibility of the Board to select names for new parks, buildings, facilities, and other recreational amenities ("Park Property"), or when appropriate, to change the existing name(s) of Park Property of the District. This statement of policy is intended to define the method of naming or renaming Park Property and to outline the conditions governing the selection of names.

1. Park Property should be named only after discussion. A four-fifths vote is needed to name a Park Property or to change the name of Park Property of the District.
2. Park Property may be named after individuals or groups who may have made substantial donations of Park Property or who have made substantial contributions toward the development of Park Property or community.
3. Park Property may be named after subdivisions, streets, geographical locations, historical figures, events, or concepts.

4. In addition, the Board may hold public contests for naming of Park Property. Such contests shall also be subject to the policies outlined above and are advisory, not binding.
5. At the discretion of the Board, naming rights may be negotiated and granted to a business or organization for a period of time and in exchange for a dollar amount that is mutually agreed upon by the Board and the business or organization.

4.9 Economy of Resources

The District understands the benefit of the economy of resources and purchasing through the participation in cooperative purchasing. Cooperative purchasing should be pursued whenever pricing and the desired product/service is most economical. Cooperative purchasing programs on the local, regional, state, and national level should be identified when appropriate related purchasing is required. The District will seek to identify vendors of environmentally friendly products within the cooperative purchasing programs it participates in.

4.10 Disposition of District Personal Property

In accordance with 70 ILCS 1205/8-22, from time to time the District performs planned “life expectancy” and equipment reviews on personal property may no longer be necessary or useful to the District or may need replacement. Three-fifths (3/5) of the Board members will approve the cost of replacement equipment within its budget and authorize disposition of the old or no longer necessary equipment. In this event, the Executive Director will have the option of selling the items via public auction, without a third-party vendor. The Board must approve all items for sale and the highest bid will be accepted (unless a minimum bid is established and not met).

4.11 Loan of District Equipment

The District shall cooperate with other governmental agencies in the loan of equipment between the agencies. The loan of District equipment shall only be made where the District’s operations will not be interfered with and the borrowing agency furnishes the transportation of the equipment, necessary labor for dismantling and erecting the equipment, receipts for the equipment, and obligates itself to return and replace any equipment lost or damaged while in the borrowing agency’s custody. When loaning equipment, the District will follow procedures established by the Park District Risk Management Agency.

4.12 Employment of Certified and Professional Trained Staff

The District recognizes the value of professional training and certifications. Certifications from national and state level organizations relevant to positions in the District are highly desirable. The District, in its recruitment and selection of candidates, prefers applicants to possess the appropriate certifications for relevant positions. The District, in its effort to retain certified employees, will make every effort to contribute

Participation in Park District Programs

Transgender or non-conforming gender individuals are encouraged to contact the Executive Director prior to registration or participation in District programs to ensure a smooth and respectful process or with any questions regarding participation or registration.

Names/Pronouns

Individuals are entitled to be addressed by a name and pronoun that corresponds to their affirmed gender. This name does not need to be the name consistent with an individual's government issued identification. Intentional or persistent refusal to respect an individual's gender identity by using names and pronouns not correlated with the affirmed gender is a violation of this policy and will not be tolerated.

Discrimination/Harassment

Complaints received regarding discrimination and/or harassment involving transgender or non-conforming gender individuals will be handled in the same manner as any other discrimination or harassment complaints.

4.40 Distribution of Personnel Policy Manual

The Personnel Policy Manual is updated as necessary and is reviewed by staff, Executive Director and Park District legal counsel. Changes, additions or deletions are approved by the Board of Commissioners. The Personnel Policy Manual is issued to staff during orientation and is also available to staff online at the Park District Intranet.

4.41 Sponsorship and Advertising

The Board recognizes the importance of securing alternate revenue sources as a means of increasing the District's resources. Therefore, Mundelein Park & Recreation District pursues sponsorships and advertising that are in the best interest of the District and the residents and community the District serves.

Mundelein Park & Recreation District welcomes and encourages sponsorships and advertising that support the programs, facilities, and services the District provides to the public. The District fosters mutually beneficial relationships designed to increase revenue, offset District budget limitations, enhance a user experience, and highlight community resources.

Mundelein Park & Recreation District will apply a preference for sponsorships and advertising contracts with community-based organizations whose product or image is consistent with the District's mission and values, which sell products or services germane to the District's programs, facilities and activities, and which support sustainability and environmentally conscious operations. A community-based organization must be registered to conduct business in Illinois, or officially recognized by the School District, Library, and/or Village to be considered for execution of an advertising agreement.

Sponsorships and advertising opportunities will not be extended to any organization whose vision, mission, values, products, or services conflict with the mission and values of Mundelein Park & Recreation District. Sponsorship and advertising opportunities are not intended to and do not create a public forum since the messages expressed in the sponsorship or advertising represent the District's choice of partners. The District will not enter into an agreement for sponsorship and/or advertising opportunities for the following reasons:

- Sponsorship will result in any loss of District administrative rights, jurisdiction, or authority.
- Promotes use of tobacco, legal or illegal drugs, or vaping.
- Advertises alcohol at events or in publications geared to children or youth.
- Promotes firearms, adult-use, or any enterprises not aligned with our community standards and values.
- Content of the advertisement is false, misleading, or deceptive.
- Depicts violence and/or anti-social behavior.
- Implies or declares an endorsement by the District of any goods, service, or activities.
- Organization's reputation will harm the reputation and goodwill of the District.

This policy does not apply to gifts, grants, or unsolicited donations in which no benefits are granted to the donor and where no business relationship exists.



MUNDELEIN PARK &
RECREATION DISTRICT

BOARD MEMORANDUM

April 8, 2024 Local Government Efficiency Committee Meeting Agenda Item

To: Committee Members
From: Ron Salski, Executive Director
Date: April 4, 2024
Subject: Discussion of Financial Sustainability Strategy

Background

In 2023, staff introduced a Financial Sustainability Strategy to demonstrate transparency and present opportunities for efficiencies and/or revenue.

Analysis/Considerations

Attached is the Financial Sustainability Strategy. Staff will provide a progress report on the initiatives.

Recommendation

None.

Action and Motion Requested

None.

Financial Sustainability Strategy Plan

Category A: (Meet one or more of the criteria): Easily implemented, feasible, board approval not necessary, minimal impact on community, financial impact within a year, minimal investment, minimal impact on service delivery, in-progress.

Area	Estimated annual savings/revenue	Status
OPERATIONS		
Switch to T-Mobile for Cell Phones	\$6,800	Complete
Switch Linen's Company at Golf Course	\$1,000	Complete
Seek Solar Developer Contract	\$20,000	Complete
Install LED Lighting District-Wide	\$15,000	Complete
Enhance Internet Connectivity	\$1,700	Complete
Switch P-Card Provider	\$2,700	In-Progress
Pursue Alternate Bank Investments	\$3,500 short-term	Complete
Intergovernmental Agreement with Projects for Cost Saving i.e. Asphalt, Equipment	TBD	In-Progress
FACILITIES & PARKS		
Offer After Hours Spray Park Rentals	\$1,500	Complete
Relocate Before/After School Care from Washington School to Dunbar Recreation Center	\$40,000	Complete
Solicit Naming Rights (Parks, Facilities, Playgrounds)	TBD	In-Progress
Relocate Indoor Pool Entrance	\$60,000	Complete
Offer Private/Non-Peak Indoor Pickleball Court Rentals	\$3,000	In-Progress
PROGRAMS		
Offer Pickleball Lessons and Leagues	\$10,000-\$15,000	In-Progress
ESTIMATED ANNUAL TOTAL (EXCLUDING TBD)	\$165,200 - \$170,200	

Category B: Moderate level of planning, research and implementation, mid-level of operational change, board discussion and/or approval, moderate impact on community, impact on service delivery, financial impact within two years, minimal to moderate investment, one-time or annual impacts.

Area	Estimated Annual Savings/Revenue	Status	
OPERATIONS			
Eliminate Brochure Mailings and Mail Postcard Reminders	\$20,000 annually	Complete	
Develop Wetland Mitigation Bank Credits	\$500,000-\$1,000,000 one-time	In-Progress	
Implement Cost of Service/Recovery Strategy	TBD	In-Progress	
Lease Park Maintenance Vehicles & Equipment	TBD	Not Favorable	
Review Affiliates Usage Agreement	TBD	Yes, but no financial benefit	
Pass on Credit Card Fees to User	TBD	Needs to be discussed	
FACILITIES & PARKS			
Steeple Chase: *If favorable, it is recommended to update the clubhouse.	Install Simulators (Initial expenses \$70,000-\$75,000 plus construction costs)	\$50,000	In-Progress
	Install Gaming Machines	\$25,000	In-Progress
Charge Residents for Spray Park Admission	\$10,000 annually	Keep Community Benefit	
Offer Dog Park Memberships	\$15,000 annually	In-Progress	
Eliminate Softball Leagues and Rent Fields	\$10,000-\$15,000 annually	In-Progress	
PROGRAMS			
Lease Portions of Village Green Property from MHS or Assist with Management of Village Green	TBD	Evaluate Annually	

Category C: Complex level of planning, research and implementation, high-Level of operational change, board needs to determine to move forward with research and planning, high impact on community, staffing impact possible, reduce service delivery, financial impact within two years, and high level of investment.

Area	Estimated Annual Savings/Revenue	Status
OPERATIONS		
Assess Staff Organizational Structure	TBD	In-Progress
FACILITIES & PARKS		
Evaluate Existing Facilities and Land for Cost Savings, Utilization, Staffing, Consolidation, Capital Costs, ADA, Electricity, Maintenance:		In-Progress
<ul style="list-style-type: none"> · Diamond Lake Beach and Rec Center · Steeple Chase Golf Club · Dunbar Recreation Center · Regent Center · Big & Little Child Development Center · Barefoot Bay Family Aquatic Center · Mundelein Heritage Museum · Kracklauer Dance Studio · Learning Center · Ice Rink · Indoor Facility 		



MUNDELEIN PARK &
RECREATION DISTRICT

BOARD MEMORANDUM

April 8, 2024 Local Government Efficiency Committee Meeting Agenda Item

To: Committee Members
From: Ron Salski, Executive Director
Date: April 4, 2024
Subject: Review of sample report

Background

A formal report is required to be completed, approved, and submitted by December 2024.

Analysis/Considerations

Attached is a sample report that requires significant information. Staff will begin inputting required information for review at the next meeting and request the Committee discuss the following areas of the report:

1. **Opportunities for Increased Transparency**
The following are opportunities for increased transparency:
 - *Identify items that are not posted to websites and other opportunities for community input.*
2. **Opportunities for Other Intergovernmental Agreements**
 - *If your agency does not take advantage of the efficiencies identified in Section V above, you may consider listing some of those opportunities here.*
3. **Opportunities for Savings such as Energy Efficiency Projects, Joint Purchasing**
 - *If your agency does not take advantage of the efficiencies identified in Section V above, you may consider listing some of those opportunities here.*
4. **Other**
 - *List any other ideas or suggestions that demonstrate that a park district is the most efficient and transparent form of government to provide park, recreation and conservation services.*
5. **Unfunded Mandates**
 - *Unfunded state mandates are another cost driver. While the Park District recognizes that there are benefits to some of these mandates, modifications could help alleviate some of the burden to the park district.*

Recommendation

Staff is requesting Committee Members discussing the five areas as outlined.

Action and Motion Requested

None.

EFFICIENCY REPORT FOR THE

_____ [INSERT NAME] **PARK DISTRICT**

**APPROVED BY THE PARK DISTRICT'S
COMMITTEE ON LOCAL GOVERNMENT EFFICIENCY
ON _____ [INSERT DATE]**

[INSERT PARK DISTRICT LOGO]

I. Purpose

The _____ [INSERT NAME] Park District (“Park District”) formed its Committee on Local Government Efficiency on _____ [INSERT DATE COMMITTEE FORMED BY RESOLUTION], 2023, to study efficiencies and report recommendations regarding those efficiencies and increased accountability pursuant to 50 ILCS 70/1, *et seq.* (the “Committee”).

II. Committee Membership

The Committee consisted of the following individuals:

_____ [NAME OF BOARD PRESIDENT/CHAIRPERSON]

_____ [NAME OF COMMISSIONER]

_____ [NAME OF COMMISSIONER]

_____ [NAME OF COMMISSIONER]

_____ [NAME OF COMMISSIONER]

_____ [NAME OF COMMISSIONER IF APPLICABLE]

_____ [NAME OF COMMISSIONER IF APPLICABLE]

_____ [NAME OF RESIDENT MEMBER]

_____ [NAME OF RESIDENT MEMBER]

_____ [NAME OF CHIEF EXECUTIVE OFFICER OR OTHER OFFICER IF APPLICABLE]

_____ [NAME OF OTHER MEMBER IF APPLICABLE]

_____ [NAME OF OTHER MEMBER IF APPLICABLE]

III. Committee Meetings

The Committee met as follows:

Meeting Date	Meeting Time and Place
_____	_____
_____	_____
_____	_____
_____	_____

Minutes of these meetings are available on the Park District's website or upon request at the Park District's administrative office.

IV. General Overview of Governing Statutes, Ordinances, Rules, Procedures, Powers, Jurisdiction

The Park District was established by a referendum initiated and approved by the voters of the Park District in _____ [YEAR DISTRICT WAS FORMED]. All Illinois park districts, including the Park District, are governed by the Park District Code, 70 ILCS 1205/1 *et seq.*

Having a separate and distinct taxing body for parks, recreation, and conservation within the local community, which operates apart from general purpose governments, is extremely beneficial to the community for many reasons, as detailed further in this report.

- **Elected, non-partisan, non-compensated board.** The Park District is governed by a board of _____ [FIVE or SEVEN] commissioners. Commissioners must reside within the boundaries of the park district and are elected at the Consolidated Election in odd-numbered years. Pursuant to state law, commissioners are non-partisan and serve without compensation.
- **Accessible and focused representation.** Having a dedicated board to oversee these essential facilities, programs, and services provides the community with increased access to their elected representatives and allows those elected representatives to remain focused solely on those facilities, programs, and services. This is contrasted with general purpose governments where elected representatives are responsible for broad oversight on a wide range of issues. This special purpose benefit is particularly advantageous when it comes to budget and finance oversight.
- **Increased transparency.** Having a dedicated unit of local government to provide park and recreation services also improves the relationship between the park district and its residents because of the transparency and openness related to the board and park district operations. Having detailed agenda and action items allows taxpayers to be better informed about the inner workings of their local government. When individual units of government are responsible for providing specified services like park districts, transparency is increased because action items and budget procedures are more detailed. Additionally, these items and budgetary decisions are subject to more scrutiny by locally elected officials than is the case with larger, multi-purpose governments with a multitude of departments.
- **Protection of revenues.** Because the Park District is a separate unit of local government, the revenues it generates can only be used for park district purposes. This assurance is contrasted with general purpose governments like cities, villages, and counties that provide a multitude of services such as fire, police, public works, economic development, etc., where revenues that are generated specifically for parks and recreation can be expended on these other services with limited, if any, input from voters.

- **Protection of assets.** Public parks and other real property owned by the park district is held in trust for the residents of the park district, and, subject to very limited exceptions, can only be sold or transferred if residents approve of the sale or transfer by a referendum. This is contrasted with general purpose units of government, which have authority to sell or dispose of property by a vote of the governing board.
- **Providing the Community More with Less.** The Park District does more with much fewer funding options. Unlike other units of local government that receive direct state funding, and income, sales, use, hotel/motel, motor fuel and other numerous taxes, the Park District's only tax revenues come from a modest portion of a resident's overall property tax bill. In fact, despite its limited funding options, the Park District share is only _____ [INSERT PERCENTAGE] of the local tax bill.
- ***[Insert any additional examples of the way in which statutes/rules help your agency promote transparency, accountability, or efficiency compared to other governments.]***

As part of good governance and implementing best practices in the management of day-to-day operations, the Park District has also adopted the following ordinances, rules, policies, and procedures:

[SUGGESTED EXAMPLES LISTED BELOW]

- **[Operations Manual]**
- **[Board Policies and Procedures Manual]**
- **[Administrative Policies and Procedures Manual]**
- **[General Conduct Ordinances]**
- **[Personnel Policies/Employee Manual or Handbook]**
- **[Safety and Risk Management Policies]**
- **[Strategic Plan]**
- **[Comprehensive Master Plan]**
- **[Annual Report]**
- ***[Insert any additional examples of policies, procedures or rules that your agency may have adopted, which could be listed as examples of good governance.]***

V. List of Shared Services and Partnerships

The Park District works diligently to provide the best possible programs, services, and facilities to our community at the least possible cost. One of the many ways the Park District achieves this goal is by partnering with neighboring park districts, school districts, other units of local government within or near the community, the State, non-profit organizations, and for-profit corporations. Below is a comprehensive list of the current partnerships, agreements, and other relationships that assist the Park District's mission of delivering the best possible services at the least possible cost to our community.

1. Membership in SRA if Any

The Park District is part of the _____ [INSERT NAME] Special Recreation Association ("SRA"). Special recreation associations are a form of intergovernmental cooperation among units of local government that are authorized under the Illinois Constitution, the Intergovernmental Cooperation Act, the Park District Code, and the Municipal Code. Their formation is rooted in a fundamental belief and recognition that "Recreation is for Everyone." They are shining examples of local government efficiency.

By partnering together, local communities are able to effectively and efficiently deliver more successful program opportunities to community members who have special needs. Furthermore, by participating in the SRA, the Park District networks with _____ [INSERT NUMBER] other local governments to provide many more program opportunities for our community members who have special needs and offers a choice between participating in the SRA's programs or in programs that are provided by the Park District.

The Park District and the SRA also achieve efficiency by utilizing existing facilities that are owned and operated by the SRA's members, including the Park District. Utilizing these existing facilities allows the SRA to deliver services to its member communities at a lower cost. Currently the Park District provides the SRA access to the following facilities for their program offerings:

- ***[List facilities.]***

The SRA also provides the support needed for participants with special needs who choose to register for the Park District programs or inclusive programming. The SRA collects information on the registered participant and determines what supports are needed for that participant to be successful in this inclusive setting or the Park District program. This could include additional training of the supervisory staff, additional support staff, the use of adaptive equipment, behavior management, and/or other measures that will assist in the successful participation of this individual in the Park District program. Although success may not look the same for everyone, the SRA works with the Park District's staff to ensure the best possible results for all the participants in

the program. The Park District's cost of providing these services would be much greater without its participation and partnership in the SRA.

In 2022, the SRA successfully served _____ [INSERT NUMBER] residents in _____ [INSERT NUMBER] programs. The SRA also supported _____ [INSERT NUMBER] participants in inclusive programs that were provided by the Park District.

The Park District is very proud of the ongoing collaboration with the SRA. By working cooperatively with other local governments, not only are we better able to collectively serve all citizens within our communities, including persons with disabilities, but we are able to do so in the most efficient and effective manner possible.

- 2. Other intergovernmental agreements with other park districts, forest preserve districts, conservation districts, or municipal recreation agencies**
 - *[List any examples of intergovernmental agreements such as joint programming, shared facility use, risk management, investments, etc., which demonstrate cost savings / efficiencies.]*
- 3. Intergovernmental agreements with other units of local government**
 - *[List any examples such as joint purchasing, shared facility use, stormwater management, police protection, etc., which demonstrate cost savings / efficiencies.]*
- 4. Intergovernmental agreements with the State of Illinois**
 - *[List any examples such as the CMS Joint Purchasing program and other agreements, if any.]*
- 5. Partnerships or agreements with athletic or similar affiliate organizations that operate sports or other leagues**
 - *[List any agreements such as those with organized leagues, which save valuable resources for the community. For example, most of these organizations would be unable to construct and maintain their own sports fields. Oftentimes, sports complexes are multipurpose, which is an efficient way to satisfy the demands for numerous different sports and recreational activities.]*
- 6. Partnerships or other interrelationships with non-profits**
 - *[Insert any agreements with organizations such as the YMCA and other not-for-profits.]*
- 7. Partnerships with for profit organizations**
 - *[List any agreements with banks, retailers, and other for-profit businesses.]*

8. Informal cooperation with other units of local government which save taxpayer dollars by eliminating redundancy

- *[Insert any additional examples of informal or verbal agreements that demonstrate intergovernmental or other cooperation that results in savings to taxpayers. For example, an agency may allow a township to store mowing equipment for areas far from a township storage facility, but there may not be a formal intergovernmental agreement as described in items 2-4 above.]*

VI. Other Examples of Efficient Operations

Use of volunteers. One way in which the Park District reduces the burden on taxpayers is through the use of volunteers. Last year, _____ [INSERT NUMBER] individuals volunteered _____ [INSERT NUMBER] hours of service to the Park District.

Youth employment. The Park District is a major employer of youth in the community. Last year, the Park District employed _____ [INSERT NUMBER] youth. Not only is this an efficient way to deliver services, but youth employment serves as a valuable training tool for the future workforce.

Joint purchasing (if not listed above). The Park District participates in joint purchasing cooperatives pursuant to the Governmental Joint Purchasing Act (30 ILCS 525/0.01 *et seq.*) thereby saving taxpayer dollars through economies of scale. These include:

- *[Insert any products and services purchased and, if possible, the savings that were generated.]*

_____ [INSERT NAME] **Foundation.** Last year, the Foundation raised \$ _____ [INSERT DOLLAR AMOUNT] in private donations, which help alleviate the burden on taxpayers. The Foundation also supported the Park District by:

- *[Insert any other assistance provided to the Park District by the Foundation.]*

Collaboration with other park districts on best practices. Because park districts are not in competition with one another, they are more willing than the private sector to share best practices. These best practices help to avoid unnecessary costs and deliver services more effectively and efficiently.

Reliance on Non-Tax Revenue. Unlike most local governments that rely on a wide range of sales, use, and income taxes, the Park District is not permitted to assess these types of taxes. Additionally, although the Park District is an economic engine for the community and generates much revenue for the state and our community in the form of hotel/motel, sales, and motor fuel taxes, our Park District does not receive any of these revenues. Also, unlike Illinois cities, villages, counties, and school districts that received billions of dollars in direct financial assistance from the Coronavirus Aid, Relief, and Economic Security (CARES) Act and the American Rescue Plan Act (ARPA), our Park District did not receive any such direct federal aid. Our Park District also does not receive state funding under the Local Government Distributive Fund (LGDF) or General State Aid (GSA) that these same cities, villages, counties, and school districts receive through the State budget.

Instead, the Park District provides all of the programs, facilities, and services to the community with a very modest amount of property taxes and from **non-tax sources** such as memberships, program registrations, and other user fees as well as private donations and grants.

VII. Transparency to the Community

The following information about the Park District may be obtained by citizens in the location listed.

Document	Location(s) Available <small>(website, administrative offices, county clerk, state website, etc.)</small>
<ul style="list-style-type: none"> • Annual tax levy 	<hr style="border: 0; border-top: 1px solid black;"/>
<ul style="list-style-type: none"> • Annual budget and appropriation ordinance 	<hr style="border: 0; border-top: 1px solid black;"/>
<ul style="list-style-type: none"> • Agenda and minutes 	<hr style="border: 0; border-top: 1px solid black;"/>
<ul style="list-style-type: none"> • Comptroller’s annual finance report (AFR) 	<hr style="border: 0; border-top: 1px solid black;"/>
<p><u>[Other Possible Examples:]</u></p>	
<ul style="list-style-type: none"> • Annual audit 	<hr style="border: 0; border-top: 1px solid black;"/>
<ul style="list-style-type: none"> • Statement of Receipts and Disbursements 	<hr style="border: 0; border-top: 1px solid black;"/>
<ul style="list-style-type: none"> • Conduct Ordinances 	<hr style="border: 0; border-top: 1px solid black;"/>
<ul style="list-style-type: none"> • Long range plans 	<hr style="border: 0; border-top: 1px solid black;"/>
<ul style="list-style-type: none"> • Strategic plans 	<hr style="border: 0; border-top: 1px solid black;"/>
<ul style="list-style-type: none"> • Capital improvement plan 	<hr style="border: 0; border-top: 1px solid black;"/>
<ul style="list-style-type: none"> • ADA transition plan 	<hr style="border: 0; border-top: 1px solid black;"/>
<ul style="list-style-type: none"> • <i>[List any other documents deemed appropriate that demonstrate transparency]</i> 	<hr style="border: 0; border-top: 1px solid black;"/>

The Park District offers residents many opportunities to provide feedback. These include:

- The board of commissioners meets _____ [INSERT FREQUENCY] each month. Residents may provide public comment at every meeting.
- The Park District’s annual Budget and Appropriation Ordinance is available in tentative form at least 30 days prior to its adoption at an open meeting of the Park District board. Additionally, at least one public hearing is held prior to final action, and notice of the hearing is published in the newspaper at least one week prior to the hearing.

- The Park District’s annual property tax levy is approved at an open meeting of the Park District board in accordance with the Open Meetings Act. The Park District follows all public notice and hearing requirements under the Truth in Taxation Law prior to the adoption of this annual tax levy. **[The Park District’s annual levy is also subject to the limitations of the Property Tax Extension Limitation Law.]**
- Residents may contact or request information from the Park District by phone at _____ [INSERT PHONE NUMBER] or email at _____ [INSERT EMAIL ADDRESS]
- ***[List any committees, boards, etc. that have community representation.]***
- ***[List any community surveys and other resident surveys in the past 5 years; include program surveys and any other surveys that sought community input no matter how complex or simple.]***
- ***[Identify any public hearings or similar meetings where community input was obtained in the past 5 years.]***

VIII. District Awards and Recognition

The District's achievements have been recognized in numerous ways.

[SUGGESTED EXAMPLES LISTED BELOW]

- *Indicate if the park district is a Joint Distinguished Accredited Agency*
- *List IAPD or IPRA agency or individual awards*
- *Identify all Master Board Members*
- *You may wish to highlight all staff credentials*
- *You may wish to highlight staff and commissioner training*
- *[Insert any other noteworthy awards or recognition]*

IX. Benefits and Services

The Park District serves the entire community from the youngest child to the oldest adult and all ages in between. It does so in a variety of ways.

1. Facilities

The Park District offered the following facilities to the community last year:

- *[List all park sites, nature and multi-purpose trails, community centers, senior centers, recreation facilities, tennis courts, swimming facilities and beaches, golf courses, boating and fishing areas, campgrounds, community gardens, etc.]*
- *[List any specialized benefits and services such as zoos, museums, cemeteries, airports and restaurants, etc.]*

2. Programs

The Park District offered the following programs last year. Registration numbers are also provided.

- *[List all programs including before/after school, summer, recreational, fitness, cultural, arts, senior, etc., and include participation numbers if available.]*

3. Additional Services

The Park District provided the following additional services to the community.

- *[List any other services not listed above.]*

4. Other Benefits

While the Park District is a special purpose district, its impact to the community is multi-faceted and far reaching. For example, the Park District's parks, recreational programming, and other opportunities improve the community's overall physical and mental health and wellness, thereby reducing health care costs. Before and after school and summer programs offer safe, convenient, and affordable childcare options for working families during critical times when school is not in session. These opportunities also help reduce juvenile crime. The Park District's open space and trees help improve air and water quality and mitigate flooding.

- *[Identify any other benefits.]*

X. Recommendations for Increased Accountability and Efficiency

1. Intergovernmental Fees and Charges

One opportunity for efficiency would be the elimination of fees and charges assessed by other units of government. By way of example, below are amounts that other units of local government charge the Park District even though the Park District's taxpayers are also taxpayers of these other units of local government. Such fees and charges, and the bureaucracy that accompanies them, inhibit the park district's ability to deliver programs, facilities, and services at the least possible cost.

- *[List the total amount paid for each fee, charge, and assessment paid to other units of government, e.g., building permits, sewer taps, county food service, state and local liquor license, elevator license and inspection, business, restaurant, burglar alarm, vending, entertainment, construction permit, building inspection, stormwater management, impervious surface, water reclamation, ISP background checks, fire inspection, towing, health inspections, sprinkler inspections, pool permits, grass maintenance etc.]*
- *[If city, village, or county charge your agency for police protection in your parks, highlight the fact that the responsibility to provide police protection in areas within the boundaries of the city/village is already their responsibility and that the taxpayers are already paying for this service which should alleviate the need to charge the park district.]*

Other units of local government should recognize that intergovernmental fees often lead to inefficiency in the expenditure of taxpayer dollars through extra bureaucracy and administrative costs. In many cases, the unit of government assessing the fee ultimately benefits from the project or event, meaning it can recoup its costs through the extra sales tax or other revenue that will be generated. Where such fees are absolutely necessary, general purpose units of government should offset the fee by crediting the park district for all benefits they will receive from a project, event, or property. For example, open space that is protected and maintained by the Park District helps mitigate stormwater management costs, so assessing stormwater management fees on the Park District not only leads to inefficiency, but it is also shortsighted.

Governmental units should be discouraged or prohibited from charging more than their out-of-pocket costs associated with the activities covered by a fee that is assessed to another unit of local government with the same taxpayers. Put another way, one unit of local government should not profit by taxing another. Eliminating local permit fees is a way to reduce administrative costs without impacting overall public revenue. Local government best serves the people when it cooperates and works together. Some communities recognize this and do not charge fees to other units. All communities should be encouraged to follow that model to receive the best results for local taxpayers and to promote governmental efficiency.

2. Inefficiency of Other Governments

The Park District is also negatively impacted by the inefficiency of the state and other units of local government.

- *[If the park district has experienced delays in grant reimbursements or other payments from the state, you may wish to highlight the financial impact.]*
- *[If the park district has experienced delays in permit processing, grant agreements, or other paperwork that has had negative financial or other detrimental consequences, identify those and the costs or negative impact.]*

3. Unfunded Mandates

Unfunded state mandates are another cost driver. While the Park District recognizes that there are benefits to some of these mandates, modifications could help alleviate some of the burden to the park district.

[DEPENDING UPON THE FINANCIAL IMPACT, YOUR AGENCY MAY WISH TO EXCLUDE THESE MANDATES OR MAY WISH TO LIST ANY OTHER EXAMPLES OF LAWS, RULES, OR MANDATES THAT INHIBIT EFFICIENCY, ALONG WITH THEIR ASSOCIATED COST.]

a) Non-resident FOIA Requests. Last year, the park district spent _____
[INSERT DOLLAR AMOUNT] in staff time and legal fees to fulfill FOIA requests. Often the individuals/businesses submitting the FOIA requests are from outside of the park district boundaries, and they appear to be serving a specific agenda, rather than assuring better local government.

- **[Provide specific examples if the Park District has them.]**

Under current law, resident taxpayers end up footing the bill for these non-resident or commercial requests. In order to help alleviate the burden for these non-resident requests the law could be amended to: (1) add a requirement that non-residents identify/explain the purpose of the request for information; (2) add a time limit on how far back a non-resident can request information; (3) staff time and costs could be included in the amount that is reimbursable for non-resident and commercial requests; (4) move back the deadline for non-resident requests 10 business days so that the park district does not have to delay services to its residents in order to comply with a non-resident request.

Sunshine laws are supposed to protect taxpayers by allowing them to shed light on any issue that is not exempt from FOIA. However, local government can be burdened by having to drop everything to rearrange priorities to meet FOIA deadlines, particularly if it has limited resources. Since local residents ultimately

bear the expense of complying with FOIA, treating resident and non-resident requests differently would be justified.

b) Criminal Background Checks. All park districts are statutorily required to conduct criminal background checks on all employees pursuant to Section 8-23 of the Park District Code. The background checks must be done through the Illinois State Police (ISP). Last year, the park district spent \$_____ [INSERT DOLLAR AMOUNT] for criminal background checks. The Park District does not recommend eliminating this mandate because it is necessary to ensure the safety and well-being of children and other park district patrons. However, the State should explore ways in which it could improve the current system and make it less costly for park districts to comply with the law.

The mandate also raises the fundamental question as to why one layer of government is forced to charge its taxpayers to comply with a State mandate when the State made the determination to impose the mandate. Put another way, if the State has determined that criminal background checks are necessary for public safety, the State should assist with compliance.

The Park District recommends studying whether there can be a more efficient background check process implemented through the ISP to reduce the time and expense it takes for background checks. Another suggestion is for ISP to waive the fee for checks on minors or waive all fees for name checks. If there is a "hit" from a name check, the fee could be charged for the more costly fingerprint check. Since it is a state mandate, perhaps the fee structure for park districts should also be reviewed to determine whether the fee being charged exceeds the actual cost of doing the check and, if so, perhaps the ISP could consider reducing its cost to local governments.

c) Prevailing Wage. One way to reduce burden on local government staff is to limit the prevailing wage requirement to larger capital contracts. This would free up tracking of the paperwork on small repairs and projects. One reason for creating a threshold requirement is the cost of the administrative burden relative to the cost of the actual project. For example, eliminating prevailing wage on smaller projects, e.g., those less than \$50,000, will result in more local bids and decrease the overall cost for these smaller public works projects.

d) Newspaper Publication. The newspaper is no longer the most effective way to provide notice. Websites are cheaper and reach more people. Permitting the park district to post the information on its website in lieu of newspaper publications would reduce costs.

4. Opportunities for Increased Transparency

As illustrated above, the Park District is very transparent in its operations. The following are opportunities for increased transparency:

- *[Identify items that are not posted to website and other opportunities for community input]*

5. Opportunities for Other Intergovernmental Agreements

- *[If your agency does not take advantage of efficiencies identified in Section V above, you may consider listing some of those opportunities here]*

6. Opportunities for Savings such as Energy Efficiency Projects, Joint Purchasing

- *[If your agency does not take advantage of efficiencies identified in Section V above, you may consider listing some of those opportunities here]*

XI.OTHER

[LIST ANY OTHER IDEAS OR SUGGESTIONS THAT DEMONSTRATE THAT A PARK DISTRICT IS THE MOST EFFICIENT AND TRANSPARENT FORM OF LOCAL GOVERNMENT TO PROVIDE PARK, RECREATION AND CONSERVATION SERVICES.]

Dated: _____ [INSERT DATE FINAL REPORT APPROVED BY EFFICIENCY COMMITTEE]

Signed: _____ [CHAIR'S SIGNATURE]