

**EFFICIENCY REPORT FOR THE
NEW LENOX COMMUNITY PARK DISTRICT**

RECEIVED
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Will County Board
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APPROVED BY THE PARK DISTRICT'S
COMMITTEE ON LOCAL GOVERNMENT EFFICIENCY
ON 9-18-24



I. Purpose

The **New Lenox Community Park District** ("Park District") formed its Committee on Local Government Efficiency on **Wednesday, May 17, 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:

Ted Schulz, NLCPD Board President

Brian Fischer, NLCPD Board Vice-President

Dale Larson, NLCPD Board Secretary

Garry Kraemer, NLCPD Board Treasurer

Mark Ott, NLCPD Commissioner

Jen Ruhl, Resident Member

Stacy Schulz, Resident Member

Tom Eddy, Resident Member

Paul Manzi, Resident Member

Greg Lewis, Executive Director

Kathy Lynch, Director of Business Services

Bob Schulz, Director of Golf

Lea Pipiras, Director of Recreation

Missy McGrath, Guest Services Supervisor

III. Committee Meetings

The Committee met as follows:

Meeting Date	Meeting Time and Place
May 17, 2023	7:00pm, Village Hall Board Room, New Lenox, IL
November 15, 2023	5:00pm, Village Hall Board Room, New Lenox, IL
March 20, 2024	5:00pm, Village Hall Board Room, New Lenox, IL

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 1969. 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** 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 2.81% of the local tax bill.

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:

- **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**
- **Annual Comprehensive Financial Report**
- **Total Annual Compensation Packages**

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 Lincolnway 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 8 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:

- *LWSRA Special Recreation Center, 1900 Heatherglen Dr, New Lenox, IL 60451*
- *Leigh Creek Park, 2400 Knightsbridge Ln, New Lenox, IL 60451*

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 451 residents in 4775 program sessions. The SRA also supported 124 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

Lincolnway Special Recreation Association

1. Resolution No. 17-3 Of the Board of Directors of Lincolnway Special Recreation Association to Amend Its Intergovernmental Agreement Authorizing the LWSRA Into an Agreement to Provide Funding for the Construction of a Facility for Office and Recreational Programming Use
2. Resolution No. 17-4 the Board of Directors of Lincolnway Special Recreation Association to Amend its Lease Agreement with the New Lenox Community Park District for the Purpose of Constructing a Facility for the Administration of Recreation Services for the Disabled
3. Resolution No. 10-17 Authorizing the Execution of the Agreement Between Lincolnway Special Recreation Association and the New Lenox Community Park District
4. Resolution No. 10-18 Authorizing Execution of the Lease Agreement with the New Lenox Community Park District for the Purpose of Constructing a Facility for the Administration of Recreational Services for the Disabled
5. Resolution No. 12-08 of the Board of Directors of Lincolnway Special Recreation Association to Amend its Lease Agreement with the New Lenox Community Park District for the Purpose of Constructing a Facility for the Administration of Recreational Services for the Disabled
6. Resolution No. 15-15 Approving a Memorandum of Understanding Between the New Lenox Community Park District and Lincolnway Special Recreation Association Regarding Shared Transit Bus Use

Lincoln-Way High School District #210

1. Lincoln-Way West High School Facilities and Lincoln-Way Central Facilities

New Lenox School District #122

1. Intergovernmental Agreement Between New Lenox School District No. 122 and New Lenox Community Park District

2. Agreement to Cooperative in Improvement of the foregoing School Properties with New and Expanded Playgrounds and Playground Equipment for Nelson Ridge and Nelson Prairie School
3. Agreement to Transfer Property from School District No. 122 to the New Lenox Community Park District – Spencer Campus detention pond
4. Resolution No. 13-22 Authorizing the Execution of Before and After School Enrichment Program Agreement By and Between the Park District and School District 122 **(1st renewed)**
5. Resolution No. 16-04 Authorizing the Execution of Before and After School Enrichment Program Agreement By and Between the Park District and School District 122 **(renewed)**
6. Resolution No. 19-04 Authorizing the Execution of Before and After School Enrichment Program Agreement By and Between the Park District and School District 122 **(renewed)**
7. Resolution No. 19-12 the Authorizing Execution of First Addendum to Intergovernmental Agreement with New Lenox School District 122
8. Resolution No. 20-08 Authorizing the Execution of First and Second Addendum to Intergovernmental Agreements By and Between the Park District and School District No.122

3. Intergovernmental agreements with other units of local government

Village of New Lenox

4. Resolution No. 20-09 Authorizing the Execution of Documents to Effectuate the Transfer of Property Pursuant to the Intergovernmental Agreement with the Village of New Lenox for the Facility at 901 Country Creek Drive
5. Resolution No. 18-14 Authorizing the Execution of An Intergovernmental Agreement with the Village of New Lenox Property/Hartz Land Company LP
6. Resolution No. 18-10 Authorizing the Execution of An Intergovernmental Agreement with the Village of New Lenox for use of Village Concession Stand **(1st renewed)**
7. Resolution No. 21-03 Authorizing the Execution of the Lease Agreement Between the Village of New Lenox and the New Lenox Community Park District **(renewed)**
8. Resolution No. 85-03 Authorizing the New Lenox Community Park District to Execute an Intergovernmental Cooperation Agreement with the Village of New Lenox to Provide Police Services on the Park District Property

Will County

1. Data License Intergovernmental Agreement Between the County of Will and the New Lenox Community Park District

9. Partnerships or agreements with athletic or similar affiliate organizations that operate sports or other leagues

The New Lenox Community Park District as of 2007 recognized the following Athletic Associations:

- **Football - New Lenox Mustang Football Association,**
- **Football - New Lenox Youth Football Association**
- **Baseball - New Lenox Rebels Baseball Association**
- **Softball - New Lenox Girls' Softball Association**
- **Soccer - New Lenox Soccer Association**

The above associations are granted field allocations to certain facilities belonging to or governed by the Park District.

The Athletic Association seeks the Park District's permission to have the use of certain facilities belonging to or governed by the Park District at certain times, to the exclusion of others at those times.

As a recognized Association, and to be considered for allocation of fields or facilities, the following must be adhered to:

- A. Be organized to provide a recreational activity or other Park District compatible service with a formal constitution and mission statement.
- B. Be registered to do business as a not-for-profit corporation within the State of Illinois.
- C. Be responsible for their administration and their operations.
- D. Support the philosophy and principles of the Park Board and attend the preseason required meeting.
 1. Preseason required meetings must be held by the third Friday in March for the following associations: New Lenox Rebels Baseball Association, New Lenox Girls' Softball Association and New Lenox Soccer Association. Preseason required meetings must be held by the second Friday in July for the following associations: New Lenox Mustang Football Association and New Lenox Youth Football Association.
 2. Preseason required meeting to be attended by the association Board President and board member(s)
 3. The purpose of these meetings is to share information and obtain proper documentation per the Athletic Association Requirement checklist.
 4. If an association cannot provide the required documentation, the Association Board President will be required to attend a NLCPD board meeting to explain to the Park District board why the required documentation cannot be submitted in a timely manner.

- E. Provide a certificate of liability insurance in the amount of \$1,000,000 naming the Park District as an additional insured and certificate holder along with New Lenox School District 122 and Lincoln- Way High School District 210, if applicable. Certificate of insurance is required for all sites maintained by the New Lenox Community Park District (i.e., Francis Field, etc.). The COI's must be on file with the Park District prior to any field and/or facility use. The association will be denied field and/or facility use until the document(s) have been turned into NLCPD and any applicable School Districts. (Refer to the Athletic Association Requirement checklist).
- F. Register with the Internal Revenue Service as a not-for-profit organization under IRS Code Section 501(c)(3).
- G. Upon request, provide the Park District with minutes for all Board Meetings. NLCPD will provide minutes from each preseason meeting to the corresponding association.
- H. Maintain a ratio of at least 75% residents as opposed to non-residents. "Resident" shall be defined as a person permanently domiciled within the New Lenox Community Park District boundaries. Out-of-District Athletic Field Maintenance fee of \$25 will be charged to each out-of-district athlete at the end of each season year for team sports (spring/fall) Out-of-District Athletic Field Maintenance fee of \$5 will be charged to each out-of-district athlete participating in an instructional program.

Should your association not adhere to the ratio, the Out-of-District fee will go to \$65 per athlete at the end of each season year for team sports. Individual instructional program fee will triple to \$15 per athlete per program.
- I. Enforce some type of mandatory participation rules for all players and provide Park District assurance of the same.
- J. Provide evidence to the Park District of the Crime/Employee Dishonesty coverage for a minimum of \$25,000.00. Additional Crime/Employee Dishonesty coverage amount can be determined by the association.
- K. All constitutional amendments, policy manuals, and fee structures must be provided to the Park District on a yearly basis; prior to beginning each season.
- L. Along with its officers and members, refrain from any discussion of Park District elections at any meeting of their Associations and/or Park District meeting.
- M. Association Officers and its Board Members must reside in the boundaries of the New Lenox Community Park District.

N. Provide evidence to the Park District that the organization is compliant with the Youth Sports Concussion Safety Act as mandated the Illinois General Assembly- Public Health (410 ICS145/1) (See appendix 3).

10. Partnerships or other interrelationships with non-profits

New Lenox Lion's Club

1. Execution of the Agreement Between the New Lenox Lions Club and the New Lenox Community Park District

VI. Other Examples of Efficient Operations

Use of volunteers. One way in which the Park District reduces the burden on taxpayers is using volunteers. Last year, 131 individuals volunteered at the Park District.

Youth employment. The Park District is a major employer of youth in the community. Last year, the Park District employed 75 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:

- Kubota Mower – Discounted \$5,811.08 through Sourcewell

New Lenox Friends of the Park Foundation. Last year, the Foundation raised \$17,152.99 in private donations, which help alleviate the burden on taxpayers. The Foundation also supported the Park District by:

- Collaborate with the park district on special events for the community.

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 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 (website, administrative offices, county clerk, state website, etc.)
• Annual tax levy	Website
• Annual budget and appropriation ordinance	Website
• Agenda and minutes	Website
• Comptroller's annual finance report (AFR)	Website
• Annual audit	Website
• Statement of Receipts and Disbursements	Administrative Office
• Conduct Ordinances	Administrative Office
• Long range plans	Administrative Office
• Strategic plans	Administrative Office
• Capital improvement plan	Administrative Office
• ADA transition plan	Administrative Office

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

- The board of commissioners meets Once 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 815-485-3584 or email at geninfo@newlenoxparks.org.

VIII. District Awards and Recognition

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

- **List IAPD or IPRA agency or individual awards**
 - IAPD Honored Professional of the Year in 2014, Greg Lewis
 - IAPD Rising Star Award in 2019, Ted Schulz
- **Finance Awards**
 - The Government Finance Officers Association (GFOA): 2008-2023
- **Staff credentials**
 - Executive Director, Greg Lewis, CPRP
 - Deputy Director of Business Services, Jason Braglia, CPRP
 - Director of Golf, Bob Schulz, PGA
 - Golf Course Assistant Director, Ethan Bedsaul, PGA
 - Golf Course Assistant Manager, Ben McAdams, PGA
 - Golf Course Superintendent, Douglas Eggert, GCSAA
 - Parks-Maintenance Assistant Director, Gary Wilde, CPSI
 - Director of Recreation, Lea Pipiras, CPRP
 - Deputy Director of Recreation, Olga Viano, CPRP
 - Recreation Supervisor, Bethany Lerch, CPRP

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:

NLCPD Administration Building
701 W. Haven Avenue, New Lenox, IL 60451

Lions Community Center
1 Manor Rive, New Lenox, IL 60451

The Sanctuary Golf Course
485 N. Marley Road, New Lenox, IL 60451

2. Parks

1. AEROHAVEN PARK 511 Glenn Drive
2. BENTLEY/TYLER ATHLETIC FIELDS Illinois Highway, East of Cedar Rd.
3. BRISTOL PARK 2178 Bristol Park Road
4. CHERRY HILL PARK 205 Kingston Dr.
5. CHESTNUT POINTE PARK 3037 Chestnut Pointe Dr
6. COUNTRYVIEW/ROYAL MEADOWS PARK 2200 Jackson Branch Drive/2233 Daniel Lewis Drive
7. CRYSTAL SPRINGS PARK 2398 Bluestone Bay Drive
8. FIELDSTONE PARK 115 Wind Crest Lane
9. FIREFIGHTERS PARK 1 Manor Drive
10. FITNESS COURT Haven Ave. & Gear Dr.
11. FREEDOM PARK 470 Charleston Drive
12. HAINES WAYSIDE PARK 184 Haines Avenue
13. HEATHER GLEN PARK 1900 Heather Glen Drive
14. HIBERNIA PARK 1598 Eagle Circle
15. HIGHLANDS PARK 1011 Flagstaff Lane
16. JACOB LOWELL PARK I221 E. Illinois Highway
17. LAUREL MEADOWS PARK 629 E. Fourth Ave
18. LEIGH CREEK SOUTH 2400 Knightsbridge Lane
19. LIONS DEN PARK 520 S. Cedar Road
20. MARTINO JR. HIGH ATHLETIC FIELDS 731 East Joliet Highway
21. NELSON CAMPUS PARK/FIELDS Nelson and Laraway Roads
22. NEUFAIRFIELD PARK 2509 Saddle Ridge Ct
23. PALMER VALLEY PARK 2901 Tanaga Basin
24. PRAIRIE RIDGE PARK 15881 Pond View Street
25. RON ROB ATHLETIC FIELDS 881 Country Creek Drive

26. R.S. CORCORAN PARK/ VETS FIELD 560 Vine Street
27. SCHOOLHOUSE MANOR PARK 1841 Cornell Drive
28. SHARON'S BAY PARK 805 Westwind Drive
29. SKY HARBOR PARK 2360 Alta Vista Drive
30. SPENCER CAMPUS ATHLETIC FIELDS Spencer Rd.; North of Laraway Rd.
31. SPENCER PARK 1099 S. Spencer Road
32. STONEBRIDGE PARK 1601 Nelson Road / 1802 Stonebridge Drive
33. TAYLOR GLEN PARK 2712 Northern Lights Way
34. THUNDER RIDGE PARK 3218 Apache Drive
35. WALONA PARK 200 Walona Avenue
36. WALKER COUNTRY ESTATES PARK 401 Lenox Street
37. WATERCHASE PARK 2185 Water Chase Drive
38. WILDFLOWER PARK 124 Cherry Hill Road
39. WILDWOOD PARK 605 W. Joliet Highway
40. WINDERMERE TOT LOT 911 Chelsea Court

2. Programs

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

Activity Code	Section	Program
27381	A1	Pool Party Rentals
26678	A2	Kids First Indoor Track & Field
22120	A2	Kids First Basketball Fundamentals
22120	A1	Kids First Basketball Fundamentals
24245	A2	I Speak Spanish! - Spanish for Kids
26674	A1	Kids First Soccer Fundamentals
27293	A1	Drop-In Men's 35+ Open Basketball
22111	A1	Kids First Baseball Fundamentals
21705	A2	Preschool Blast Off
28330	A4	Boys' Teen (Grades 7 & 8)
28331	A2	Girls' Youth (Grades 3 & 4)
28331	A3	Girls' Junior (Grades 5 & 6)
28023	A1	Experienced Ballet
28021	A1	Ballet & Tap Combo
28332	A1	BASKETBALL VOLUNTEER FEE
24230	A1	Flag Football Turkey Tournament
27140	A1	Batting/Court Rental LWC
29241	A1	Quilting Club
26678	A1	Kids First Indoor Track & Field
26677	A1	Kids First Multi-Sport Class
28021	A3	Ballet & Tap Combo
27383	A2	Daddy/Daughter Date Night

24590	A2	Ignite Cheerleading
25531	A1	Drop In Teen Open Basketball
58017	1	Before Care - Beyond the Bell
53004	A1	KK 3's 2023-2024
123456	T1	Testing Waitlist
33135	A1	TRAILBLAZERS HALF DAY
27361	A2	FlipStar Pre-School Gym
27360	A1	Flip Star Parent Tot
58012	A3	Haines/Oakview Reg. Fee
58013	1	Haines/Oakview AM
58014	1	Haines/Oakview PM
58004	A3	Nelson Reg. Fee
58005	1	Nelson Campus AM
58006	1	Nelson Campus PM
58008	A3	Tyler/Bentley Reg. Fee
58009	1	Tyler/Bentley AM
58010	1	Tyler/Bentley PM
58000	A3	Spencer Reg. Fee
58001	1	Spencer Campus AM
58002	1	Spencer Campus PM
27512	A1	LW West Fitness Center-Ages 14-22
58029	A4	Trailblazers-AM Reg
58030	1	Trailblazers-AM/1
58035	A4	Trailblazers-PM Reg.
58036	1	Trailblazers-PM/1
27512	A2	LW West Fitness Center-Ages 18-54
58019	1	Beyond the Bell Registration Fee
58016	1	Beyond The Bell
27295	A1	Drop-In Adult Open Volleyball
58018	1	After Care - Beyond the Bell
20009	A1	Lunch Bucket Pals
20009	A2	Lunch Bucket Pals
20010	A1	Lunch Bucket Pals
20010	A2	Lunch Bucket Pals
20017	A1	Preschool Plus
20017	A2	Preschool Plus
20018	A1	Preschool Plus
20018	A2	
20128	A2	Toddle Time
20128	A3	Toddle Time
20128	A4	Toddle Time
20132	A1	Preschool Prep
20132	A2	Preschool Prep

20141	A3	T-Ball Time
20141	A2	T-Ball Time
20141	A1	T-Ball Time
20151	A1	Rising Star Musical Theater
20192	A1	Lil' Learners
20192	A2	Lil' Learners
20311	A1	School Time!
20311	A2	School Time!
20311	A4	School Time!
21120	A1	Critter Class Parent & Me
21120	A2	Critter Class Parent & Me
21260	A1	Magic Class
21260	A2	Magic Class
21530	A1	Mackinac Island & Frankenmuth, Michigan-SINGLE
21705	A1	Preschool Blast Off
27360	A2	FlipStar Parent Tot
21517	A1	Sweet Reminders of Christmas at Jacob Henry Mansion
21507	A1	Cinderella at Drury Lane
21502	A1	Denny Diamond at White Fence Farm
22159	A1	Rookie Rugby
22210	A1	Ultimate Beginner Volleyball Class
22210	A2	Ultimate Beginner Volleyball Class
22210	A3	Ultimate Beginner Volleyball Class
22210	A4	Ultimate Volleyball Game Play
24122	A1	Monster Mash Bash
27296	A1	Women's Open Fun Volleyball
24245	A1	I Speak Spanish! - Spanish for Kids
21520	A1	Christmas Around Chicago Bakery Bus Tour
24315	A2	Vamanos Youth Spanish Club
24590	A1	Ignite Cheerleading
27299	A1	Drop In Adult Open Gym
27512	A3	LW West Fitness Center-55 and older
26298	A1	Drop In Pickleball
27519	A1	Hatha Yoga
26675	A1	Kids First Flag Football Fundamentals
27383	A1	Daddy/Daughter Date Night
27582	B1	Barks 'n Brews-Family
27519	A2	Hatha Yoga
27582	A1	Vendors-Barks 'n Brews
27197	A1	Cardio Kickboxing
27197	A2	Cardio Kickboxing
27203	A1	Gobbler Gauntlet 5K
27220	A1	Rugby 101

27291	A1	Drop-In Women's Open Fun Basketball
21530	A2	Mackinac Island & Frankenmuth, Michigan-DOUBLE
27671	A1	Jingle Mingle
28001	A1	Pre Ballet
28002	A1	Ballet & Jazz Combo
28003	A1	Ballet, Tap & Jazz Combo
29190	A1	Active Adult Exercise
20128	A1	Toddle Time
28024	A1	Ballet
28025	A1	Tap
28026	A1	Hip Hop
28157	A1	S.T.E.A.M.
28190	A1	Athletic Birthday Party
28330	A1	Co-Ed Pee-Wee (Grades 1 & 2)
28330	A2	Boys' Youth (Grades 3 & 4)
28330	A3	Boys' Junior (Grades 5 & 6)
27181	A1	Healthy Eating: 15 Guilt-Free Healthy Sweet Snacks
20145	A1	Superfood Smoothie Clinic: Perfect Time to Try New Amazing Smoothies
27571	A1	Foods & Lifestyle Choices That Reduce Stress & Anxiety During the Holidays
29192	A1	4th Annual Warriors Walk - TShirt
28333	A1	Pre-Season Fall Basketball
28333	A2	Pre-Season Fall Basketball
26676	A2	Kids First Flag Football 7 on 7
29592	A1	Coloring Club
28021	A2	Ballet & Tap Combo
33137	A1	TRAILBLAZERS FULL DAY
27140	A2	Batting/Court Rental LWW
72230	A6	Volunteer Fee
12147	A2	Sat- T-Ball League
19380	A1	Grandparent and Me Fishing Day
13133	B6	Kids First Ultimate Summer Multi-Sport Camp
18248	A1	Vamanos Youth Spanish Club
13133	B7	Kids First Ultimate Summer Multi-Sport Camp
18186	A1	Jazz & Hip Hop
82141	A3	FALL WEDNESDAY MENS Softball
82141	A4	FALL THURSDAY CO-ED Softball
20303	A1	Fall Kick Start Soccer League
20303	A2	Fall Kick Start Soccer League
72230	A5	Flag Football Teen
14380	A1	Kid's Fishing Derby
10303	A1	Summer Kick Start Soccer League
17664	A1	Critter Class Parent & Me

17361	A2	Flipstar Gymnastics - Preschool Gym
17519	A1	Hatha Yoga
17519	A2	Hatha Yoga
17206	A3	Chasing the Sun - KID Racer
18184	A1	Princess Dance Camp
17206	A1	Chasing the Sun 5K
16298	A1	Drop-in Pickleball
16292	A4	D-Bat Baseball Camp
16292	A1	D-Bat Baseball Camp
16210	A1	Sand Volleyball 101
15530	C2	Challenge Tennis Camp-High School Pre-season
15530	C1	Challenge Tennis Camp-High School Pre-Season
15530	B3	Challenge Tennis Camp
15530	B2	Challenge Tennis Camp
15530	B1	Challenge Tennis Camp
15530	A3	Challenge Tennis Camp
15530	A2	Challenge Tennis Camp
15530	A1	Challenge Tennis Camp
15252	A2	Daddy and Me at Nova Quarter Horses
15250	A3	Nova's Summer Horse Camp
15213	A4	Ultimate Volleyball Camp
15213	A3	Ultimate Volleyball Camp
15213	A2	Ultimate Volleyball Camp
15213	A1	Ultimate Volleyball Camp
15210	A5	Incoming Freshman-LWC VB Camp-Girls
15210	A4	Incoming Freshman- LWC Volleyball Camp-Boys
15210	A3	LWC Volleyball Grade School Camp
15210	A2	LWC Volleyball Grade School Camp
15210	A1	LWC Volleyball Grade School Camp-Boys and Girls
15120	A4	Camp Rainbow
15120	A3	Camp Rainbow
15120	A2	Camp Rainbow
15120	A1	Camp Rainbow
14601	A2	Dog Days of Summer
14601	A1	Dog Days of Summer
14590	A2	Ignite Cheer
14123	A3	Splash into Reading
14123	A2	Splash into Reading
14123	A1	Splash into Reading
13571	A2	Little Professors
13571	A1	Little Professors
13133	C5	Kids First Ultimate Summer Multi-Sport Camp
13133	C4	Kids First Ultimate Summer Multi-Sport Camp

13133	C2	Kids First Ultimate Summer Multi-Sport Camp
13133	B4	Kids First Ultimate Summer Multi-Sport Camp
13133	B2	Kids First Ultimate Summer Multi-Sport Camp
13133	A5	Kids First Ultimate Summer Multi-Sport Camp
13133	A4	Kids First Ultimate Summer Multi-Sport Camp
13133	A3	Kids First Ultimate Summer Multi-Sport Camp
13133	A2	Kids First Ultimate Summer Multi-Sport Camp
13133	A1	Kids First Ultimate Summer Multi-Sport Camp
13120	A2	Kids First Girls Softball
13120	A1	Kids First Girls Softball
12551	A1	Kids First Track & Field
12547	A4	Kids First Baseball
12547	A3	Kids First Baseball
12547	A2	Kids First Baseball
12547	A1	Kids First Baseball
12546	A1	Kids First Flag Football Camp
12544	A1	Kids First Track & Field Camp
12542	A1	Kids First Basketball
12530	A2	Yoga in the Park
12530	A1	Yoga in the Park
12341	A1	Archery Class
12340	A1	Archery Camp
12331	A2	Premier Basketball Camp
12331	A1	Premier Basketball Camp
12252	A1	Five Star Soccer Mini Camp
12170	A6	Soccer Shots Premier
12170	A5	Soccer Shots Premier
12170	A4	Soccer Shots Classic
12170	A3	Soccer Shots Classic
12170	A2	Soccer Shots Mini
12170	A1	Soccer Shots Mini
12148	B4	Lil' Sluggers
12148	B3	Lil' Sluggers
12148	B2	Lil' Sluggers
12148	B1	Lil' Sluggers
12148	A4	Lil' Sluggers
12148	A3	Lil' Sluggers
12148	A2	Lil' Sluggers
12148	A1	Lil' Sluggers
11580	A2	Really Ready for Reading
11580	A1	Really Ready for Reading
11577	A2	Alpha Buddies
11577	A1	Alpha Buddies

11572	A2	Sensory Shenanigans!
11519	A1	Tall Ship Windy Architecture & Skyline Sail plus Navy Pier
11505	A1	Ring of Fire at Drury Lane
11502	A1	Schlemiel, Schlimazel, Laverne & Shirley Tour of Milwaukee
11124	A1	let's Code It Camp- Tynkering Around
11121	A1	STEAM Camp!
11020	A2	Preschool Academy
11020	A1	Preschool Academy.
11010	A2	Curious Counters
11010	A1	Curious Counters
10573	A2	Little Artists
10573	A1	Little Artists
10572	A2	Princess Adventures
10572	A1	Princess Adventures
10311	A2	School Time!
10311	A1	School Time!
10238	A2	Preseason Flag Football Class
10238	A1	Preseason Flag Football Class
10158	A1	Fiesta Time Minicamp-Make Your Own Mini Pinata!
10152	A1	Rising Star Musical Theater Camp - Be Our Guest
10137	A2	Mad Science!
10137	A1	Mad Science
10127	A4	Toddle Time!
10127	A3	Toddle Time!
10127	A2	Toddle Time!
10127	A1	Toddle Time!
10124	A2	On My Own
10124	A1	On My Own
10017	A2	Summer Scholars!
19592	A1	Coloring Club
17206	A2	Chasing the Sun - JUNIOR Racer
14596	A1	Splash Pad Family Pass
17293	A1	Drop-In Men 35+BBall
17360	A1	Flip Star Gymnastics - Parent Tot
17360	A2	Flip Star Gymnastics - Parent Tot
17361	A1	Flipstar Gymnastics - Preschool Gym
11252	A2	Kinder-Connection
10225	A2	Drenched Dad! Nerf Super-Soaker Battle
11253	A1	Kiddie Kollege
66401	1	Camp Sunshine
66400	A1	Camp Sunshine Reg
10303	A2	Summer Kick Start Soccer League
11250	A2	A to Z Animal Tales

11250	A1	A to Z Animal Tales
18182	A1	Pre-Ballet
14227	A1	Tween Sunset Summer Games
18185	A1	Dance Sampler Camp
66100	1	Before Camp
18242	A1	I Speak Spanish! Spanish for Kids
66200	1	After Camp Care
66300	A1	Camp Wewannago Reg
19190	A1	Active Adult Exercise
14542	A1	Chess Wizards Summer Camp
11251	A1	Make your own Fairy Garden!
82141	A1	FALL MONDAY MENS Softball
82141	A2	FALL TUESDAY MENS Softball
17299	A1	Drop In Adult Open Gym
14590	A1	Ignite Cheer
13133	A7	Kids First Ultimate Summer Multi-Sport Camp
13133	A6	Kids First Ultimate Summer Multi-Sport Camp
14380	A3	Kid's Fishing Derby
14380	A2	Kid's Fishing Derby
10225	A1	Drenched Dad! Nerf Super-Soaker Battle
13133	C7	Kids First Ultimate Summer Multi-Sport Camp
11253	A2	Kiddie Kollege
13133	C6	Kids First Ultimate Summer Multi-Sport Camp
12250	A1	Horseback Riding
11541	A1	Nashville Connection at Starved Rock
11540	A1	Bristol Renaissance Faire
11260	A1	Magic Class!
12146	A1	Thursday T-Ball
12146	A2	Thursday T-Ball
12147	A1	Saturday T-Ball League
19701	A1	Cook a Book!
19701	A2	Cook a Book!
66000	1	Camp Wewannago
37293	A1	Men's 35 & Older Basketball
37295	A1	Drop-In Volleyball
37296	A1	Women's Open Fun VB
37299	A1	Drop-In Adult Open Basketball
31706	A1	Here Comes Peter Cottontail
35191	A1	AKC S.T.A.R. Puppy Kindergarten
37361	A2	Flipstar Pre-School Gym
35123	A1	Basic Dog Obedience
35123	A2	Basic Dog Obedience
37512	A2	LWW Fitness Center ages 18-54

37512	A3	Lincoln-Way West Fitness Center
37519	A1	Hatha Yoga
37519	A2	Hatha Yoga
57401	A8	Fitness Center
57402	A8	Fitness Center
57403	A8	Fitness Center
57404	A8	Fitness Center
57801	A8	Fitness Center
57802	A8	Fitness Center
57803	A8	Fitness Center
38012	A1	Hip Hop Jazz
38021	A1	Beginner Tap
38022	A1	Beginner Ballet
38023	A1	Experienced Ballet
36226	A1	World of Design
36241	A1	Wild World
31526	A1	Chocolate Lovers Stroll
38136	A2	STEAM
38157	A1	I Speak Spanish! Spanish for Kids
38157	A2	I Speak Spanish! Spanish for Kids
38158	A1	Vamos Youth Spanish Club
38158	A2	Vamos Youth Spanish Club
38158	A3	Vamos Youth Spanish Club
38390	A2	Basketball Game Day!
38390	A3	Soccer Game Day!
39190	A1	Active Adult Exercise
39241	A1	Quilting Club
39592	A1	Coloring Club
35191	A2	AKC S.T.A.R. Puppy Kindergarten
37360	A2	FlipStar Parent Tot
32175	A2	Mom & Son Nerf Battle
36677	A2	Kids First Baseball Fundamentals
54002	A1	KK 4's 2023-2024
12216	A1	2-on-2 Sand Volleyball League
36674	A1	Kids First Multi-Sport Class
31220	A1	Critter Class
53001	A1	KK 3's 2023-2024
54003	A1	KK 4's 2023-2024
38390	A1	Floor Hockey Game Day!
31220	A2	Critter Class
54006	A1	KK Finally Five 2023-2024
31260	A1	Magic Class
53003	A1	KK 3's 2023-2024

37185	A1	Irish Dance
53005	A1	KK 3's 2023-2024
53006	A1	KK Tues/Thurs Extended Day 2023-2024
37183	A1	5-on-5 Basketball League
32170	A1	Soccer Shots-Mini
32170	A2	Soccer Shots-Classic
32170	A3	Soccer Shots-Premier
30009	A1	Lunch Bucket Pals
30009	A2	Lunch Bucket Pals
30010	A1	Lunch Bucket Pals
30010	A2	Lunch Bucket Pals
30017	A1	Preschool Plus
37140	A1	Batting Cage/Court Rentals
30017	A2	Preschool Plus
30018	A1	Preschool Plus
30018	A2	Preschool Plus
30128	A1	Toddle Time!
30128	A2	Toddle Time!
30128	A3	Toddle Time!
30128	A4	Toddle Time!
30132	A1	Preschool Prep
30132	A2	Preschool Prep
30141	A1	T-Ball Time
30141	A2	T-Ball Time
30141	A3	T-Ball Time
30192	A1	Lil' Learners
30192	A2	Lil' Learners
30311	A1	Beginner Pointe
30331	A1	Flag Football 101
30331	A2	Basketball 101
30331	A3	Soccer 101
30361	A1	Lucky Leprechauns
31260	A2	Magic Class
37291	A1	Women's Open Fun Basketball
31705	A1	Preschool Blast Off!
31705	A2	Preschool Blast Off!
82145	A1	WEDNESDAY Men's Summer League
32120	A1	Kids First Basketball Fundamentals
37360	A1	FlipStar Parent Tot
37361	A1	Flipstar Pre-School Gym
37389	A1	Barks 'n Brew
37512	A1	LWW Fitness Center ages 14-22
54004	A1	KK 4's 2023-2024

54001	A1	KK 4's 2023-2024
37713	A1	Women's Wellness: Weight Loss Strategies, Better Metabolism, and Increased Energy
38001	A1	Pre Ballet
32120	A2	Kids First Basketball Fundamentals
32122	A1	Kids First Flag Football Fundamentals
32175	A1	Mom & Son Nerf Battle
32210	A1	Ultimate Beginner Volleyball Class
32210	A2	Ultimate Beginner Volleyball Class
32210	A3	Ultimate Beginner Volleyball Class
32210	A4	Ultimate Volleyball Game Play
32341	A2	Archery Class
34241	A1	Challenge Tennis Academy
34241	A2	Challenge Tennis Academy
34241	A3	Challenge Tennis Academy
34590	A1	Ignite Cheerleading
34590	A2	Ignite Cheerleading
38002	A1	Beginner Ballet
36298	A1	Indoor Pickleball
36677	A1	Kids First Baseball Fundamentals
36678	A1	Kids First Indoor Track & Field
38003	A1	Beginner Tap
38005	A1	Experienced Ballet
38006	A1	Experienced Tap
36678	A2	Kids First Indoor Track & Field
38011	A1	Dance Squad
38026	A1	Experienced Ballet
38025	A1	Experienced Tap
38024	A1	Experienced Tap
38157	A3	I Speak Spanish! Spanish for Kids
82144	A1	TUESDAY Men's Softball League
82146	A1	Co-Ed Summer Softball League
82143	A1	MONDAY Men's Softball League
53002	A1	KK 3's 2023-2024
37181	A1	Learning to Read Food Labels and Interpreting Ingredients
54005	A1	KK 4's 2023-2024
38541	A1	Hop Till You Drop!

3. Additional Services

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

- **Park and Party Rentals**
- **18-Hole Golf Course**
- **Disc Golf Courses**
- **Outdoor Fitness Court**
- **Outdoor Splash Pads**
- **Ice Rink at Christmas in the Commons**

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.

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.

- County Food Service - \$529.00
- state Liquor License - \$1227.00
- Local Liquor and Gaming License – \$1675.00
- ISP Background Checks - \$3240.00

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.

- DCEO Grant – Restricted communication options with grant administrators presented challenges for Park Staff, leading to delays in grant reimbursement for

the district. A more streamlined and efficient process would be helpful in the future.

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.

- a) **Non-resident 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.

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 \$3240.00 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 the 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:


- Master Plan

XI. OTHER

Enhanced Conservation Efforts

- ***Focus on Sustainability:*** Park districts often prioritize conservation and sustainability efforts, implementing eco-friendly practices and preserving natural areas.
- ***Long-Term Planning:*** With a focus on parks and natural resources, park districts are well-positioned to engage in long-term environmental planning and conservation projects, ensuring the preservation of natural spaces for future generations.

Dated: 9-18-24

Signed:  Executive Director

 NLCPS Board President

