



GLENCOE PARK DISTRICT
Local Efficiency Committee Meeting
Wednesday, March 6, 2024 | 6:00pm

Consistent with the requirements of the Illinois Compiled Statutes 5 ILCS 120/1 through 120/6 (Open Meetings Act), notices of this meeting were posted. Location of the meeting is Takiff Center, 999 Green Bay Rd, Glencoe, IL 60022

A G E N D A

- I. Call to Order
- II. Roll Call
- III. Matters from the Public
- IV. Approval of August 1, 2023 Minutes
- V. Attend Community Open House on Comprehensive Plan in Takiff Lobby
- VI. Discuss/Answer Questions on Open House
- VII. Discuss/Answer Questions on Draft of Efficiency Report
- VIII. Discuss Ideas or Suggestions for Opportunities for Increased Transparency and/or Intergovernmental Collaborations
- IX. Set Next Meeting Date
- X. Adjourn

The Glencoe Park District is subject to the requirements of the Americans with Disabilities Act of 1990. Individuals with disabilities who plan to attend this meeting and who require certain accommodations in order to allow them to observe and/or participate in this meeting, or who have questions regarding the accessibility of the meeting or facilities, are asked to contact the Park District at 847-835-3030. Executive Director email: Isheppard@glencoeParkDistrict.com

Key rules governing participation

All comments will be limited to three (3) minutes per person and no longer than 30 minutes for all comments.



IV. Approval of August 1, 2023 Local Efficiency Committee Minutes

Glencoe Park District
March 2024 Local Efficiency Committee Meeting

MINUTES OF AUGUST 1, 2023 LOCAL EFFICIENCY COMMITTEE MEETING
GLENCOE PARK DISTRICT
999 GREEN BAY ROAD, GLENCOE, ILLINOIS 60022

The meeting was called to order at 7:00pm and roll was called.

Committee members present:

Carol Spain, President/Chair
Stefanie Boron, Vice President
Michael Covey, Treasurer
Bart Schneider, Commissioner
Jordan Spector, Commissioner
Bob Kimble, Resident Member
Julia Lissner, Resident Member
Nicole Reifman, Resident Member

Staff present:

Lisa Sheppard, Executive Director and Secretary

Members of the Public in attendance who signed in or spoke: There was no one from the public in attendance.

Matters from the Public: There were no matters from the public.

Review Efficiency Committee Requirements and Park District Information: Executive Director Sheppard led the Local Efficiency Committee through the presentation attached to these minutes. The presentation included a thorough review of the Committee's purpose, a general overview of Glencoe Park District, as well as the District's shared services and partnerships, intergovernmental agreements, athletic affiliates, partnerships with not-for-profit organizations and for-profit businesses, efficient operations, community input, advisory groups, focus groups, awards and recognition, and benefits and services.

Discussion ensued and included discussing other community partnerships the District has in place, but were not presented. These include the cost of Independence Day events and the cost of the fireworks are split with the Village, that the District partners with the Village on the Memorial Day event, District 35 provides a speech pathologist that comes to our preschool programs and busing from District 35 to park district activities.

Some partnership suggestions include utilizing volunteers from the Friends of the Green Bay Trail in our projects, work with Glencoe Golf Club for resident rates, have a fitness club in the summer to extend Central School fitness club that takes place during the school year, and a partnership of utilities to see if there would be a savings. Other items discussed were the plans for the District to pursue National Accreditation, work with Library more to reduce redundancy, have an annual meeting with all Glencoe government officials to discuss ideas, work on other ways to share resources, coordinate community surveys, the community's desire for more events with a potential partnership on them, and bike accessibility.

The committee indicated that there was a lot of interesting information in the draft report and suggested actively marketing this information to highlight both the District and community accomplishments. Discussion ensued. The committee asked that the Mission, Vision, and Values be added to the report and sent to committee members.

The committee was asked to prepare for discussion on additional ideas and suggestions that could potentially increase accountability and efficiency at the next meeting.

Adjourn: Commissioner Schneider moved to adjourn the meeting at 8:23pm. Commissioner Spector seconded the motion, which passed by unanimous voice vote.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Lisa M. Sheppard", is written over a horizontal line.

Lisa M. Sheppard
Secretary

Local Efficiency Committee

August 1, 2023

Purpose

The Glencoe Park District (“Park District”) formed its Committee on Local Government Efficiency on June 6, 2023 to study efficiencies and report recommendations regarding those efficiencies and increased accountability pursuant to 50 ILCS 70/1, *et seq.* (the “Committee”).

Committee Members

Carol Spain, Board Commissioner and Chairperson

Stefanie Boron, Board Commissioner

Michael Covey, Board Commissioner

Bart Schneider, Board Commissioner

Jordan Spector, Board Commissioner

Julia Lissner, Resident Member

Nicole Reifman, Resident Member

Bob Kimble, Resident Member and Past Commissioner

Lisa Sheppard, Executive Director and Board Secretary



General Overview of District

- The Park District was established by a referendum initiated and approved by the voters of the Village of Glencoe in 1912, and is one of the oldest Park Districts in the State of Illinois. All Illinois park districts, including Glencoe Park District, are governed by the Park District Code.
- *Governed by a Board of five Commissioners*
- Having a dedicated Board allows those elected representatives to remain focused solely on those facilities, programs, parks, and services.
- Because the Park District is a separate unit of local government, the revenue it generates can only be used for Park District purposes.
- The Park District does more with much fewer funding options. Unlike other units of local government that receive direct state funding as well as 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 District's share is only 7% of the local tax bill.

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, state, non-profit organizations, and for-profit corporations.

The following will be a comprehensive list of the current partnerships, agreements and other relationships.



Northern Suburban Special Recreation Associations (NSSRA)

- By partnering together, local communities are able to effectively and efficiently deliver more successful program opportunities to community members who have special needs.
- By participating in NSSRA, the Park District networks with **thirteen** local governments to provide many more program opportunities for both NSSRA's programs or programs that are provided by the Park District.
- NSSRA utilizes all Park District facilities in addition to their own facility.
- In 2022, NSSRA provided 338 programs for people with disabilities in its 13 partner communities. Twenty-seven Glencoe Park District residents were served through these program offerings. Additionally, NSSRA supported six Glencoe Park District participants with 1182.79 hours of inclusive services in programs that were provided by the Park District.



Intergovernmental agreements with other Park Districts, forest preserve districts, conservation districts, or municipal recreation agencies

- Northbrook Reciprocal Agreement for Aquatic Center/Beach Passes
- Northbrook Reciprocal Agreement for Dog Park
- Winnetka Reciprocal Agreement for Paddle Tennis
- 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.



Intergovernmental agreements with other units of local government

Village of Glencoe:

- Shared Services Agreement: We provide mowing for Village sites and in return they perform the majority of our vehicle and equipment service and repairs with no labor costs (We pay for the price of parts.).
- Public Safety protection
- Joint projects such as the Lakefront Park Bluff Stabilization project: Splitting the costs 50/50 on a project we both have a vested interest in.
- Glencoe Golf Club: Shared equipment on an as needed basis and use of greenhouse



Intergovernmental agreements with other units of local government

School District 35:

- Agreement that allows for use of school facilities in exchange for athletic field maintenance
- Joint construction and maintenance of West School playground.
- Tennis court usage and maintenance.
- Assist with tree removal

New Trier High School Transition Program:

- Use of programming space

Library:

- Joint special events and programming



Intergovernmental agreements with other units of local government

Village of Glencoe, District 35, Glencoe Library, and Glencoe Park District leadership teams meet monthly to discuss matters important to the entire Village.

Past collaborations include safety, COVID-19 Protocols, joint bid opportunities, and sustainability.



Intergovernmental Agreements with the State of Illinois

- Illinois Funds (local government investment pools)
- **Grant Programs:**
 - OSLAD
 - PARC
 - BAAD
 - Bike Path
 - Urban and Community Forestry



Athletic Affiliates

Partnerships or agreements with athletic or similar affiliate organizations that operate sports or other leagues. Most of these organizations would be unable to construct and maintain their own sports fields.

- Glencoe Youth Baseball and Softball
- AYSO Soccer
- Kenilworth-Winnetka Baseball Association (travel baseball)
- New Trier Travel Basketball
- Northshore Tennis League



Partnerships with Community Non-Profits

- Glencoe Youth Services
- Glencoe Junior High Project
- Glencoe Junior Kindergarten
- Glencoe Rotary
- Glencoe/Winnetka/Northfield Chamber of Commerce
- Glencoe Community Garden
- Friends of the Green Bay Trail
- American Red Cross
- New Trier Township Food Pantry
- Knowledge Empowers Youth
- Congregation Hakafa
- Boy Scouts of America



Partnerships with For-Profit Organizations

- Sarah Hall Theater Company
- Hot Shot Sports
- Life Sports
- Chess Scholars
- Pride DoJo
- Amazing Minds
- Many other private recreation providers



Other Examples of Efficient Operations

- Use of Volunteers
- Youth Employment
- Joint Purchasing
- Reliance on Non-Tax Revenue

Public Input from the Community

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

- The Board of Park Commissioners meets twice 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 Board meeting.
- The Park District's annual property tax levy is approved at an open Board meeting.
- Residents may contact or request information from the Park District by phone at 847-835-3030 or email at info@glencoeParkdistrict.com



Advisory Groups & Focus Groups

Citizen advisory groups and focus groups allow for community input and feedback including:

- Glencoe Beach and Lakefront Advisory Group
- Watts Advisory Group
- Early Childhood Advisory Group
- Short-term Task Forces (e.g. Dog Park Feasibility Group, Berlin Park Design Group, Playground Design Groups, etc.)

A variety of annual surveys are used to gather participant feedback including:

- 4 recreation program surveys
- 2 facility surveys
- 1 early childhood survey
- 1 fitness survey
- community survey (upcoming)

Public hearings are common ways to gather community input. Past public hearings include:

- Berlin Baseball Field
- Watts Recreation Center PARC Grant and redevelopment
- Lakefront Park redevelopment
- West Park redevelopment
- Pickleball court discussion
- Frank Lloyd Wright House relocation to Park District property



District Awards and Recognition

Park District Achievements/Awards

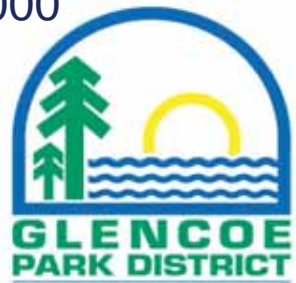
- 2023: IPRA Chairperson of the Board of Directors: Executive Director Sheppard
GFOA Certificate of Achievement for Reporting
- 2022: Frank Lloyd Wright Spirit Award Winner
- 2019: NRPA National Gold Medal for Excellence in Park and Recreation
Management Winner
IAPD/IPRA Distinguished Accreditation
IPRA Program of the Year for Beach S.A.F.E.
- 2018: NRPA National Gold Medal Finalist
Aaa Bond Rating from Moody's Investor Services
IPRA Exceptional Workplace Award
- 2017: IPRA Professional of the Year: Executive Director Sheppard
NRPA National Gold Medal Finalist
NSSRA Shining Star Partner Agency of the Year



District Awards and Recognition

Grants/Donation Received

2016:	Citizen Donation for Berlin Park	\$1,000,000
2019:	CMAP Transportation Alternatives Program (TAP-L) Grant	\$667,150
	IDNR Bicycle Path Grant	\$200,000
	Private Donation for Duke Park	\$300,000
2020:	OSLAD Grant for Duke Park	\$400,000
	Child Care Restoration Grants	\$194,000
2021:	PARC Grant for Watts Recreation Center	\$2,500,000
	IDNR BAAD Grant for Bluff Stabilization	In Progress
	Child Care Restoration Grants	\$214,000
2022:	USDA/IDNR UCF Grant for tree inventory/care management plan	In Progress
	Private Donations for Watts Recreation Center	\$100,000
	Child Care Restoration Grants	\$64,000
Yearly:	Tree and bench donations (annual average)	\$20,000



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.

Facilities

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

Takiff Community Center	Watts Recreation Center and refrigerated ice rinks
Safran Beach House	Perlman Boating Beach
Holmes Warming House (Glencoe Youth Services Center)	Park maintenance buildings
99 acres of park land and 12 playgrounds	

The Park District offered the following park improvements since 2016:

2016:	Berlin Park Shelton Park Kalk Park - Phase 1	2017:	Astor Park Glencoe Fitness West Park
2018:	Old Elm Park Takiff walking path Vernon Park playground	2019:	Takiff Center early childhood playground Woodlawn Park and playground
2020:	Schuman Overlook at Glencoe Beach South Overlook at Glencoe Beach	2021:	Connect Glencoe Trail development Veterans Memorial Park Duke Park Kalk Park - Phase 2 Hazel Overlook repairs
2022:	Glencoe pier replacement Historically accurate renovation of the Halfway House and exterior of the Safran Beach House	2023:	Watts Recreation Center renovation Lakefront Park playground and Tennis Court renovation Beach Road crib wall replacement



Benefits and Services

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

• Glencoe Swimming & Boating Beach Total Visits	22,679
• Watts Ice Center Total Visits	5,592
• Glencoe Fitness Total Visits	7,626
• Total Number of Program Sections	982
• Total Number of Program Section Participants	9,418

Additional Services

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

- Sustainable practice and education including interpretative signs, beekeeping, and education offerings
- Provide space in recreation centers for a variety of community groups and Village, library, and school district needs
- Use of the greenhouse for Friends of the Green Bay Trail, Glencoe Community Garden, and Glencoe Garden Club



Benefits and Services

While the Park District is a special purpose district, its impact to the community is multi-faceted and far reaching. The Park District offers numerous benefits to the community it serves. Some of the key advantages of a Park District include:

- **Recreation and Leisure Opportunities:** Park Districts provide a wide range of recreational facilities and programs, including parks, playgrounds, sports fields, trails, beaches, fitness centers, and community centers. These amenities offer opportunities for physical activity, social interaction, and leisure activities for individuals of all ages and abilities.
- **Before and after school and summer programs** offer safe, convenient, and affordable child care options for working families during critical times when school is not in session.
- **Green Spaces and Environmental Preservation:** Park Districts contribute to the preservation of green spaces, natural habitats, and biodiversity within urban and suburban areas. Parks and open spaces serve as valuable ecological sanctuaries, promoting environmental education and appreciation of nature.
- **The Park District's open space and trees** help improve air and water quality and mitigate flooding.
- **Health and Well-being:** Access to parks and recreational facilities encourages a more active lifestyle, promoting and improving better physical health and mental well-being, thereby reducing health care costs.
- **Community Building:** Park Districts play a vital role in bringing communities together. Parks and recreational programs provide spaces where people from diverse backgrounds can interact, fostering a sense of community and social cohesion.



Benefits and Services

- **Youth and Family Development:** Parks offer safe and supervised environments for children and teenagers to engage in constructive activities. They provide opportunities for skill development, teamwork, leadership, and character-building experiences.
- **Cultural and Educational Enrichment:** Park Districts often host cultural events, festivals, and educational programs, enriching the community's cultural and intellectual life. These events foster creativity, encourage artistic expression, and promote learning.
- **Economic Impact:** A well-maintained Park District can enhance property values in the surrounding area, making it an attractive place to live and work. Parks and recreational amenities can also attract tourists and visitors, boosting local businesses and the economy.
- **Active Aging:** Park Districts cater to the needs of older adults by offering programs specifically designed for seniors, promoting active aging, and addressing social isolation.
- **Environmental Education and Sustainability:** Many Park Districts focus on promoting environmental awareness and sustainability. They offer educational programs on topics like conservation, recycling, and sustainable practices to instill a sense of responsibility for the environment among community members.
- **Emergency Preparedness and Public Safety:** Park Districts often collaborate with local authorities to develop emergency preparedness plans and provide spaces that can be used for disaster relief or evacuation centers during emergencies.
- **Overall,** Park Districts play a crucial role in enhancing the overall quality of life for residents by providing opportunities for recreation, social interaction, education, and community engagement while contributing to environmental conservation and public health.



Recommendations for Increased Accountability and Efficiency

Homework:

At the next meeting will discuss any ideas or suggestions that potentially could increase accountability and efficiency.



**V. Attend Community Open House on
Comprehensive Plan in Takiff Lobby**

**VI. Discuss/Answer Questions
on Open House**

No Documents

Glencoe Park District
March 2024 Committee of the Whole Meeting

**VII. Discuss/Answer Questions on
Draft of Efficiency Report**

**VIII. Discuss Ideas or Suggestions for
Opportunities for Increased Transparency
and/or Intergovernmental Collaborations**

IX. Set Next Meeting Date

Glencoe Park District
March 2024 Committee of the Whole Meeting

MEMORANDUM

TO: Local Efficiency Committee
FROM: Lisa Sheppard, Executive Director
SUBJECT: Local Efficiency Committee Meeting on Wednesday, March 6
DATE: 2/28/2024

This will be our second of three required Local Efficiency Committee meetings.

I ask that all members do the following prior to the meeting:

- Review minutes from the last meeting to refresh your memory
- Review the updated Local Efficiency Report Draft included in the packet

The meeting will include:

- Call the meeting to order in the Community Hall
- The Committee will then go the Takiff Lobby and participate in the Open House (with other residents) and participate in the five stations. This should take no more than 45 minutes.
 - Station 1: What does the Glencoe Park District mean to you?
 - Station 2: Glencoe Beach
 - Station 3: Parks and Facilities
 - Station 4: Glencoe Park District General Information and Questions
 - Station 5: High-level Community Survey Information; Take the survey if you have not already done so!
- The Committee will reconvene in Community Hall and discuss/answer any questions from the Open House or Efficiency Report. (I do not plan on going over the document per page, so please come with any questions you may have.)
- Based on what staff presented, discuss and provide feedback for the following:
 - Does the Committee see any opportunities for increased transparency?
 - Does the Committee see any opportunities for other intergovernmental agreements?
 - Does the Committee see any opportunities for energy efficiency projects?
 - Does the Committee have any ideas or suggestions that demonstrate ways to be a more efficient or transparent form of local government to provide park and recreation services?
- Next Steps:
 - I will include all Opportunity Requests in the report with a “Responses from the GPD Team” on how this may be accomplished.
 - I will distribute the Final Draft report to members.
 - Committee will meet again to approve the report (pick a date at the meeting)

DRAFT

EFFICIENCY REPORT FOR THE GLENCOE PARK DISTRICT



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

I. Purpose

The Glencoe Park District ("Park District") formed its Committee on Local Government Efficiency on June 6, 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:

Carol Spain, Board President and Chairperson

Stefanie Boron, Board Vice President

Michael Covey, Board Treasurer

Bart Schneider, Board Commissioner

Jordan Spector, Board Commissioner

Julia Lissner, Glencoe Resident Member

Nicole Reifman, Glencoe Resident Member

Bob Kimble, Glencoe Resident Member

Lisa Sheppard, Executive Director and Board Secretary

III. Committee Meetings

The Committee met as follows:

Meeting Date

Tuesday, August 1, 2023

Meeting Place and Time

Takiff Community Center at 7:00pm

Meeting Place

Takiff Center
999 Green Bay Road
Glencoe, IL 60022

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 Glencoe Park District was established by a referendum initiated and approved by the voters of the Park District in 1912, and is one of the oldest park districts in the State of Illinois. 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 7% of the local tax bill. Additionally, only **36%** of the revenue earned by the Park District, is generated through property taxes. The remaining **64%** is generated charges for services, interest income, and other revenue sources.
- The following shows the various taxing bodies in Glencoe and the percentage of taxes per agency for Fiscal Year 2023-2024:

Elementary School District	35.27%
High School District	24.58%
Village of Glencoe	15.16%
Glencoe Park District	6.92%
Cook County All	5.51%
Sanitary District	4.78%

Glencoe Library	3.07%
Community College	2.83%
New Trier Township	0.64%
Other	1.25%

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:

- General Conduct Ordinance 700
- Board of Park Commissioners Policies and Procedures Manual
- Administrative Policies and Procedures Manual
- Finance Policies and Procedure Manual
- Personnel Policies Manual for all Staff
- Safety/Risk/Crisis Management Manual
- Volunteer Manual
- Comprehensive Master Plan
- Strategic Plan
- Community Impact Report (<https://www.calameo.com/read/006911757698857f9c008>)
- Departmental, Facility, and Program Specific Manuals
 - Beach Manual
 - Kids Club Manual (before and after school program)
 - Early Childhood Manual (ELC and Children’s Circle)
 - Ice Rink Manual

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 of Illinois, 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. Member in Northern Suburban Special Recreation Association

The Park District is part of the Northern Suburban Special Recreation Association ("NSSRA"). 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 NSSRA, the Park District networks with thirteen 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 NSSRA's programs or in programs that are provided by the Park District.

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

- Takiff Community Center
- *Takiff Fitness Center*
- *Weinberg Family Recreation Center*
- *Weinberg Ice Rinks*
- *Glencoe Swimming and Boating Beach*

NSSRA also provides the support needed for participants with special needs who choose to register for Park District programs or inclusive programming. NSSRA 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, NSSRA provided 338 programs for people with disabilities in its thirteen partner communities. Twenty-seven Glencoe Park District residents were served through these program offerings. Additionally, NSSRA supported six Glencoe Park District participants with 1182.79 hours of inclusive services in programs that were provided by the Park District.

The Park District is very proud of the ongoing collaboration with the NSSRA. 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. Intergovernmental agreements with other park districts, forest preserve districts, conservation districts, or municipal recreation agencies

- Northbrook Park District Reciprocal Agreement for aquatic center/beach passes
- Northbrook Park District Reciprocal Agreement for dog park
- Winnetka Park District Reciprocal Agreement for paddle tennis

3. Intergovernmental agreements with other units of local government

- *Village of Glencoe (VOG)*
 - *Police Protection*
 - *Shared Services Agreement: GPD mowing / VOG mechanic work*
 - *Agreement for Joint Bluff Restoration Project*
 - *Inside Glencoe: joint publication with School District 35, Glencoe Library, and VOG*
- *School District 35*
 - *Agreement that allows for use of school facility in exchange for athletic field maintenance*
 - *Camp use*
 - *General recreation use*
 - *Joint purchase and shared use of the playground at West School*
 - *Reciprocal field and facility use*
 - *Inside Glencoe: joint publication with School District 35, Glencoe Library, and VOG*

- *Cook County Forest Preserve: Chicago Botanic Garden*
- *Glencoe Library: joint special events/programming*
- *New Trier High School Transition Program*

4. Intergovernmental agreements with the State of Illinois

- Illinois Department of Central Management Services – Federal Surplus Property Program

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

- Glencoe Youth Baseball and Softball
- AYSO Soccer
- KW Baseball Association
- New Trier Travel Basketball
- Glencoe tennis groups
- Variety of relationships with recreation independent contractors

6. Partnerships or other interrelationships with non-profits

- Family Service of Glencoe
- Glencoe Youth Services
- Glencoe Junior High Project
- Glencoe Junior Kindergarten
- Glencoe Historical Society (park space for historical structure owned by GHS)
- Glencoe Rotary
- Glencoe/Winnetka/Northfield Chamber of Commerce
- Glencoe Community Garden
- Friends of the Green Bay Trail
- American Red Cross

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

- New Trier Township: cooperation with the Park District by offering fee assistance for childcare programs such as camp, daycare, and before and after care programming
- Village of Glencoe: shared equipment use, works cooperatively on National Night Out, training opportunities at Glencoe Beach for rescue trainings, joint program for Independence Day community event

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, residents volunteered as basketball coaches, in early childhood classrooms, community cleanup days, and a variety of special events totaling over 2,000 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 122 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. 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:

- Sourcewell: vehicle/equipment, playgrounds, picnic shelters, staples office supplies
- State of Illinois Joint Purchase Program
- The Cooperative Purchasing Network Agreement

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.

The Park District has been very successful receiving grant awards including Development (OSLAD) Grants, Department of Commerce and Economic Opportunity (DCEO) Grants, and a Park and Recreation Facilities Construction (PARC) Grant. The grants supplement the Park District's capital project fund, and without the funds the Park District would not be able to improve the parks and facilities at the accelerated time frame. The project, fiscal year award, and grant/donation amounts received include:

2023	Citizen Donations: Weinberg Family Recreation Center	\$750,000
2022	USDA/IDNR UCF (Tree inventory and tree care management plan)	\$7,250
	Child Care Restoration Grant	\$64,395
2021	PARC Grant for Watts Recreation Center	\$2,500,000
	IDNR BAAD Grant (Bluff Stabilization, in progress)	\$80,000
	Child Care Restoration Grant	\$213,615
2020	OSLAD Grant for Duke Park	\$400,000
	Child Care Restoration Grant	\$193,811
2019	CMAP Transportation Alternatives Program (TAP-L) Grant	\$667,150
	IDNR Bicycle Path Grant Program Recipient	\$200,000
	Citizen Donation: Duke Park	\$300,000
2016	Citizen Donation: Berlin Park	\$1,000,000

VII. Transparency to the Community

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

The documents listed below are available at www.glencoeParkDistrict.com unless otherwise noted:

- Annual Tax Levy Website, Administrative Office
- Annual Budget and Appropriation Ordinance Website, Administrative Office
- Agenda and minutes Website, Administrative Office
- Comptroller's Annual Finance Report (AFR) :
<https://illinoiscomptroller.gov/constituent-services/local-government/local-government-warehouse/searchform?SearchType=AFRSearch>
- Annual Comprehensive Financial Report Website, Administrative Office
- Bids, proposals, and legal notices Website
- Treasurer's Report Administrative Office
- IMRF Employer Coast/Participant Information Administrative Office
- Statement of Receipts and Disbursements Administrative Office
- Conduct Ordinance Website, Administrative Office
- Master Plans Website, Administrative Office
- Strategic Plans Website, Administrative Office
- Capital Improvement Plan Website, Administrative Office
- ADA Transition Plan Administrative Office
- Capital replacement schedule Website, Administrative Office
- FOIA information Website, Administrative Office
- MBE, WBE, VBE status for vendors Website, Administrative Office
- Environmental Policy Website
- Scholarship Information and Application Website

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

- The Park District's practice is to hold a truth and taxation meeting regardless of whether or not it was required under the truth and taxation law.
- The Board of Park Commissioners meet twice each month. Residents may provide public comment at every meeting.
- The Park District's annual Budget and Appropriations Ordinance is available in tentative form at least 30 days prior to its adoption at an open meeting of the Board of Park Commissioners. 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 Board of Park Commissioners 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 847-835-3030 or email at info@glencoeParkDistrict.com.
- The Park District has representation on community organizations and boards including:
 - Glencoe Beach and Lakefront Advisory Group
 - Weinberg Family Recreation Center Advisory Group
 - Early Childhood Advisory Group
 - Short Term Task Forces (e.g.: Dog Park Feasibility Group, Berlin Park Design Group, other playground design groups)
 - Northern Suburban Special Recreation Association
 - Glencoe Rotary
 - Glencoe/Northfield/Winnetka Chamber of Commerce
 - Illinois Park and Recreation Association
- The following surveys have been sent to residents in the past five years:
 - 2023 Community Wide Comprehensive Park District Needs Assessment
 - 2019-2023 Annual Camp Survey

- 2019-2023 Annual Kids Club Survey
- 2019-2023 Annual Beach Survey
- 2019-2023 Annual Ice Rink Survey
- 2019-2023 Annual Variety of General Recreation Survey

The Park District offered the following parks improvements since 2016 that included public hearings and opportunity for public comments on the following projects and initiatives:

- 2023-2024 Pickleball court discussion
- 2023 Lakefront playground and tennis court renovation
- 2022 Historical accurate renovation of Halfway House and exterior of Safran Beach House input
Glencoe Pier replacement input
- 2022-2019 Watts/Weinberg Family Recreation Center input
- 2021-2019 West Park OSLAD Grant
Master Plan community input
- 2021 Connect Glencoe trail development input
Veterans Memorial Park input
Duke Park input
Kalk Park input
- 2019 Takiff Center early childhood playground input
Dog Park Task Force and community meeting
Agreement with Glencoe Historical Society to move the historic Frank Lloyd Wright house to Ravine Bluffs Park
- 2018 Old Elm Park input
Takiff park lot and walking path improvements input
Vernon playground input
Woodlawn Park input
- 2017 Astor Park input
Glencoe Fitness input
West Park input
- 2016 Berlin Park and Baseball Field Task Force input
Shelton Park input

VIII. District Awards and Recognition

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

- 2023 Chair of the IPRA Board of Directors: Executive Director Sheppard
Government Finance Officers Association (GFOA) Certificate of Excellence
- 2022 Frank Lloyd Wright Spirit Award Winner
- 2019 NRPA National Gold Medal for Excellence in Park and Recreation Management
Winner

IAPD/IPRA Distinguished Accreditation

IPRA Program of the Year for Beach S.A.F.E.
- 2018 NRPA National Gold Medal Finalist

Aaa Bond Rating from Moody's Investor Services

IPRA Exceptional Workplace Award
- 2017 IPRA Professional of the Year: Executive Director Sheppard

NRPA National Gold Medal Finalist

NSSRA Shining Star Partner Agency of the Year

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 as follows.

1. Facilities

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

- Takiff Center - 80,000 sq. ft. of indoor recreation space
- Weinberg Family Recreation Center and refrigerated ice rinks
- Safran Beach House
- Perlman Boating Beach
- Holmes Warming House/Glencoe Youth Services Center
- Park maintenance buildings
- 86.26 acres of land with 12 parks and playgrounds and two natural areas
- Other passive parks and open space

2. Programs

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

In 2023, the Park District offered:

- 577 general program unique activity types with an enrollment of 5,724
- The District provided a wide range of camp programming to 860 participants
- Provided year-round full-day preschool to 93 children
- Provide half-day preschool to 55 children
- Provided before and after school care to 67 children

Daily facility attendance:

- Beach and Boating Beach: 20,000+
- Fitness: 7,000+
- Ice Rink: 5,592

Program types include:

Athletics

- Baseball
- Basketball
- Dodgeball
- Figure Skating
- Flag Football
- Floor Hockey
- Hockey
- Lacrosse
- Martial Arts
- Multisport
- Pickleball
- Rowing
- Sailing
- Soccer
- Tennis
- Volleyball
- Yoga

Camps

- Preschool Camps
- Youth
- Specialty Camps
- Counselor In Training

Childcare

- Kids Club Before and After School Care
- ELC Preschool Half-Day Preschool
- Children's Circle Full-Day Preschool
- School Days Off Programs

Preschool Enrichment Programs

- Cooking
- Dance
- Art
- STEAM
- Crafting
- Tot Skating
- Parent Tot
- Music
- Sports
- Ceramics
- Reading
- Soccer
- Yoga

Cultural Arts and Enrichments

- Cooking
- Dance
- Fine Arts
- Crafting
- Coding
- Magic
- Chess
- Mixed media
- STEAM
- Ceramics
- Theatre

Exercise and Fitness

- Paddleboard Yoga
- Yoga
- Pilates
- Tai Chi
- Rowing
- Barre
- Pickleball

- Tennis
- Open Gym

Adult

- Ceramics
- Improv
- Art
- Tennis
- Pickleball
- Scrub Hockey
- Dek Hockey
- Karate
- Mahjong

Provide the following free or low-cost special events

- Messy Morning
- Sweetheart Dance
- Subzero Shenanigans
- Disney Skate
- Leprechaun Hunt
- Fire and Ice
- Good Friday
- Spring Egg Hunt/Dog Treat Hunt
- Weinberg Family Recreation Center Groundbreaking
- Spring Art Show
- Earth Day Cleanup
- Mother's Day Gift Making
- Takiff Express Train Day
- Sauna Club
- Beach: Music
- Kickback at Kalk
- GJHP Beach Bash
- Tots-n-Tunes
- Glencoe .500
- Fourth of July Party in the Park & Fireworks
- Fun Run
- Family Games
- Unplug Illinois Day
- Beach Campout
- Beach S.A.F.E.
- Green Bay Trail Day
- Trellis Table
- Outdoor Movies

- Bier On The Pier
- Doggie Dip
- Great Mud Run
- ELC Harvest Festival
- Kids Night Out
- Boo Bash
- Preschool Spooktacular
- Adult Art Show
- If Kids Ran Thanksgiving
- Weinberg Ice Rink Season Opening
- ELC Book Fair
- Weinberg Family Recreation Center - Grand Opening
- Hallmark Holiday
- Visit With Santa
- Skate and Create
- Winter Solstice
- Itty Bitty New Year

3. Additional Services

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

- Working apiary to educate on the importance of bees
- Composting locations in cooperation with the Village of Glencoe
- Spring Park Cleanup Event
- Working greenhouse to assist the Glencoe Community Garden, Glencoe Gardening Club, and Friends of the Green Bay Trail
- Local site for monthly Red Cross Blood Drives
- Various clothing, food, and supply drives to benefit local charities and food banks

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. Full and half-day preschool, before and after school care, 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. The numerous flower beds and native planting areas beautify the Village. The District prioritizes planting native species. Native areas attract pollinators such as bees, butterflies, and birds. In 2023, the District planted 20 trees throughout its parks.

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.

- The Village does waive most permit fees to the District, unless they involve an outside contractor. The Park District reciprocates with giving the Village free use of parks and facilities for events and meetings. This is a great example of collaboration between the Village and Park District.
- Water Utility Fee
- State and local liquor license
- Background check fees (and checking minors)
- Daily beach water testing
- Elevator inspection license
- Construction permits (only for services they outsource)
- Food service permits
- Illinois Department of Public Health inspections
- Fire inspections

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.

- State grants are often overly complicated to apply for and staff at the state level are not routinely available to answer questions or provide guidance, which causes delays for the Park District attempting to apply for grant funds. Once grant funding is obtained, cumbersome and time-consuming reports are due on a monthly or quarterly basis.
- Metropolitan Water Reclamation District's slow review process
- Delay in Village Permit Review

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. In 2023, the Park District received 15 FOIA requests, some requiring hours of staff time to fulfill. 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. Only one of the 15 were from Glencoe residents.

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 \$3,663 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.

e) Minimum Wage. The minimum wage increases have put a burden on the Park District's operating budget, and have caused the District to increase fees to taxpayers. This increased burden is specifically for seasonal workers who are high school to college age and work seasonally during the summer months at our day camps and beach.

f) **COVID-19, American Rescue Plan Act.** During the pandemic, the Park District was counted on to provide services for all ages, when allowable, under the Centers for Disease Control, Illinois Department of Health regulations. While other units of governments were closed, or solely operating remotely, park districts were turned to for individuals seeking respite in our parks, for emergency day care, daycare for school age children when schools were closed, and many other recreation services. When the U.S. Senate approved the final version of the \$1.9 trillion American Rescue Plan Act, park districts were left out of this funding. The Act included \$360 billion for states, territories, tribes, counties and cities and Illinois was estimated to receive approximately \$13.2 billion of this state and local funding. The plan did not include dedicated funding for special districts, which include park districts. The Act allowed funds to be used to provide government services affected by a revenue reduction during the pandemic relative to revenue collected in the most recent full fiscal year. Again, the Act left out special districts.

In addition to the thousands of unbudgeted dollars spent on COVID-19 related expenses, the Park District lost approximately a million in revenues from programs and services over the previous year. The District's ability to recover from COVID-19 in operating and capital funds has extended to date. In addition to the operating loss, the Park District was unable to transfer necessary funds to capital projects for the 2020 budget.

4. Opportunities for Increased Transparency

As illustrated above, the Park District is very transparent in its operations. The following are opportunities for increased transparency, these were ideas or requests generated from the Local Government Efficiency Committee. In areas where there has been or will be efforts for increased opportunities by the Park District, they are noted above in italics.

- Does the Committee see any opportunities for Transparency?

An Example:

Request:

Increase transparency and communication with the public on waitlist for Children's Circle, Day Camps, and Kids Club.

Response:

The District will look into ways of improving the waitlist and communication process for Day Camps, Children's Circle and Kids Club, which tend to experience waitlists quickly based on the amount of space and staff needed.

5. Opportunities for Other Intergovernmental Agreements

- Does the Committee see any opportunities for other Intergovernmental Agreements?

Request:

Continue to provide greenhouse use for adults interested in gardening and community groups such as Glencoe Community Garden and Friends of the Green Bay Trail

Response:

Investigate the possibility of building a new greenhouse near the community garden, working with the Village on land use. This would move greenhouse operations away from the parks yard where it can be dangerous to have the public in an area where the parks team is actively working.

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

- Does the Committee see any opportunities for Energy Efficiency Projects?

- Request:

Have more EV Park District trucks and equipment

Response:

When renovating the parks maintenance facility, look at ways that more energy efficient elements can be added. For example, for a future renovation we should investigate the ability to include solar panels on the roof and plan for infrastructure needs so that our future fleet and equipment changes from gas to EV.

XI. OTHER

Does the Committee have any ideas or suggestions that demonstrate that ways to be more efficient or transparent form of local government to provide park and recreation services?

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

Signed: _____ [CHAIR'S SIGNATURE]