



Journal of Local Government
Shared Service Best Practices
Second Edition

Prepared by:

Illinois Lieutenant Governor Evelyn Sanguinetti

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STATE OF ILLINOIS
OFFICE OF THE LIEUTENANT GOVERNOR
100 WEST RANDOLPH STREET
CHICAGO, ILLINOIS 60601

July 31, 2018

**EVELYN SANGUINETTI,
ILLINOIS LIEUTENANT GOVERNOR**

Dear Local Government Officials:

It's a great honor and privilege to present to you our 2nd edition of the *Journal of Local Government Shared Service Best Practices*. This report highlights the top 20 shared service examples from across the state which are helping to provide more effective and efficient services while saving taxpayers money. These examples are out of more than 261 submitted to my office in 2017.

This project was born out of the Local Government Consolidation and Unfunded Mandates Task Force, which I chaired in 2015. My Task Force issued a final [report](#) and made 27 specific public policy recommendations to make local government more efficient, effective and streamlined.

At the core of this effort is the firm belief that local leaders and residents know what is best for their communities and should be empowered to find solutions that will serve their unique interests.

From these recommendations, we've made considerable legislative progress on several goals, while we continue to fight for comprehensive reforms:

- Enact a 4-year moratorium on creating new local governments. (Public Act 99-353)
- Expand DuPage County's pilot consolidation program to all 102 counties. (Public Act 100-107)
- Allow all townships in the state to consolidate with coterminous municipalities via referendum. (Public Act 100-107)
- Remove the limitation capping a township size of 126 square miles. (Public Act 100-107)
- Allow counties to retain their existing form of government following a successful referendum to dissolve townships into the county. (Public Act 100-107)
- Allow merger of general township road and bridge districts that maintain less than 25 miles of road. (Public Act 100-106 & Public Act 100-107)
- Implement physical education mandate relief for school districts. (Public Act 100-465)

- Provide driver education mandate relief for school districts. (Public Act 100-465)
- Require an annual state review of unfunded mandates on local government. (Public Act 100-242)
- Protect the Intergovernmental Cooperation Act.

I am so proud to continue the work of the Task Force by publishing the 2nd edition of the *Journal of Local Government Shared Service Best Practices*. The purpose of this Journal is to celebrate successful shared service achievements in our schools, municipalities, townships and counties, so that others may replicate this success around the state.

Sincerely,

A handwritten signature in black ink that reads "Evelyn Sanguinetti". The signature is written in a cursive, flowing style.

Evelyn Sanguinetti
Illinois Lieutenant Governor

Shared Service Best Practices Guide Summary

School Districts

1. **Rutland School District 230 and Wallace School District 195.** Rutland School District 230 and Wallace School District 195 have a long history of sharing a superintendent, staff, specialized professionals, equipment and services to benefit students and save taxpayer dollars.
2. **Riley School District 18 and Marengo-Union ECD 165.** Riley and Marengo school districts share personnel in areas of high demand, including a speech pathologist, school psychologists, IT coordinators, and bus drivers, among other professionals. The Intergovernmental Agreement between the districts was signed a few years ago but the efforts to share services and facilities have been ongoing for decades.
3. **Fieldcrest Consolidated Unit School District 6.** Both Fieldcrest and El Paso-Gridley transport students to the Bloomington Area Career Center (BACC) for vocational courses on the same bus. Superintendents for both schools agreed to share a bus to the BACC three years ago to save transportation costs.
4. **Silvis School District 34 and East Moline School District 37.** United Township High School has five elementary partner schools. The schools share services to maximize savings and level of service. The Silvis School District has intergovernmental agreements with the East Moline School District for English as a Second Language services, food services, facilities and maintenance services, and bus storage. Silvis also shares bus mechanic services with the Riverdale School District and has a cooperative football program with the Colona School District, Hampton School District, and the Carbon Cliff/Barstow School District. The Silvis School District provides special education busing for several districts as well as busing for the park program during the summer.
5. **Prairieview-Ogden Community Consolidated School District 197.** Prairieview-Ogden is part of a Special Education Cooperative that shares social workers, psychologists, occupational therapists, and physical therapists, among other professionals. Additionally, Prairieview-Ogden shares transportation services with St. Joseph Ogden High School.
6. **La Grange School District 102 and La Grange School District 105.** In 2016, both school districts decided to share a communications director. They had proactively reached out to each other regarding the need and tried to align on their resources. This allowed them to successfully determine that sharing the professional expertise was the best opportunity.
7. **Effingham Consolidated Unit School District 40.** Effingham, Altamont, Beecher City, Dieterich, and Teutopolis county school districts, along with the Effingham County Chamber of Commerce and Lake Land College (community college), have partnered in

planning and beginning the implementation for the Effingham Regional Career Academy (ERCA). (This project is now up and running without a present building.)

8. **Hononegah Community High School District 207.** In Northern Illinois, four elementary districts and one high school district have discovered a unique way to collaborate. Because they share the same families, the superintendents and business managers decided several years ago to work together not only regarding school calendars and events, but also regarding the sharing of various business services to provide quality services and better economies of scale to the districts, their families, and their taxpayers.
9. **New Holland-Middletown Elementary District 88 and Midwest Central Unit District 191.** These two school districts formed a partnership to utilize shared personnel to license, monitor and manage school bus drivers. Shared services include drug testing, sharing spare buses, and CDL requirements.
10. **Kinnikinnick Community Consolidated School District 131.** This group of taxing districts has created a local consortium that advocates for county-wide system improvements in dealing with tax appeals and shared legal and appraisal costs from defending appeals regarding property taxes.

Townships and Municipalities

11. **Joint Emergency Management System.** The Northwest Central Joint Emergency Management System (JEMS) is a cooperative effort by 10 communities to provide for shared regional Emergency Management services. Participating communities utilize program staff to drive industry standards and best practices in regional planning, training and exercises.
12. **Cuba Township Road District.** The Cuba Township Road District is contracted by the Village of Lake Barrington, Village of Barrington Hills, Village of South Barrington, Village of Tower Lakes, and the Village of Port Barrington to perform a variety of road maintenance and snow removal services. Throughout all these communities, the Cuba Township Road District covers approximately 350 lane miles of roadway.
13. **Bloomington Park District.** Bloomington Park District, Village of Bloomington, Village of Bloomington Public Works, Bloomington Police Department, DuPage County and Bloomington Township Highway Department collaborate to bring various community activities and services.
14. **Buffalo Grove Park District.** Buffalo Grove Park District entered into multiple intergovernmental agreements with Kildeer Countryside School District 96 for exclusive usage of facility space. This space was negotiated through capital support, provided by the park district, for facility improvements.

15. **Warrenville Fire Protection District.** The Warrenville Fire Protection District and Naperville Fire Department border each other and dispatch the closest, most appropriate unit to the scene of an incident. They utilize the same policies and procedures for operations and training, and they are starting to use technology, such as Global Information System, Automatic Vehicle Location, and analytics, to be smart with their shared resources so that they save money and increase efficiency.
16. **River Forest Township.** Funded by several taxing entities in River Forest and Oak Park, the Youth Intervention Program offers three professional youth interventionists who work with at-risk youth and with youth who are gathered for activities. Youth interventionists are actively out in the community working with the children. This program is highly successful and demonstrates a high degree of collaboration across taxing bodies and communities.
17. **Curran Fire Protection District.** Since 1982, the Curran Fire Protection District has contracted with the City of Springfield for fire and emergency medical response. Revenues do not justify a separate fire protection district, equipment and personnel costs.
18. **Village of Wadsworth.** The Village of Wadsworth currently operates seven intergovernmental agreements related to government contracting and shared services with neighboring townships, municipalities and fire protection districts.
19. **St. Charles Park District.** In December 2015, the St. Charles Park District entered into an intergovernmental agreement with St. Charles Community Unit School District 303 to manage the Norris Recreation Center's programs, memberships and services. The school district retains ownership of the physical building and property.
20. **Waukegan Park District.** The Live Well Lake County Action Team "Be Active: Walking" is led by the Gurnee and Waukegan park districts to create programs that support walking to improve resident health and build community. With high rates of obesity, diabetes and depression, Waukegan became the priority to pilot a walking program that could be replicated in other communities. GO GURNEE is an existing program that encourages individuals to walk at least 30 minutes a day and serves as a blueprint for the Waukegan pilot program.

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School Districts

1. Rutland School District 230 and Wallace School District 195

Main entities:

- Rutland CCSD 230
- Wallace CCSD 195
- Miller Township CCSD 210
- Waltham CCSD 185
- Dimmick CCSD 175
- Leland CUSD 1
- Earlville CUSD 9

Other participating entities:

- Grand Ridge CCSD 95
- Seneca High School 160
- Seneca Elementary CCSD 170
- Mendota Elementary CCSD 289
- Mendota High School 280
- Lostant CUSD 425

Project Description:

Rutland School District 230 and Wallace School District 195 have a long history of sharing staff, specialized professionals, equipment and services to benefit the students and save taxpayer dollars.

The staff shared by these school districts include: a superintendent since 1994; a psychologist since 1992; a social worker in Wallace, Rutland, Waltham and Miller Township; a hearing-impaired teacher in Wallace, Rutland, Seneca High 160, Seneca Elementary 170, Mendota Elementary 289 and Mendota High 280; a special education teacher in Wallace, Rutland, Miller Township, Dimmick, Waltham and Grand Ridge 95; a certified nurse for special education in Wallace, Rutland, Waltham, Miller Township, Dimmick, Leland, Earlville and Grand Ridge; and a physical education teacher in Rutland and Lostant 425. Rutland and Miller Township also share Co-op athletics for soccer and boys' volleyball.

In addition, Wallace and Rutland share buses, bus drivers, a STEM lab, assemblies, field trips, English as a Second Language services, a special education teacher, a speech teacher, a music teacher, a special education department, maintenance equipment and storage.

Goal of Project:

Since 1994, these school districts have been working together to provide a full range of services to students in the most economically efficient manner.

Result of Project:

Sharing is the way to go for small schools. Despite the small sizes of these districts and their other partners, they offer a full range of services to students.

Contact:

Michael Matteson, Superintendent
Rutland CCSD 230/Wallace CCSD 195
mdmatteson@wallacegs.org
815-433-2986

2. Riley School District 18 and Marengo-Union ECD 165**Entities:**

- Riley CCSD 18
- Marengo-Union ECD 165
- Marengo-CHSD 154

Project Description:

Riley and Marengo area school districts share personnel in areas of high demand, including professionals such as speech pathologists, school psychologists, IT coordinators, and bus drivers. The intergovernmental agreement between the districts was initiated three years ago by the current three superintendents serving each district, but the efforts to share services and facilities had already been taking place for decades. (This effort wasn't always continuous due to changes in board members and leadership.)

Goal of Project:

Because the location of the three districts are within a 5-mile radius of each other, the districts decided to share facilities, including the gym, auditorium, buses and personnel, as needed, to ensure cost effectiveness for all three districts.

Result of Project:

The three districts were able to share personnel in areas of high demand with low availability of services, such as speech pathologists, school psychologists, IT coordinators, bus drivers and custodial personnel. The cooperation, collaboration and support provided each district with some resolution on an as-needed basis for facilities, buses and personnel. Currently, the high school district and Riley are considering the possibly of sharing transportation routes in the near future.

Suggestions for other Local Governments:

Start with dialogue and see how the collaboration can effectively benefit those areas of need or concern.

Contact:

Christine Conkling
Superintendent

Riley School District 18 and Marengo-Union ECD 165
conkling@riley18.org
815-568-8637

3. Fieldcrest Consolidated Unit School District 6

Entities:

- Fieldcrest CUSD 6
- El Paso-Gridley CUSD 11

Project Description:

Both Fieldcrest and El Paso-Gridley transport students on the same bus to the Bloomington Area Career Center (BACC) for vocational courses. Superintendents for both schools agreed for the past three years to share a bus to the BACC to save money.

Goal of Project:

Mike Lindy, who was the superintendent at El Paso-Gridley at the time, approached Fieldcrest with the thought that two partially full buses carrying students to BACC was a waste of money, especially when Fieldcrest's bus ran right by El Paso-Gridley. Upon discussion, both districts agreed it was in their best interests to share one full bus, with the goal of cutting transportation costs for the route for both schools.

Result of Project:

Fieldcrest and El Paso-Gridley have now been sharing the route for three years. Since that time, Fieldcrest saved 33 percent in transportation costs while El Paso-Gridley has saved 40 percent. In dollars, Fieldcrest has saved about \$6,000 off an approximate \$19,000 previous annual cost, and El Paso-Gridley around \$4,000 off an annual \$10,000 cost each year. (The previous route cost differential is because El Paso-Gridley is about 50 percent closer to BACC than Fieldcrest.)

Contact:

Daniel Oakley, Superintendent
Fieldcrest CUSD 6
doakley@unit6.org
309-432-2177

4. Silvis School District 34 and East Moline School District 37

Entities:

- Silvis School District 34
- East Moline School District 37
- United Township High School District 30
- Carbon/Cliff Barstow School District 36

- Hampton School District 29
- Colona School District 190
- Riverdale School District 100

Project Description:

The Silvis School District is one of five elementary partner districts that send students to United Township High School. One of the five elementary districts, the East Moline School District, is significantly larger than the other four elementary partner districts which include the Silvis School District, Carbon Cliff/Barstow School District, Hampton School District, and the Colona School District.

Offering a wide range of programs and services can be a challenge in a small district. The acknowledgment of this challenge led to discussions regarding how neighboring districts could partner with one another to improve program options and levels of service. The answer was to establish shared service agreements with neighboring school districts.

By sharing services, the Silvis School District has been able to increase the level of service in several areas. The East Moline School District provides assistance and leadership in the areas of food service, facilities and maintenance, and English Language services. The directors in each of these areas coordinate services for the Silvis School District as well as their employer, the East Moline School District.

Result of Project

Shared services can be a win-win proposition for school districts. Improving levels of service while decreasing costs are two significant reasons to pursue shared services, but the most important outcome is the positive impact it has on services and programming for our students. The districts saw benefits in the following areas:

Food Service

The Silvis School District strives to be a good steward of taxpayer's dollars, and these partnerships have helped to accomplish that goal. Cost savings have been realized through food service. The East Moline Director of Food Services turned the school breakfast and lunch program from one that was losing money into one that is profitable. Breakfast and lunch offerings have been expanded and through a grant; the food service director secured a Fresh Fruit and Vegetable Program grant for the elementary school students. This means elementary students receive a nutritious snack and try a variety of fresh fruits and vegetables during the school year.

Maintenance

Like the food service partnership, the facilities and maintenance service has improved as well. East Moline's custodial and maintenance staff can address issues within our buildings due to the expertise of their employees. Repairs that would have required outsourcing are frequently addressed by the East Moline staff and, due to the proximity of the East Moline Schools, issues are addressed in a timely manner.

Football

Silvis is not large enough to offer their own football program, so three years ago the Colona School District, Carbon Cliff/Barstow School District, Hampton School District and the Silvis School District entered into an agreement to form a cooperative football team. This partnership allows students in our districts to play football, which was not possible without this agreement.

Transportation

Transportation is another area in which the partner districts, as well as a neighboring district, share services. Silvis has an agreement with the Riverdale School District to provide bus mechanic services. Our agreement means that Riverdale could hire a bus mechanic, which would not have been possible without sharing the cost. Neither district could afford to hire a full-time person. The Silvis School District leases space in a transportation facility from the East Moline School District. The Silvis School District provides special education busing for two of the elementary partner districts as well as the park program during the summer. Fuel is purchased through an agreement with United Township High School.

English Language Learner Services

The East Moline Director of ELL Services coordinates the ELL programs in East Moline and Silvis. Again, we can benefit from her expertise without having to hire another administrator to run the program.

United Education Foundation

One program that unites all six partner districts is the United Education Foundation. The Foundation Board is composed of representatives from all six districts and is housed at United Township High School. The foundation provides mini-grants to partner school teachers, scholarships to high school seniors, and an award each year to an outstanding eighth-grade student.

Suggestions for other school districts

School districts that are interested in pursuing shared services should begin by evaluating their facilities, budgets, gaps in services, and changes in staffing. Six years ago, Silvis built a new junior high school building approximately 1 mile from a warehouse facility that East Moline purchased to house their Administration Center/Transportation Center. Due to positive working relationships between the East Moline and Silvis superintendents, a partnership was formed. When East Moline completed their transportation center it was determined that Silvis would lease space rather than build a transportation building. Further discussion led to partnerships in the other areas addressed earlier in the article.

Our partnerships have and will continue to evolve. This year we entered into an agreement to send students to the East Moline alternative school program. Suspended students that would have been sitting at home are kept in school through this partnership. This program is one that the Silvis School District could not sustain on its own. We are currently in discussions to establish a new shared services partnership with the Carbon/Cliff Barstow School District.

Contact:

Terri VandeWiele, Superintendent
Silvis SD 34
tvandewiele@silvis34.com
309-792-9325

5. Prairieview-Ogden Community Consolidated School District 197**Entities:**

- Prairieview-Ogden CCSD 197
- St. Joseph-Ogden CHSD 305
- Thomasboro CCSD 130
- Rantoul Twp. HSD 193
- Tolono CUSD 7
- St. Joseph CCSD 169
- Heritage CUSD 8
- Gifford CCSD 188
- Ludlow CCSD 142
- Fisher CUSD 1

Project Description:

Prairieview-Ogden is part of a Special Education Cooperative that shares social workers, psychologists, occupational therapists, and physical therapists, among other professionals. Additionally, Prairieview-Ogden (K-8 district) and St. Joseph-Ogden (9-12 district) share a bus for pick and delivery. More specifically, on the north side of Ogden, the St. Joseph-Ogden high school bus picks up all K-12 students while on the south side of Ogden, Prairieview-Ogden picks up all K-12 students.

Goal of Project:

To provide more effective services to the students, to share expertise, professional services, and transportation (between two districts) and to ultimately save taxpayer dollars.

Result of Project:

In addition to providing more efficient services, our districts are saving taxpayer dollars in lower fuel, maintenance and bus costs as well as personnel costs.

Contact:

Victor White, Superintendent
Prairieview-Ogden CCSD 197
vwhite@pvo.k12.il.us
217-583-3300

6. La Grange School District 102

Entities:

- La Grange School District 102
- La Grange School District 105

Project Description:

In 2016, both school districts decided to share a communications director. They had proactively reached out to each other on the need and tried to align on the resources. They determined that sharing this type of professional expertise was the best opportunity.

Goal of Project:

The main purpose of sharing a communications director was to improve communications with their respective communities. Both districts also needed vast improvement of their websites.

Result of Project:

Service improvements and a savings of approximately \$25,000 per year.

Suggestions for other Local Governments:

Continue to work in forums around the neighboring districts and discuss overall costs. Share resources on FTE's and potential hires.

Contact:

Brian Anderson, School Board President
La Grange School District 102
andersonbr@dist102.k12.il.us
708-846-8312

7. Effingham Consolidated Unit School District 40

Entities:

- Effingham CUSD 40
- Altamont CUSD 10
- Beecher City CUSD 20
- Dieterich CUSD 30
- Teutopolis CUSD 50
- Effingham County Chamber of Commerce
- Lake Land College

Project Description:

Effingham, Altamont, Beecher City, Dieterich and Teutopolis county school districts, along with the Effingham County Chamber of Commerce and Lake Land Community College, have partnered in planning and beginning the implementation for the Effingham Regional Career Academy (ERCA).

ERCA's mission is to attract, retain and grow area businesses by providing sustainable career pathways for high school students, adult learners and incumbent workers. The ERCA will serve not only as a career academy for our youth but also provide opportunities for adult learners as they work to secure, retain and advance in high demand area jobs. Educators and employers will inspire students and create targeted opportunities and a pipeline of skilled individuals for area employers to make a lasting impact on the future of our community as well as our adaptability to the industry trends of the future.

Goal of Project:

The ERCA project has several goals, which include:

- 1) Build an ERCA facility.
- 2) Share 15 ERCA programs across Effingham County. Programs will be available to not only high school students but non-employed adults, and employed adults for continued training.
- 3) Once ERCA is up and running in its own building the goal is to have at least 150 high school students participating.
- 4) Integrate partner programs into the ERCA, where possible, including CEO (Creating Entrepreneurial Experience), CTEC (Construction Trades Education Curriculum), and Health Occupations.

Result of Project:

Ongoing efficiency will be realized as the project moves forward. More importantly, students and workers will have additional learning opportunities available to them as more programs are developed.

Suggestions for other Local Governments:

It is important to keep the main goal in front of you. The ERCA is trying to provide additional learning opportunities for students/workers while helping meet the need of local businesses to hire prepared employees.

ERCA is already up and running without a present building. Local school districts are hosting programs that are open to all five county school district students. Examples include manufacturing skills, welding and agricultural education.

Contact:

Mark Doan, Superintendent
Effingham CUSD 40
doanm@u40gw.effingham.k12.il.us
217-540-1501

8. Hononegah Community High School District 207**Entities:**

- Hononegah CHSD 207
- Kinnikinnick CCSD 131
- Prairie Hill CCSD 133
- Rockton School District 140
- Shirland CCSD 134

The Hononegah Nations

In Northern Illinois, there are four elementary districts and one high school district known as The Hononegah Nations that have discovered a unique way to collaborate. Because they share the same families, the superintendents and business managers decided several years ago to work together not only with school calendars and events, but to also share various business services to provide both quality services and economies of scale to the districts, their families and their taxpayers.

Project Description:

To leverage the combined purchasing power of multiple school districts to realize the potential economy of scale savings that none have been able to achieve on their own.

Goal of Project:

To save money whenever and wherever possible to stretch dwindling revenues as far as possible, in the face of increasing costs, through the letting of bids for goods and services, which historically have elicited little to no response – especially for the smaller districts within The Hononegah Nations as well as surrounding school districts and other governmental entities.

Result of Project:

Results have proven positive. While bidding together, each district has a separate contract for each service with the various vendors.

The districts have banded together in a joint transportation bid for years to outsource their student transportation needs. The joint bid allows for prospective bidders to share equipment among the districts. Lower capital investment has helped to moderate the cost of transporting district students.

Similarly, the districts participate in a special education cooperative with four other Winnebago County school districts for special education related services. In situations where a district does

not need a full-time employee to meet the needs of their student population, participation in the WCSEC has allowed them to serve their students with quality programming through the sharing of specialized staff with each district paying for the portion of service needed.

Most districts have been members of the Northern Illinois Independent Purchasing Cooperative (www.niipc.com/index.php) for years and have taken advantage of NIIPC's reduced bid pricing for kitchen/cafeteria supply needs. Milk and bread remained problematic due to geographic location and quantities involved. The districts decided to conduct a joint bid for each and were able to secure reduced pricing while sharing labor and advertising expenses associated with the bid process.

More recently, bids have been written and conducted for trash and recycling services and copy equipment. The bid documents for trash and recycling were constructed to allow any surrounding district to participate and meet their individual needs. The districts achieved savings of over 50 percent with others capitalizing on those savings as their contracts expired.

The joint copy equipment bid posed unique problems in that one size did not fit all, and it became clear that one vendor could not meet the varying needs of the individual districts. The joint bid did, however, provided each district with pricing for the equipment needed and all were able to save money by working with the vendor that best met their needs.

The five districts share their facilities not only with the community but also with one another. The facilities are provided at either no cost or low cost. For instance, when the high school district lost its athletic dome in an ice storm, the other districts stepped up to offer space and personnel while the new fieldhouse was being built.

The sharing of services has provided the community with a vision of the importance of their children's education through the districts' interest in and implementation of collaborative efforts that pay off not only in school finance but also in utilizing the best services possible for the students and families that the districts serve.

Suggestions for other Local Governments:

A wise old sage once suggested that a penny saved is a penny earned. When it comes to school finances in Illinois, it could not be more true. Share any service that makes sense to/for the parties involved by seeking out and partnering with any and all groups or organizations that shared your goal. Reach out to local businesses to form partnerships that can benefit your organization as well as theirs, then explore other avenues to expand that partnership for the benefit of your district and for others.

Contact:

Michael Dugan, Superintendent, Hononegah HSD 207

mdugan@hononegah.org

815-624-2070

Keli Freedlund, Ed.S., Superintendent, Kinnikinnick CCSD 131

kfreedlund@kinnschools.org

Brett Hruby, CSBO, Kinnikinnick CCSD 131
bhruby@kinnschools.org
815-623-2166

9. New Holland-Middletown Elementary District 88

Entities:

- New Holland-Middletown ED 88
- Midwest Central CUSD 191

Project Description:

This project was started between two small, neighboring school districts to save costs in transporting students. Previously, both districts had outsourced to a third-party contractor at an elevated cost (but easier to manage in regards to regulations). For example, our contractor was charging \$21 per hour for transporting, but the drivers were only earning \$10.50 per hour. The rest was being charged to “administrative costs” of the contractor, which proposed a 17 percent increase to keep transporting for the district.

Therefore, both districts agreed to share administrative costs and loan each other equipment and spare buses when needed to avoid the excessive costs being charged by the contractor. This began the summer of 2017. They utilized one person to recruit, train and license each driver and to ensure all compliance with federal regulations, including drug testing and insurance requirements. This is being handled by an employee of Midwest Central with a proportional 1/3 share being paid by New Holland-Middletown.

Goal of Project:

To allow the districts to move away from third party contractors without being inundated with regulatory compliance tasks.

Result of Project:

During the first year, New Holland saved \$20,000, and, depending on special education enrollments, the savings may reach \$40,000 per year. Midwest Central saved between \$100,000 and \$150,000 the first year. Midwest Central has more bus routes than New Holland as well as newer equipment. New Holland has had fewer mechanical issues and is getting better fuel mileage from the newer buses, which provides better service to students and saves money.

Contact:

Marc Campbell
Superintendent
New Holland Middletown ED 88
mcampbell@nhm88.com
217-445-2421 Ext. 2

10. Kinnikinnick Community Consolidated School District 131

Entities:

- Kinnikinnick CCSD 131
- Rockton SD 140
- Hononegah High School (Hononegah CHD 207)
- North Suburban Library
- Talcott Library
- Rockton Township
- Rockton Fire Protection Department
- Village of Roscoe
- Winnebago County Board of Review

Project Description:

This group of taxing districts has created a local consortium that advocates for county-wide system improvements for dealing with the tax appeal systems and the shared legal and appraisal costs from defending appeals regarding property taxes.

Goal of Project:

To share costs for defending the taxpayers in the districts from rising property taxes and mitigate the refunding of previously collected and expended taxes.

Result of Project:

By splitting costs, two of the school districts have saved tens of thousands of dollars on legal fees and have settled two tax appeals prior to state intervention at the Property Tax Appeal Board.

Suggestions for other Local Governments:

Collaboration and scheduled communications have been necessary to sustain the urgency for a shared service on tax appeals. Helping other entities fully understand and support the importance of these interventions is a complicated issue.

Contact:

Keli Freedlund, Superintendent
Kinnikinnick CCSD 131
kfreedlund@kinnschools.org
815-623-2837

Townships and Municipalities

11. Northwest Central Joint Emergency Management System

Entities:

- Village of Arlington Heights
- Village of Buffalo Grove
- Village of Elk Grove
- Hoffman Estates
- Inverness
- Mount Prospect
- Palatine
- Schaumburg
- Streamwood
- City of Rolling Meadows

Project Description:

Originally started in 2015 by Elk Grove Village, Hoffman Estates and Palatine, the Northwest Central Joint Emergency Management System (JEMS) is a cooperative effort by 10 communities to provide for shared regional emergency management services. Through this collaborative effort, participating communities utilize the program staff to drive industry standards and best practices into regional planning, training and exercises. From an all-hazards approach, JEMS staff collaborate with municipal leadership to build community-wide emergency management capabilities in all four phases of emergency management: preparedness, response, recovery and mitigation.

Goal of Project:

The goal of the project was to increase the level of preparedness for municipal staff through joint training and exercises. Additionally, the goal was to bring all our emergency plans into compliance with applicable state and federal requirements and incorporate best practices so that all plans conformed to a standard and each community would expect similar response structures from their neighbors.

Result of Project:

Since the creation of the program, we have been able to offer increased opportunity for training and interaction between municipal staff in various capacities throughout our area of responsibility. Each community now participates in at least one disaster exercise a year, with most participating in two or more a year. Since the shared service acts as an emergency management department for the municipalities there has been a decrease in the need to contract or add additional staff to fill duplicated roles across the 10 municipalities.

Of our 10 communities, cost savings is seen mainly in the reduction of staffing and savings from cooperative endeavors like training and exercises. The largest cost savings for an individual community is approximately \$80,000 per year. On average, each community sees a cost savings of approximately \$50,000 per year. Collectively, all 10 of the municipalities are saving more than \$600,000 a year.

In addition to the cost reduction, managers have seen a significant increase in their program activities and marked improvement of their overall preparedness.

Suggestions for other Local Governments:

In the event of a disaster, it is very likely that municipal governments are going to rely on their neighboring communities for assistance. Sharing the responsibility of emergency management allows for a collaborative approach to helping our communities prepare for, respond to, recover from and mitigate the threats and hazards that we all face with a combination of resources from the get go, rather than forcing integration in the case that something goes wrong. Every opportunity to train or exercise across municipal borders is time spent preparing for the reality of disasters.

Contact:

Mick Flemming, Emergency Management Coordinator
Village of Arlington Heights
mfleming@nwcds.org
224-558-0121

12. Cuba Township Road District

Entities:

- Cuba Township Road District
- Village of Lake Barrington
- Village of Barrington Hills
- Village of South Barrington
- Village of Tower Lakes
- Village of Port Barrington
- Barrington Countryside Fire Protection District

Project Description:

The Cuba Township Road District is contracted by the Village of Lake Barrington, Village of Barrington Hills, Village of South Barrington, Village of Tower Lakes and the Village of Port Barrington to perform a variety of road maintenance and snow removal services. In addition, Cuba Township Road District provides tree removal, mowing in the right-of-ways and a variety of drainage services. Throughout these communities, the Cuba Township Road District covers approximately 275 lane miles of roadway.

Moreover, the Cuba Township Road District and the Barrington Countryside Fire Protection District entered into an intergovernmental agreement which allows the fire department to buy fuel from the township. The township owns and maintains both diesel and gasoline fuel tanks in addition to a computer tracking system, which allows the fire department to purchase fuel from the township. The fire department is invoiced monthly based on their usage. Both entities benefit due to bulk quantity discounts on fuel and oil.

Goal of Project:

To provide a more responsive and cost-effective form of road maintenance services to the residents of Cuba Township and neighboring villages through shared services.

Result of Project:

Local government cooperation and overall cost savings for all entities involved. Cuba Township was able to purchase and maintain equipment that meets all of their needs due to the intergovernmental agreements which allowed the township to serve all of the communities with services that otherwise would not have been individually affordable. In addition, all local governments share in cost savings by not having to staff individual Public Works Departments or adding additional personnel.

Suggestions for other Local Governments:

Cuba Township and the surrounding villages are a prime example of the benefits shared services offer through intergovernmental agreements. Township government is a valuable and effective form of government that extends beyond just serving the unincorporated areas of the township.

Contact:

Thomas J. Podgorski, Highway Commissioner
Cuba Township Road District
tjpodgorski@cubaroads.com
847-381-7793

13. Bloomingdale Park District

Entities:

- Bloomingdale Park District
- Village of Bloomingdale
- Village of Bloomingdale Public Works
- Bloomingdale Police Department
- DuPage County
- Bloomingdale Township Highway Department

Project Description:

The entities involved cooperate with one another to provide various activities and services, including:

Bike Bloomingdale: Bike Bloomingdale is a community-wide initiative to promote bicycling, local trails, a healthy lifestyle, and an activity that can be enjoyed by all ages. Three trail lengths were available so that all ability levels could participate: a 1.7-mile ride, a 4-mile ride and a 6.5-mile ride. This was a collaborative event provided by the Bloomingdale Park District, Village of Bloomingdale, Village of Bloomingdale Public Works, and the Bloomingdale Police Department.

Festival of Lights: Festival of Lights is a month-long celebration right in the heart of Bloomingdale. It kicks off December 1 with a lighting ceremony attended by more than 650 residents and dignitaries, and continues throughout the month of December, with entertainment such as carolers, an ice sculpture demo, a jazz ensemble and a holiday light scavenger hunt.

Data Sharing Agreement: This Data Sharing Agreement between DuPage County and the Bloomingdale Park District facilitates the sharing and cooperative use of Geographic Information System (GIS) spatial data.

Mowing Services Agreement: Through an intergovernmental agreement with the Bloomingdale Park District, the Bloomingdale Township Highway Department provides mowing and weed trimming services to rougher and steeper areas of certain parks, using a recently acquired machine capable of cutting such areas.

Goal of Project:

- For the **Bike Bloomingdale** project, the goal was to promote bicycling, local trails, and a multi-generational activity while at the same time encouraging community camaraderie.
- For the **Festival of Lights** event, the goal was to provide an event for residents that promotes a sense of community and pride while attracting visitors from surrounding towns for the benefit of local businesses.
- For the **Data Sharing Agreement**, the goal was to increase data accuracy and reduce costs and significant overlap in the data needed for planning and analysis tasks to be accomplished and the GIS data that may be developed or acquired for these purposes.
- For the **Mower Services Agreement**, the goal was to better maintain some of the rougher, steeper areas of the Bloomingdale Park District's parks. Many of the citizens of the Bloomingdale Park District pay road and bridge taxes levied by Bloomingdale Township. The efficient cooperation contributes to the public health, safety and welfare of the citizens/taxpayers of both the park district and the township.

Result of Project:

For the Bike Bloomingdale project, the event brought residents together, highlighted local trails, and offered one more opportunity for different government agencies to work together toward a common goal. The agencies involved have already met and are currently planning Bike Bloomingdale 2018.

Festival of Lights has grown since its inception in 2014. Since then, themed youth and adult programming was implemented at the museum, entertainment was added throughout the month, carriage rides have doubled, and a huge tree is now erected in the Old Town's newly completed piazza.

For the Data Sharing Agreement, there is mutual public benefit for each of the parties and taxpayers in sharing GIS data and reducing costs, and, for the Mower Services Agreement, in addition to reducing costs, the parks are better maintained and resident complaints have ceased.

Suggestions for other Local Governments:

- Pooling resources and working together helps agencies accomplish more and operate more efficiently. Form a planning committee with members from each contributing agency.
- Work and partner with other agencies to provide the most inclusive and outstanding event possible. Each partner should contribute their strengths to the event, which may include financial resources, manpower, expertise, or strategic planning. Initially, start with one partner, perhaps just contributing financial support for the project, and continue to add partners, agency responsibilities and other agency-related resources each year.
- Do not hesitate to reach out to local governments to see what your agency can help with and how you both can work together to be more efficient and effective.
- Our Township leaders recognize that our patrons/residents are also theirs. So, entering into a relationship with the intent of better service to your shared residents will naturally lead all entities to a similar agreement.

Contact:

Jackie Tithof Steere, Executive Administrative Assistant
Bloomingdale Park District
jackie@bloomingdaleparks.org
630-529-3650

14. Buffalo Grove Park District

Entities:

- Buffalo Grove Park District
- Kildeer Countryside School District 96

Project Description:

Buffalo Grove Park District entered into multiple intergovernmental agreements with Kildeer Countryside School District 96 for exclusive usage of facility space. This space was negotiated through capital support provided by the park district for facility improvements.

Examples of these agreements include the following:

Willow Grove School in 2004: The Park District helped with capital funding to replace the gym floor. In return, part of the renovation included an office and storage space for the Park District. The Park District was also given keys and access to the gym and a couple of multipurpose rooms for after school hours and weekends. This allowed the Park District to run many programs within the school that we would not have been able to run due to lack of space in the Park District's existing facilities.

Ivy Hall School in 2010, Prairie School in 2014, and Twin Groves School in 2015: The Park District was given access to all these schools, similar to the agreement above, for assistance in capital improvements within the school.

Woodland Park in 2015: This was a unique agreement where the school district wanted to make improvements to the land adjacent to the school, which is owned by the Park District. The school district needed a 200-meter track and asked if they could pay to have the track installed on Park District property. In the agreement that was reached, it is specified that when the track is not being used by the school, the track is open for usage by the residents of Buffalo Grove, similar to any other park feature in a Park District owned park.

Goal of Project:

The cooperative agreements originally started out of a need that the school districts had regarding providing care for before and after school for working parents in the early 1990s. The Buffalo Grove Park District developed a program called "Clubhouse" that utilized the school facilities so the kids would not have to be transported to another location. This program is still in existence at all three school districts that serve Buffalo Grove.

From that partnership, we developed multiple intergovernmental agreements with Kildeer Countryside School District 96 at many of their schools that allowed for unprecedented access for the Park District to run programs within their facilities. To achieve these agreements, the Park District would help the school district with capital improvements to the school. The end result would often include a designated office and storage space within the school for the Park District.

Result of Project:

Improved program service, eliminated duplicate facilities within the village, and improved facility space for the school district.

The obvious benefit to all these agreements is the savings in capital dollars for the school district, the access to facilities for Park District programs. This access allows the Park District to not have

to build facilities that would cost millions of dollars. Instead, we can redirect that funding to other capital projects.

The residents see the benefit in that their local government agencies are working together and being financially prudent with the tax monies that are collected.

Suggestions for other Local Governments:

Work with your school district superintendents to stress the importance of good relations between park districts and school districts. You serve the same constituents, and they want to see local governments working together to the benefit of the public.

Contact:

Ryan Risinger, Executive Director
Buffalo Grove Park District
ryan@bgparks.org
847-850-2122

15. Warrenville Fire Protection District

Entities:

- Warrenville Fire Protection District
- Naperville Fire Department

Project Description:

The Warrenville Fire Protection District and the Naperville Fire Department are “dropping the border” between each community and sending the closest and most appropriate apparatus first to the scene of an incident.

Additional highlights include utilizing Automatic Vehicle Location (AVL) on all fire apparatus and ambulances to identify the closest unit to the scene of an incident. In addition, the Purvis fire station alerting system uses Geographic Information Systems (GIS) mapping to identify the best and most appropriate route, thus enhancing communication and decreasing turnout and response times.

Both Warrenville Fire and Naperville Fire departments are in the Edwards Hospital EMS system and follow the same emergency medical system protocols along with following the same fire operational policies to ensure safety and efficiency on the ground.

Common resources are that both fire agencies are in the Mutual Aid Box Alarm System (MABAS 16), which is a statewide, mutual-aid response system for fire, EMS and specialized incident operational teams such as Dive, HAZMAT and Technical Rescue teams. We are looking at employing compatible technology and data integration with the use of analytics and big data to identify community risks and to develop the best strategy approach in reducing those risks. There

is cost savings by being adaptable in our operations, training, equipment use and personnel.

Goal of Project:

The goals of this initiative include:

- Provide rapid response to the scene of an incident;
- Improve service delivery to citizens; and,
- Collaborate to increase efficiency and effectiveness for both fire agencies.

Result of Project:

As the demands for fire and EMS service increase for both agencies, so do the expectations of the level of care and service our citizens receive. Both fire chiefs have come up with strategies to deliver the best service available with the limited budget and resources.

Suggestions for other Local Governments:

Be open-minded and transparent. Listen to the internal and external stakeholders for their recommendations. Also, team effort is crucial.

Contact:

Dennis L. Rogers, Fire Chief
Warrenville Fire Protection District
chiefrogers@warrenvillefire.com
630-393-1381 ext. 17

16. River Forest Township and Oak Park Township

Entities:

- River Forest Township
- Village of River Forest
- Village of Oak Park
- River Forest Park District
- River Forest Public Library
- River Forest School District 90
- Oak Park Township
- Park District of Oak Park
- Oak Park Public Library
- Oak Park Elementary School District 97
- Oak Park River Forest High School District 200

Project Description:

Three professional youth interventionists serve the communities of River Forest and Oak Park by working with at-risk youth and youth who are gathered for activities. Youth may be identified by the interventionists or may be referred by law enforcement, adjudication, school personnel,

social workers, among other entities. Youth interventionists are actively out in the community working hands on with the kids. This Youth Intervention Program is funded by 11 taxing bodies in River Forest and Oak Park. This program is highly successful and demonstrates a high degree of collaboration across taxing bodies and communities.

Goal of Project:

To identify and work on a continuous basis with at-risk youth, as well as other youth in the River Forest and Oak Park communities to proactively minimize/eliminate the presence of gangs, drugs and violence, and to enhance the well-being of youth. Reasons for referral include youth who have been involved with or are at high risk of using drugs, involved in gangs, involved in violent situations, suffer from mental health disorders or have experienced a traumatic family experience such as death of a parent or parents, incarceration of a parent or parents, no relationship with a parent or parents, parental substance abuse or other type of parental or other physical or emotional abuse.

Result of Project:

Gangs and violence have been kept at a minimum. The program's 2017 report shows that the majority of youths were enrolled in school (71 cases) or graduated from high school (11 cases). Below are some examples of success as told by youth interventionists:

Example 1:

A father with three young children was homeless and unemployed, although trying hard to keep his family going after his wife abandoned the family. The children were struggling and often had to accompany their father to whatever work he could find.

The youth interventionist coordinated a large team of resources from the township, school district, police, and local organizations, and helped the family obtain housing, food, healthcare and other services.

The family is now doing well. The father holds several jobs and housing is more stable. The children have consistency and safety in their lives. The older two love school, and the youngest child now has full-time daycare so the father can work. The family has medical care, clothing, food and school supplies.

Example 2:

Three years ago, a young man joined the youth interventionist program. He was on his way to an alternative school and was categorized as unable to graduate. After working with the interventionists, he discovered a passion and talent for computer coding. He graduated from high school in May 2018, has a job, and is on track to become financially independent.

Example 3:

Many young people referred to the Youth Interventionist Program have been active in gangs. After consistent work with the interventionists over many years, many have quit the gangs, established positive relationships outside of their gang community, graduated and become gainfully employed.

Example 4:

The youth interventionists have been involved with many youths moving in and out of the juvenile justice system. During the time they have worked with the youths, the interventionists believe many acts of violence have been averted, with weapons handed in, fights called off, and talks initiated.

Suggestions for other Local Governments:

This program requires ongoing effort to retain the financial support of the taxing bodies. We recommend that program updates be presented to taxing body boards on at least an annual basis. Data and metrics are helpful as evidence of success, although this remains a challenge in the human services area, and in this case due to confidentiality of information. Keeping program costs under control is also essential.

Contact:

Carla Sloan, Supervisor
River Forest Township
cbsloan.rftownship@gmail.com
708-366-2029

17. Curran Fire Protection District**Entities:**

- Curran Fire Protection District
- City of Springfield
- State of Illinois Fairgrounds
- University of Illinois at Springfield
- Eastside Fire Protection District
- Lake Springfield Fire Protection District
- Northside Fire Protection District
- South Lawn Fire Protection District
- Southoak Knolls Fire Protection District
- Southside Fire Protection District
- Western Fire Protection District
- Woodside Fire Protection District

Project Description:

The Curran Fire Protection District has contracted since 1982 with the City of Springfield for fire and emergency medical response. Revenues do not justify a separate fire protection district, equipment and personnel costs. Curran Fire Protection District along with eight other local surrounding fire protection districts and the State of Illinois Fairgrounds and the University of Illinois at Springfield have continuously contracted with the City of Springfield for fire and emergency medical response. Over 75 percent of the 911 emergency calls respond to medical emergencies rather than fire suppression.

Goal of Project:

The goal of the project is to save taxpayer dollars by contracting with the Springfield Fire Department for fire and emergency response medical services. This is an example of one governmental entity (City of Springfield) having the expertise of both equipment and trained firemen to respond as one entity, increasing efficiency via greater economy of scale, shared equipment, administration, training and standardized apparatus.

Result of Project:

Curran Fire Protection District and the other surrounding fire protection districts lack adequate resources to man a fire department with the resources such as those provided by the City of Springfield. These joint agreements provide better economies of scale and a higher fire protection rating classification, which allows our residents to enjoy better property insurance rates. The City of Springfield has a Class 1 Insurance Services Office (ISO) fire rating effective April 1, 2018, which is a highly sought-after fire protection classification rating.

Suggestions for other public entities:

Analyze your fire protection district's resources, training programs, and equipment to adequately equip and train firefighters. Many rural fire protection districts rely upon volunteer firefighters and, in today's environment, manpower is scarce in these small towns responding to 911 calls. Consolidation of fire protection districts is another option, but contracting with large metropolitan fire protection districts is also an option that needs to be considered. Your residents may also enjoy a more attractive ISO fire protection classification.

Contact:

Dale Emerson, President
Curran Fire Protection District
yopops1947@gmail.com
217-638-1896

18. Village of Wadsworth**Entities:**

- Village of Wadsworth
- Village of Beach Park
- Village of Old Mill Creek
- City of Waukegan
- Newport Township
- Newport Township Road District
- Newport Township Fire Protection District
- Solid Waste Agency of Lake County

Project Description:

The Village of Wadsworth currently operates seven intergovernmental agreements with neighboring townships, municipalities and fire protection districts related to government-to-government contracting and shared services, which are:

Ordinance 2017-1008: Intergovernmental agreement between the Village of Wadsworth and the Newport Township Road District for roadway maintenance and repair, mowing, tree pruning and cutting, snow/ice removal, storm-water facility and ditch maintenance and repair.

Ordinance 2017-1009: Intergovernmental agreement between the Village of Wadsworth and the Village of Beach Park for storm-water facility maintenance sharing equipment and expertise.

Ordinance 2017-1014: Intergovernmental agreement between the Village of Wadsworth and the Village of Beach Park for building inspection, development review and code enforcement services for the Village of Wadsworth. For all assigned building construction projects within Wadsworth, the Village of Beach Park, through its Community Development Department, is responsible for building inspections, plan reviews, permit administration and code enforcement, making sure that all unique building requirements, as well as other village ordinances, are met.

Ordinance 2017-1019: Intergovernmental agreement between the Village of Wadsworth and the Village of Beach Park regarding sharing responsibilities for the snow/ice removal services upon roadways owned by the Village of Wadsworth.

Ordinance 2017-1020: Intergovernmental agreement between the Village of Wadsworth and the Village of Old Mill Creek, Newport Township and the Newport Township Fire Protection District share emergency notification system for severe weather warnings, hazardous material events and amber alerts.

Ordinance 2017-1027: Intergovernmental agreement between the Village of Wadsworth and the City of Waukegan regarding trading responsibility for snow and ice control on certain streets in each municipality.

Ordinance 2017-1029: Intergovernmental agreement between the Village of Wadsworth and the Solid Waste Agency of Lake County regarding the village hosting and maintaining a site to collect clothing and textiles for Wadsworth residents, in addition to advertising and informing the community about the availability of the site, while the agency is responsible for providing the pick-up of clothing and textiles from the village via the contractor, among other duties.

Goal of Project:

To reduce costs, provide a revenue source, improve operations/efficiencies, promote shared services and provide local recycling opportunities.

Result of Project:

Improved services resulting from intergovernmental agreements, in addition to reduced costs for government services. For each agreement, the results include:

- **Ordinance 2017-1008:** Wadsworth receives good and efficient services and saves money as they pay cheaper hourly rates, rather than having to use a more expensive private contractor.
- **Ordinance 2017-1009:** Beach Park provides jet rodding services for Wadsworth. Therefore, Wadsworth doesn't have to purchase the vehicle needed for that type of service while Beach Park earns revenue to pay for its vehicle.
- **Ordinance 2017-1014:** Beach Park serves as Wadsworth's building department as it handles plan reviews, inspections and code enforcement. Therefore, Wadsworth doesn't need to have inspectors or code enforcement officers on staff.
- **Ordinance 2017-1019 and 2017-1027:** For efficiency, Wadsworth pays Beach Park to plow snow on certain roads that are in proximity to Beach Park, and vice versa.
- **Ordinance 2017-1020:** Because the four entities share the same geographic region, it makes sense to work with one emergency notification system rather than four.
- **Ordinance 2017-1029:** In order to promote textile recycling in the area, Wadsworth has become a textile recycling site for area residents.

Suggestions for other Local Governments:

When looking to take on another effort/responsibility/service, governments must determine if they are able to do it themselves in an efficient and financially sustainable manner. If not, intergovernmental agreements should be considered. Copies of Wadsworth ordinances are available upon request.

Contact:

Moses Amidei, Village Administrator
 Village of Wadsworth
mamidei@villageofwadsworth.org
 847-336-7771

19. St. Charles Park District

Entities:

- St. Charles Park District
- St. Charles Community Unit School District 303

Project Description:

In December 2015, the St. Charles Park District entered into an intergovernmental agreement with St. Charles Community Unit School District 303 to manage the Norris Recreation Center's programs, memberships and services, while the school district retained ownership of the physical building and property. The agreement outlines shared usage of recreational spaces to ensure both the school and the community attain maximum use of this amenity.

Goal of Project:

To improve the lives of residents in the community through a shared vision. The goal of the partnership is to allow the Norris Recreation Center to continue being a prominent resource for health and wellness needs for St. Charles residents, as 85 percent of respondents in a recent community survey feel the facility is an important community asset. The Park District's management of facility provides the community increased health and fitness programs while, at the same time, the facility would be utilized for the School District's P.E. swim classes, high school swim team and water polo. Keeping abreast of recreation and fitness trends allows the park district to operate the facility competitively in today's fitness market and match community needs with the goal of increasing the number of memberships and annual visits.

Result of Project:

This agreement is a win-win for both entities. The new facilities gave the park district the opportunity to expand its recreational services by adding indoor tennis courts and an indoor swimming pool for residents to enjoy year-round. There is also access to a fitness center with a dedicated fitness studio, cardio equipment, weights and an indoor cycling room. The partnership has led to additional renovations of spaces to enhance customer service, address client's needs and improve building efficiency.

Contact:

Holly Cabel, Executive Director
St. Charles Park District
hcabel@stcparks.org
630-584-1055

20. Waukegan Park District**Entities:**

- Waukegan Park District
- Gurnee Park District
- Lake County Health Department

Project Description:

The Live Well Lake County Action Team "Be Active: Walking" is led by the Gurnee and Waukegan park districts to create programs that support walking to improve resident health and build community. With high rates of obesity, diabetes and depression, Waukegan became the priority to pilot a walking program that could be replicated in other communities. GO GURNEE is an existing program that encourages individuals to walk at least 30 minutes a day and serves as a blueprint for the Waukegan pilot program.

Goal of Project:

To create a pilot program in Waukegan to encourage walking that can be replicated in other communities in Lake County.

Result of Project:

Gurnee Park District graciously shared information including a toolkit of graphics, media materials, guidelines and resources, and senior staff even attended Waukegan Park District's kickoff event. Gurnee's generosity saved countless staff hours and facilitated the success of Waukegan's kickoff with approximately 250 walkers. The two organizations are working together to create materials and a workshop that will bring additional park districts and communities to the GO LAKE COUNTY team.

Contact:

Jay Lerner, Executive Director
Waukegan Park District
jlerner@waukeganparks.org
847-782-3300

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