



Gurnee  
Park District

Fiscal Year

2022 - 2023

Annual Budget



PROMOTING FUN • PRESERVING NATURE

Gurnee Park District

4374 Old Grand Avenue, Gurnee IL 60031

[GurneeParkDistrict.com](http://GurneeParkDistrict.com)

# Gurnee Park District

## Annual Budget

Fiscal Year May1, 2022 - April 30, 2023

### Administrative Office

4374 Old Grand Avenue  
Gurnee, IL 60031  
(847) 623-7788  
GurneeParkDistrict.com

### Board of Park Commissioners

James G. Goshorn - President  
Victoria Paddock - Vice President  
Michelle Klemz - Secretary  
Gerald P. Crews - Commissioner  
Aaron Dalzot - Commissioner

**Prepared by:** Michael Szpylman, CPRE - Director of Business Services



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Gurnee Park District  
Illinois**

For the Fiscal Year Beginning

**May 01, 2021**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the Gurnee Park District, Illinois for its annual budget for the fiscal year beginning May 1, 2021.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of one year only. We believe our current budget document continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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## Mission and Vision Statement



# Gurnee Park District

## **Mission**

Promoting fun and preserving nature.

## **Vision**

As a nationwide leader in our field, be the premier provider of community driven and innovative park and recreation experiences, while maintaining financial stability.



# Gurnee Park District

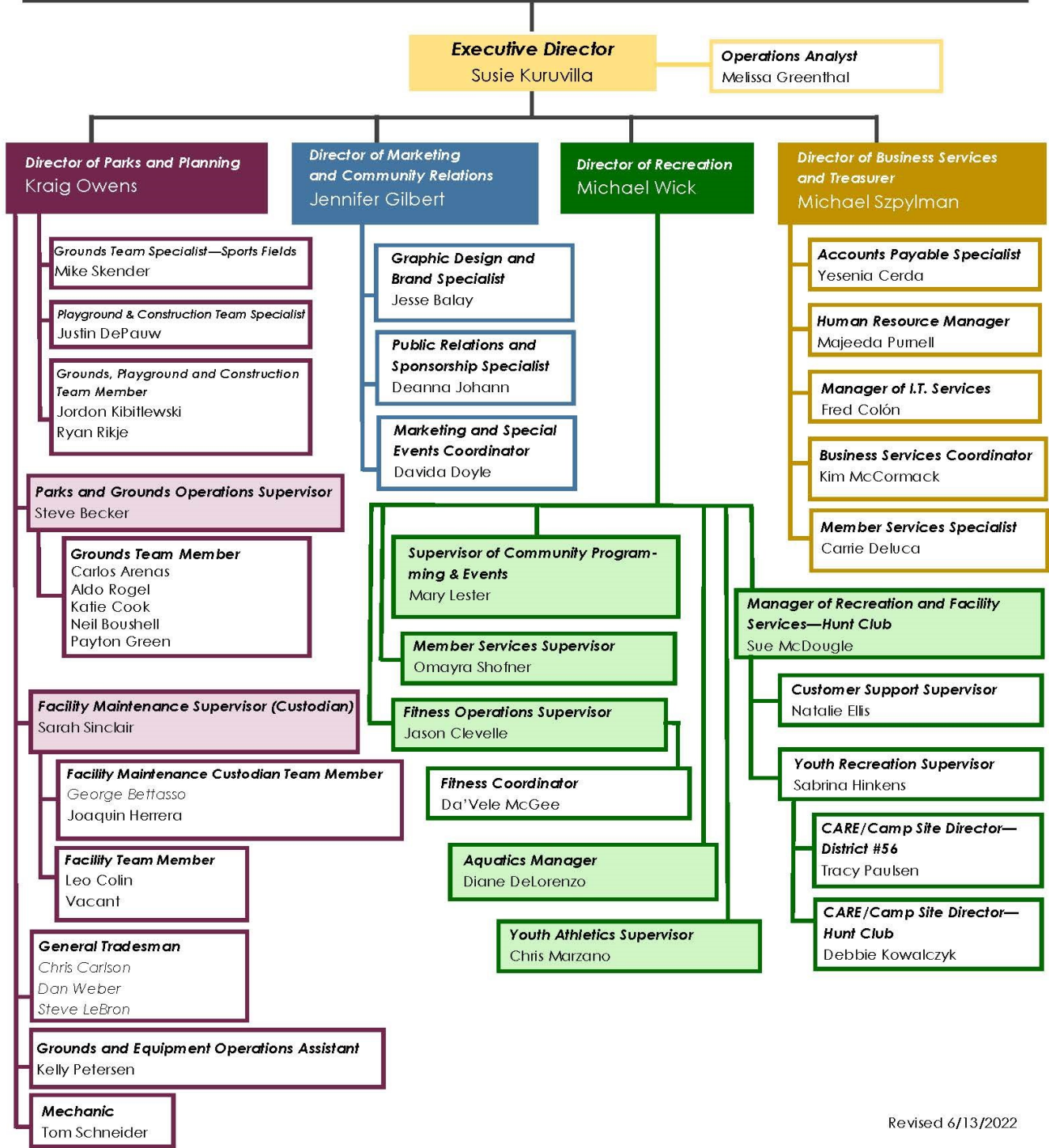
## ORGANIZATIONAL CHART

Full time Positions

### Board of Park Commissioners

Jim Goshorn, President  
Vicki Paddock, Vice President

Michelle Klemz, Secretary  
Gerry Crews, Commissioner  
Aaron Dalzot, Commissioner



Revised 6/13/2022

## **Gurnee Park District Leadership Team**

### **Susie Kuruvilla, CPA, CPRP - Executive Director**

Melissa Greenthal - Operations Analyst

### **Michael Szpylman, CPRE - Director of Business Services**

Fredrick Colón - IT Coordinator

Majeeda Purnell - Human Resources Generalist

### **Michael Wick, CPRP - Director of Recreation**

Sue McDougle, CPRP - Manager of Recreation and Facility Services - Hunt Club

Diane DeLorenzo - Aquatic Manager

Sabrina Hinkens - Youth Recreation Supervisor

Chris Marzano, CPRP - Youth Athletics Supervisor

Omayra Shofner - Membership Services Supervisor

Jason Clevelle - Fitness Operations Supervisor

Mary Lester, CPRP - Supervisor of Community Programming and Events

Natalie Ellis - Customer Support Supervisor

### **Kraig Owens, CPRP - Director of Parks & Planning**

Steve Becker, CPRP - Parks & Grounds Operations Supervisor

Sarah Sinclair - Facility Maintenance Supervisor

### **Jennifer Gilbert, CPRP - Director of Marketing & Community Relations**

## Gurnee Park District Profile

- CHARTERED** The Gurnee Park District was established by a local referendum on September 7, 1968, as a special purpose unit of government as provided by the Illinois Park District Code.
- GOVERNED** A five member, elected Board of Commissioners, each of whom serves a four year term, constitutes the governing board of the Park District. Current Board members are Jim Goshorn, President; Victoria Paddock, Vice President; Michelle Klemz, Secretary; Gerald Crews and Aaron Dalzot.
- BOUNDARIES** The 14.73 square mile Park District is located in northeastern Lake County, approximately 45 miles northwest of the Chicago Loop. The District serves all of the residents of the Village of Gurnee, as well as residents of Continental Village and Hickory Hills in the City of Waukegan and Countryside subdivision in unincorporated Warren Township.
- POPULATION** The Park District's population is estimated at 33,706.
- REAL ESTATE** The equalized assessed value (EAV) of real estate for 2021 is \$1,222,453,560.
- TAX RATE** The tax rate for 2021 is \$0.507 per \$100 of assessed value.
- DEBT RATING** The Park District issues General Obligation Bonds for capital improvements and currently holds an AA+ rating from Standard and Poor's and an "A2" bond rating from Moody's Investor Service on its outstanding debt.
- RESOURCES** The Park District holds title to 416 acres, which includes parks, trails, ball fields, wetlands and open space. The Park District maintains 28 park sites, two community centers, two fitness centers, one outdoor aquatic center, five tennis courts, 15 outdoor pickleball courts, seven volleyball courts, three skate parks, one fishing area, 16 ball fields, 22 soccer fields, 14 picnic areas, 24 playgrounds, 23 basketball courts, and one cricket pitch. Agreements with the local schools provide the Park District with the use of their facilities that include several gymnasiums.



**SERVICES**

The Park District provides a full range of recreational services to its citizens, including adult leisure, arts & crafts, before and after school care, dance, fitness, gymnastics, aquatic programs, preschool, senior citizen mixers, athletics and day camps. Special events include an annual 5k and 10K run, a Halloween Trick or Treat Path, outdoor movies, an annual winter festival (Frosty Fest), Easter Egg Hunt with the Easter Bunny, Breakfast with Santa, Enchanted Evening parent/child dance, several Parent's Nights Out, a free summer outdoor concert series as well as many other smaller special events.

The Park District is associated with the Warren Special Recreation Association, which provides leisure and recreation activities for adults and children with disabilities.

**STAFF**

The Park District has an appointed Executive Director responsible to the Board of Park Commissioners for the administration of the Park District which includes a full-time staff of 45, approximately 220 year round part time and 90 seasonal employees as well as hundreds of volunteers.

**AFFILIATIONS**

The Park District is affiliated with the National Recreation and Parks Association (NRPA), the Illinois Park and Recreation Association (IPRA), the Illinois Association of Park Districts (IAPD), FC Lake County, Gurnee Youth Baseball, Warren Area Lacrosse and Warren Blue Devils Baseball Club. The Park District also maintains intergovernmental agreements with Gurnee Grade School District 56, Woodland School District 50, Warren Township High School District 121 and the Village of Gurnee.

**CONTACT****Gurnee Park District**

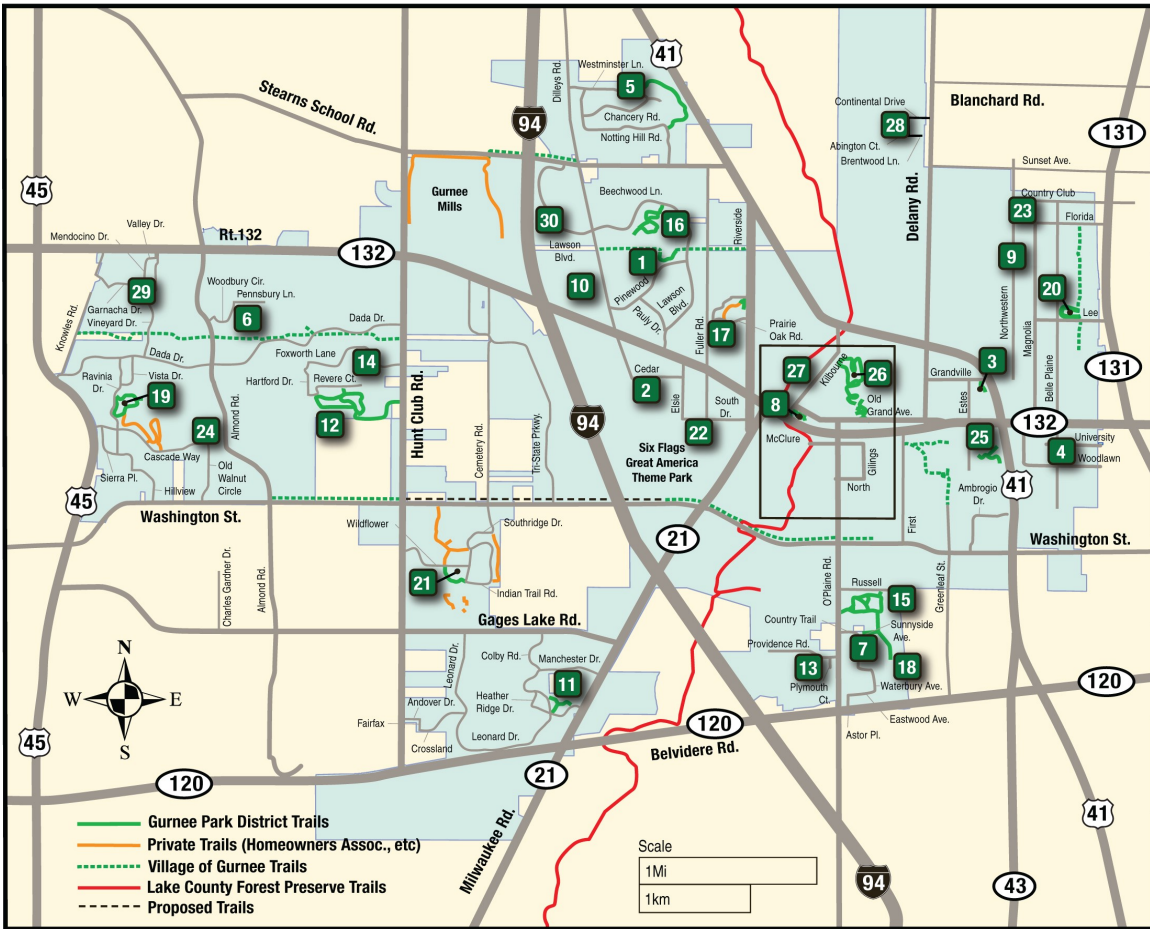
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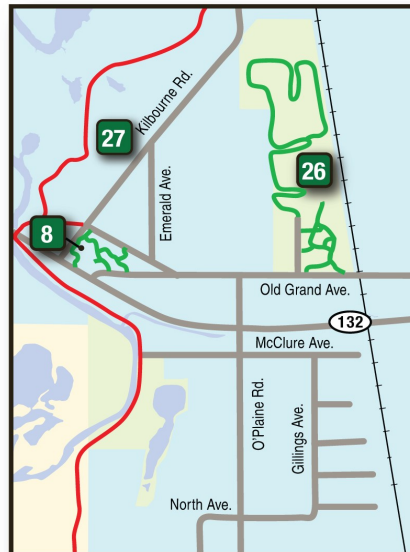
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# Map of Gurnee Park District Parks and Facilities



- |                                |                                 |
|--------------------------------|---------------------------------|
| 1 Betty Russell Community Park | 16 Pembroke Woods               |
| 2 Cedar Park                   | 17 Prairie Oaks Park            |
| 3 Chittenden Park              | 18 Providence Park              |
| 4 Christine Thompson Park      | 19 Ravinia Park                 |
| 5 Churchill Hunt Park          | 20 Shaw Park                    |
| 6 Concord Oaks Park            | 21 Southridge Park              |
| 7 Country Trails Parkway       | 22 South Road Park              |
| 8 Esper Petersen Park          | 23 Spaulding School/Park        |
| 9 Eugene J. Kennick Park       | 24 Timberwoods Park             |
| 10 FitNation                   | 25 University Park              |
| 11 HeatherRidge Woods          | 26 Viking Park                  |
| 12 Hunt Club Park              | 27 Viking Park West             |
| 13 Kings Park                  | 28 Village Park/Nature Preserve |
| 14 Maintenance Facility        | 29 Vineyard Park                |
| 15 O'Plaine Community Park     | 30 Westgate Park                |





May 17, 2022

Gurnee  
Park District

Board of Park Commissioners  
Gurnee Park District  
Lake County, IL



**Jim Goshorn**  
President

Honorable Commissioners:

**Vicki Paddock**  
Vice President

Gurnee Park District’s fiscal year 2022-2023 budget of \$14.6 million is prepared consistent with the Park District’s mission of promoting fun and preserving nature as well as the Park District vision: As a nationwide leader in our field, be the premier provider of community driven and innovative park and recreation experiences, while maintaining financial stability. We are confident that this budget is the financial plan that will enable the Park District to return to pre-COVID (fiscal year 2018-19) services and program participation levels.

**Michelle Klemz**  
Secretary

**Gerald Crews**  
Commissioner

**Aaron Dalzot**  
Commissioner

While 2021-22 was still affected by the COVID-19 pandemic especially in fitness operations, management believes 2022-2023 will operate approaching pre-pandemic service offerings and program participation levels. One main financial goal for the Park District during the pandemic was to remain above our fund balance target levels in our two main operating funds, Corporate and Recreation. Recent 2021-22 year end projections show that we have accomplished this goal with Corporate and Recreation fund balance in excess of the 25% fund balance target of \$540,000 and \$580,000 respectively. These amounts are budgeted to be transferred into the Capital Replacement Fund in 2022-23.

**Susie Kuruville, CPA, CPRP**  
Executive Director

**Mike Szpylman, CPRE**  
Treasurer

As a National Gold Medal winner, the Park District has a core standard of never accepting the status quo, but instead to always move forward providing excellent services and recreational opportunities to our great community. The District is extremely proud of the amazing parks, recreational programs and services we provide to the community. As we move forward from the pandemic, we are very excited about the future and our ability to raise value we provide to the community to an even higher level while maximizing efficiency.

**Fiscal Year 2021-22**

While the worst of the COVID-19 pandemic was behind us and recovery was occurring, operating challenges still remained in fiscal year 2021-22. With operating guideline restrictions easing throughout the fiscal year, the Park District was able to bring back many programming and service offerings. The Park District is extremely proud of the fiscal year 2021-22 operating results and how the community has come back and chosen to utilize our programs and services for their recreation needs. This is highlighted by the 2021-22 fees and charges revenue which consists of recreation programming, fitness operations and aquatic center operations. Fees and charges revenue is projected to reach at 71% of 2018-19 levels which represents the last fiscal year not effected by the COVID-19 pandemic.

In the recreation programming area, the District was extremely excited to once again offer many popular programs that could not be offered in 2020-21 due to State of IL COVID-19 pandemic restrictions. The projected 2021-22 results highlighted below illustrates the successful “re-offering” of recreational programming:

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**Athletics** – Full offering of popular programs such as youth soccer, youth basketball, t-ball/meshball and karate were able to be offered again in 2021-22. In 2020-21 revenue in athletic programming fell to 26% of pre-pandemic levels. 2021-22 fiscal year-end projections are at 88% of pre-pandemic levels.

**Dance** – With operating restrictions lifted throughout the year, the dance program came back even stronger than before the pandemic. In 2020-21 revenue for dance programs fell to 61% of pre-pandemic levels. 2021-22 fiscal year-end projections exceed pre-pandemic levels at 102%.

**Preschool/Afterschool CARE** – The COVID-19 operating restrictions in place during the 2020-21 fiscal year had a great impact on preschool and afterschool CARE programming, revenue in these areas fell to 36% of normal operating levels. With restrictions greatly lessened or taken away all together, these program areas saw a great increase in 2021-22 with revenue projected to reach 77% of pre-pandemic levels (88% in preschool programming alone). The District takes great pride in the trust we have from the community when it comes to these programs.

**Day Camp** – While our 2021 summer day camp program did still operate under some COVID-19 guidelines, it was great to be back to some normalcy in this program area which is one of the strongest in the District. In summer of 2020 the District was not able to offer anything close to normal day camp and was limited to a summer club program that was only able to accommodate about 10% of the usual participants. The summer of 2020 produced 16% of the revenue usually generated through day camp programming. In 2021 revenue jumped to 65% of normal levels with some restrictions still in place. The District anticipates operating our normal day camp programming in summer of 2022.

**Swim Lessons** – This is another programming area that was greatly affected by COVID-19 operating guidelines. While these restrictions were in place during 2020-21, the District was forced to cancel our swim school program and could only offer reduced class size traditional pre-registration swim lessons. Revenue in this area was reduced to 20% of pre-pandemic operating levels. During the 2021-22 fiscal year, the District was once again able to offer our membership based swim school program. It was great to see that by the end of the fiscal year student participation reached pre-pandemic levels. Swim Lessons revenue is projected at 75% of pre-pandemic levels by the end of 2021-22.

**Fitness operations** remained most affected by restrictions from the State of IL during fiscal year 2021-22. It was not until March 1, 2022 that the mask mandate inside fitness centers was lifted. Fitness operations revenue fell to 35% of normal operating levels during 2020-21 and is projected to climb back to 60% by the end of the current fiscal year even while still operating under operating restrictions most of the year. The District is extremely proud of our expenditure control during the pandemic and fitness operations is projected to breakeven with \$193,000 transferred to the Capital Replacement/Development Fund for future debt service payments.

The Park District was thrilled to open Hunt Club Park Aquatic Center in the summer of 2021 after being closed in 2020 for the first time since opening in 2002. The community showed their enthusiasm through their attendance and revenue in 2021 exceeded 2019 revenue by over \$100,000.

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The Park District takes pride in being great stewards of public resources and returning great value to our community members. Following the approved capital project plan the District completed many important projects in 2021-2022. A couple projects to highlight are –

- Timberwoods Park – In 2021-2022 the 5-12 year old aged children playground structure was replaced including new ADA playground equipment and ADA surfacing.
- Viking Park Drainage and Trail Improvement – The improvement help mitigate flooding of sports fields and an adjacent parking lot at Viking Park from storm water runoff. The project consisted of re-shaping existing drainage swales, installing a new bridgehead and the replacement of four 24” culverts along the park trail.

The Park District has established three themes to serve as a guide during the pandemic recovery during fiscal year 2021-22 continuing into 2022-23. These themes are –

- Theme #1 – Diversity, Equity and Inclusion
- Theme #2 – Enhance Relationships with Community via the Parks
- Theme #3 – Reinvent the Park District

There is no doubt 2021-2022 fiscal year remained challenging as the recovery from the effects of COVID-19 was underway. Many years of successful planning and execution prepared the District to not only survive, but emerge in a positive position. Management and staff are extremely proud about the challenges and opportunities successfully managed in 2021-22.

The Park District’s Fiscal Year 2021-2022 Annual Budget won the Distinguished Budget Presentation Award. This was the 12th year the Park District received the Distinguished Budget Presentation Award. The Park District first applied for the award in 2010 with the Fiscal Year 2010 – 2011 Annual Budget. The GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA’s best practices on budgeting and then to recognize individual governments that succeed in achieving that goal. Documents submitted to the Budget Awards Program are reviewed by selected members of the GFOA professional staff and by outside reviewers with experience in public-sector budgeting.



### **Fiscal Year 2022-23**

While 2021-22 was still affected by the COVID-19 pandemic especially in fitness operations, management believes 2022-2023 will operate approaching pre-pandemic service offerings and program participation levels. This is once again highlighted by the 2022-23 budget for fees and charges revenue which consists of recreation programming, fitness operations and aquatic center operations. Fees and charges revenue is budgeted at 88% of pre-pandemic revenue levels.

In the recreation programming area, the District is extremely excited to build on the success achieved in 2021-22. Revenue for recreation programs is budgeted at 92% of pre-pandemic levels. Many areas are budgeted at or even to exceed pre-pandemic levels including Athletics, Preschool, Special Events and Swim Lessons. Other program areas which had COVID-19

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restrictions in place longer during 2021-22 including Afterschool CARE, Day Camp, Adult Recreation and Rentals area budgeted with considerable increases from 2021-22, however, are still expected to be under pre-pandemic levels. By the end of fiscal year 2022-23 the district expects to be operating all areas at pre-pandemic participation levels.

The Park District is excited to begin the 2022-23 fiscal year with no operating restrictions in the fitness area. Fitness operations revenue is budgeted to reach 81% of pre-pandemic levels in 2022-23. It is projected that we will have 3,515 members to begin the fiscal year in May and grow the membership to 5,200 by the end of the fiscal year which will still be about 600 members below pre-pandemic levels. Management is confident that membership levels will reach and exceed pre-pandemic levels during the 2023-24 fiscal year.

The Park District is poised for another successful year at Hunt Club Park Aquatic Center. In the summer of 2021, after closing for the first time since the opening in 2002, revenue exceeded 2019 summer revenue by just under \$100,000. Budgeted revenue for summer of 2022 is an additional 1% increase over last summer to account for another strong attendance year and a very modest fee increase.

At the April 19, 2022 Board meeting, management will present the 2022-23 to 2026-27 Five Year Capital Plan to the Board for approval. The capital project plan includes many important projects for fiscal year 2022-2023. A few projects to highlight are –

- Kings Park – In 2022-2023 Kings Park playground will undergo a complete replacement including the 5-12 year old aged children playground equipment, the 2-5 year old aged children playground equipment, playground surfacing as well as ADA access improvements. The current playground equipment at Kings Park was purchased and installed in 2001.
- Prairie Oaks Park – The District will replace the 2-12 year old playground equipment at both Silo and Shagbark locations of the park. In addition, ADA improvements are planned at these sites. The current playground equipment at Prairie Oaks Park was purchased and installed in 1999.
- Viking Park Softball Fields – There are plans to replace and upgrade the backstop and dugouts at both softball fields at Viking Park. The backstop and dugout areas at both fields are in significant need of repair and updating.
- Park District Website – The budget includes plans for the redevelopment of the Park District website. The current website was developed several years ago and this redevelopment will bring the website up to current technology standards as well as better tie the main Park District website to our recreation registration site.

Park District Management believes the 2022-23 budget will lead to another financially successful year for Gurnee Park District. We are confident the budget is the financial plan that will enable the Park District to return to pre-COVID services and program participation levels as well as achieve the annual goals for the fiscal year. Park District staff are looking forward to a year of continued success as the premier provider of community driven and innovative park and recreation experiences, while maintaining our financial stability.

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### The Reporting Entity and its Services

The Park District provides recreational opportunities and services to the residents of Gurnee, Lake County, Illinois as well as surrounding communities. These services include providing recreational programs, maintaining park facilities, and managing capital improvement projects. A Board of five Commissioners, elected at large by district residents, governs the Park District. The Commissioners serve four-year terms staggered with elections every two years. The Board is responsible for the long-term direction of the district, establishing overall policies and appointment of the Executive Director and other Board officers. The Board selects the officers of President, Vice President and Secretary.

The Park District includes all of the funds of its governmental operations and component units based on financial accountability. The accompanying budget documents include only those funds of the Park District, and there are no other organizations for which we have financial accountability. The Park District participates in the Illinois Municipal Retirement Fund (IMRF), the Warren Special Recreation Association (WSRA), and the Park District Risk Management Agency (PDRMA). Since these organizations are separate government units and the Park District does not exercise financial accountability over these agencies, their annual budgets are not included in this report.

### Economic Condition and Outlook

The Gurnee Park District was established as a separate municipal body in 1968. In over 50 years of service, we have grown in programs, facilities and recreation value to the lives of Gurnee Park District residents. The current population served is 33,706. Modest growth is expected to continue in both residential and commercial development in future years. Equalized assessed valuations (EAV) of \$1.22 billion for tax year 2021, represents a 1.4% increase from 2020. This is the seventh straight year of increase in EAV for the Park District after six straight years of decreases in EAV. The tax year 2021 EAV is still 11% lower than the tax year 2008 EAV.

While 2021-22 was still affected by the pandemic, management believes 2022-2023 will operate approaching pre-pandemic service offerings and program participation levels. Historically, the Park District has been able to maintain financial stability through uncertain economic times because of the core value of fiscal responsibility. An important factor to our financial success is the revenue source split between fees and charges for services and taxes, which since 2013 has been around 55% and 40% respectively, with the remaining 5% generated from interest income, developer donations and miscellaneous revenues. With the COVID-19 recovery in 2021-22, the District estimates fees and charges revenue to increase 146% compared to 2020-21 and reach 71% of pre-pandemic levels and are budgeted in 2022-23 to reach 88% of pre-pandemic levels. The revenue split between fees and charges for services and taxes in 2022-23, is expected to be around 51% and 49% respectively.

Several years ago the Park District instituted a minimum fund balance policy requiring that fund balances be equal to 25% of operating expenditures. Also, any excess fund balance above the goal is transferred to the Capital Development and Replacement Fund for future capital needs. As a result of this policy the Park District remains well positioned to weather economic storms such as the COVID-19 pandemic.

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One main financial goal for the Park District during the pandemic is to remain above our fund balance target levels in our two main operating funds, Corporate and Recreation. We have accomplished this goal. Fiscal year 2021-22 year-end projections show Corporate and Recreation fund balance in excess of the 25% fund balance target of \$540,000 and \$580,000 respectively. These amounts are budgeted to be transferred into the Capital Replacement Fund in 2022-23.

The financial discipline and stability the Park District holds as a core value made it possible for the District to be in a positive financial position coming out of the COVID-19 pandemic.

**Budget Highlights**

The 2022-2023 budget as presented is a balanced budget. Total budgeted revenue including other financing sources for fiscal year 2022-2023 is \$13,775,649 and total budgeted expenditures are \$14,559,981.

While at first glance the budget does not appear to be balanced, it is due to using accumulated fund balances for various capital projects. With the exception of fiscal year 2020-21, fund balances are not used to cover operational expenditures in any funds unless it is a planned action to use surplus fund balances in some of the small funds.

In 2020-21 the planned action to use fund balance to support operations was specifically due to the negative COVID-19 impact. The proposed 2022-23 budget does not include using fund balances to support operational expenditures and is representative of pre-COVID operating conditions.

**Acknowledgements**

The operational area budgets in this document are prepared for use as a management tool and are not legally required documents. Management uses this baseline to assess, evaluate and change activities during the year in order to achieve its overall objective of providing high quality recreational activities for Park District residents. The Budget and Appropriation Ordinance, which is the legally required document, will be discussed during a public hearing and approved at an open Board meeting on May 17, 2022.

The 2022-23 Annual Budget was assembled through the efforts of the Executive Director, directors, managers, supervisors and support staff. The Business Services Team is responsible for final preparation, Budget and Appropriation Ordinance preparation, distribution and filing. The Annual Budget is prepared one time during the year, reviewed regularly throughout the year, and would not be possible without the concerted effort of the Park District's staff and the support of the Board of Commissioners.

Respectfully Submitted,



**Susie Kuruvilla, CPA, CPRP**  
Executive Director



**Michael Szpylman, CPRE**  
Director of Business Services

**Gurnee Park District**

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# 2022-23 Annual Operating Budget Overview

## INTRODUCTION

The Gurnee Park District Annual Operating Budget for fiscal year 2022-23 continues the long standing practice as the financial guide to meet the parks, open space and recreational opportunities for a community of 33,706 residents.

This detailed document is prepared as an aid to understand the legal budget and appropriation ordinance. The Budget and Appropriation Ordinance, appropriating all funds, is scheduled to be adopted following a public hearing on May 17, 2022. No more than thirty days prior to the hearing, notice of the place and time is published in the local press. The ordinance was made available for inspection by the public on the Park District's website. A physical copy of the ordinance was available for inspection at Viking Park Community Center and Hunt Club Park Community Center. The Budget and Appropriation Ordinance is adopted before the

first quarter of each year and filed with Lake County within 30 days of adoption.

Along with a certified copy of the Budget and Appropriation Ordinance, the Park District files anticipated revenue during the fiscal year covered by the appropriation ordinance. The Park District's chief fiscal officer, the Director of Business Services, is responsible for certifying the revenue estimate. The Budget and Appropriation Ordinance also outlines any probable expenditure of grant or developer impact fees.

State law prohibits further appropriation at any time within the same fiscal year. The Board of Commissioners has the authority after the first six months of the fiscal year to make transfers between the various items in any fund in the appropriation ordinance with a two-thirds vote. Transfers cannot exceed 10%, in the aggregate, of the total amount appropriated for the fund or item that is having funds

reallocated. The Board of Commissioners may amend the Budget and Appropriation Ordinance, but it must be done in accordance with the same procedure followed when the ordinance was originally adopted.

The Park District uses a detailed line item budget for accounting, expenditure control and financial reporting with a modified accrual basis of accounting, the same basis used in the Park District's audited financial statements. The Park District combines a year-end review and Annual Budget to assure that the baseline information used for comparison purposes is reasonable.

## BUDGET PLANNING PROCESS

The budget process officially begins in November when the Board of Commissioners approves the Park District's "Categories of Service" document. This document outlines all the services provided by the Park District into four categories. Those categories

are Basic Public, Extra Public, Private and Enterprise. Services are categorized based on how much they are subsidized by the Park District as well as the availability of the service to the community. The amount of subsidy is determined by the percentage of revenue set aside after direct expenses. The net revenue percentage for indirect costs is calculated at the beginning of the upcoming fiscal year budget cycle using the average of projected indirect cost percentage for the current fiscal year and actual indirect cost percentage from the previous two fiscal years. See Appendix B to see the current Categories of Service approved by the Board for Fiscal Year 2022-23.

Once the Categories of Service is approved, budget "kickoff" meetings are scheduled with the Recreation, Parks and Marketing Departments. These meetings are held on an annual basis to provide staff with direction and guidance in developing their departmental budgets. In addition, meetings are held with each department

**Fiscal Year 2022-23 Budget Timeline:**

March 20– April 15, 2022	Make all corrections and finalize detailed budget.
April 12, 2022	Post Budget & Appropriation Ordinance in tentative form.
April 19, 2022	Final internal operating budget is presented and approved by the Board.
April 19, 2022	The Public Hearing on the Budget and Appropriation Ordinance is called to be held on May 17, 2022 at 7:00PM.
May 17, 2022	Budget & Appropriation public hearing at 7:00PM.
May 17, 2022	Adopt Budget and Appropriation Ordinance at the regular board meeting.
May 20, 2022	File Budget & Appropriation Ordinance with Lake County.

on a quarterly basis throughout the budget year.

After the budget kickoff meeting, staff spent the months of December and January preparing preliminary departmental budgets. Once the preliminary departmental budgets were completed, staff submitted their budgets to the

Director of Business Services. During the month of February, the Director of Business Services added non-departmental specific items to the budget and completed the first draft of the document.

The Executive Director and the Director of Business Services reviewed the first draft to make

any necessary adjustments.

The Business Services Department prepared a preliminary line item budget document with corresponding summary worksheets and an Executive Summary for presentation to the Board of Commissioners at the March 15, 2022 meeting. At this time the Board gave additional input and provided guidance as to the final direction of the 2022-2023 fiscal year budget. At the April 19, 2022 meeting, the Board of Commissioners is asked to approve the 2022-23 fiscal year internal operating budget. Approval of the legal Budget & Appropriation Ordinance is asked of the Board at the May 17, 2022 meeting.

The Park District was awarded the Government Finance Officers Association (GFOA) Distinguished Budget Award for the 2021-22 fiscal year budget for the twelfth consecutive year. The Park District will again seek to win the GFOA Distinguished Budget Award for the 2022-23 fiscal year budget. This requires preparing a budget document in compliance with GFOA requirements.

## **ACCOUNTING SYSTEM AND BUDGETARY CONTROL**

Budgetary control is provided by verification of appropriation amounts prior to expenditures and monthly review of all individual account expenditures compared with budgeted appropriations. The Leadership Team receives monthly reports detailing actual revenue and expenditures versus the budget on a monthly and year to date basis. The prior year's monthly and year-to-date activity is also listed. This information is used to monitor the budget policy and implementation. The Board of Commissioners receives this information on a monthly basis as well.

Program fees and taxes that exceed general operating expenses are proposed each year. Budget surpluses, excess fund balance and debt management comprise funding for the Park District's capital improvement program. Capital improvements are the Park District's discretionary spending, whereas operating expenditures are driven by programs called for by the community.

Principally, user fees, interest income and taxes provide funds for services. User fees are studied for trends, weather impact and facility availability before projecting realistic goals. Property taxes are one of the major sources of revenue for general operations. The property tax levy for operations has gradually increased over the past several years at roughly the rate of inflation plus allowances for new construction. The overall 2021 levy is a 2.1% increase from the 2020 tax levy and the Park District has a consistent property tax collection rate of over 99%.

## **FINANCIAL POLICIES**

The Park District operates under a series of financial policies and procedures that outline processes for financial planning, treatment of revenue streams and control of expenditures. The Park District is required by statute to adopt an annual budget. The Park District administrative staff prepare, review, and present the budget each year to the Park Board. To protect the major capital assets entrusted to the Park District by the residents, assessments of facilities and

physical inventories are periodically performed.

The Park District's financial policies seek to improve the programs and services provided to our community as well as enhance the financial capability of the Park District.

### **BALANCED BUDGET**

The Park District adheres to the policy of a balanced operating budget. Under normal conditions, operating expenditures are less than the non-debt related real estate taxes and fees for services. Surplus from operations, funds a portion, if not all, of ongoing capital improvement needs. A total budget deficit will only be the result of discretionary spending approved by the Board for capital improvements or to account for extraordinary circumstances such as the COVID-19 impact on 2020-21 fiscal year.

### **ASSET INVENTORY**

The Park District prescribes to the policy of asset protection. Major capital assets, including recreation facilities, support facilities, open recreation venues and vehicle fleet are reviewed

annually for repair proposals. Existing conditions studies are occasionally performed on older facilities to develop longer term plans for renovation or expansion. Master plans for major park land are done at initial acquisition and at other times to develop long term renewal strategies.

### **DIVERSITY OF REVENUE**

The Park District is mainly funded through fees for services and real estate taxes. The Park District has little or no control over the diversity of the tax base. Taxes are assessed twice per year at the end of spring and at the end of summer. The Park District adheres to the policy of varied fees for services. To the extent possible, fees are collected before a service or facility is used. Revenue-producing facilities are kept in good to excellent condition and studied in depth before major renovation. If revenue facilities are taken off line for renovation, care is taken to gauge the impact to revenue and to plan the business re-development.

### **FEES FOR SERVICES**

The Park District adheres to the policy that fees are charged for recreation activities. Non-residents will be charged a higher rate for participation in most Park District programs. Residents are defined as those whose home is within the boundaries of the Park District. Program and activity fees are reviewed and adjusted as necessary to meet changing operating costs and/or market conditions. Where market opportunities exist to cover additional indirect costs such as operating maintenance, administrative overhead and use of capital assets, staff will set fees higher than the operating cost. The Park District uses the Board-approved Categories of Service document as a guide when determining fees.

### **INFREQUENT REVENUE**

The Park District occasionally receives revenues that cannot be relied upon for ongoing funding. Examples of these are grants, contributions to capital projects and developer impact fees. The Park District prescribes to a policy that these funds are used towards capital improvements and repairs to the Park District's capital assets.

If grants or contributions are designated for a specific project, they will be held for that project in the fund balance.

Development impact fees may be used to acquire property or update nearby parks to provide service to the new residents.

**DEBT ISSUANCE**

The Park District subscribes to a policy that facility improvements will be provided from the real estate tax base and program fees will support the recreation activities. Therefore, the costs associated with acquiring and improving long-term capital assets are funded with the

issuance of debt and/or surplus from operations. The Park District reviews existing obligation structure, current and projected surplus from operations and future liability levels before making decisions to issue new debt. The Board reviews the statutory debt limit as part of any new issuance or referendum. Real estate tax revenue and obligation retirement expenditures pass through the Debt Service Fund. Detailed information on the Park District's statutory debt limits and other statistics are detailed on pages 54-57.

**FUND BALANCE**

The Park District's fund balance policy prescribes to maintain a prudent level of financial resources when possible to protect against revenue shortfalls or unpredicted expenditures.

The fund balance policy for most funds is to have a minimum fund balance of 25% of the following year's operating expenditures.

The chart below illustrates the fund balance levels in the respective funds. In total the Park District's Fund Balance target amount for all funds combined is \$2,751,961. The Park District is projected to have \$8,550,613 on

**Table 1 - Fund balance**

FUND	4/30/2023 Budgeted FB	Fund Balance Target	Excess* (Shortfall)
10- CORPORATE	\$ 595,786	\$ 592,451	\$ 3,334
15 - SITE & CONST (dev donation)	\$ 40,057	\$ -	\$ 40,057
16 - SITE & CONST (bonds)	\$ 1,624	\$ -	\$ 1,624
17 - CAPITAL REPL / DEVL	\$ 5,472,398	\$ -	\$ 5,472,398
20 - RECREATION	\$ 1,937,693	\$ 1,930,776	\$ 6,917
30 - AUDIT	\$ 8,870	\$ 8,116	\$ 753
35 - PAVING & LIGHTING	\$ 14,538	\$ 9,250	\$ 5,288
40 - REC FOR HANDICAPPED	\$ 225,755	\$ -	\$ 225,755
45 - LIABILITY INSURANCE	\$ 50,624	\$ 45,554	\$ 5,070
50 - IMRF	\$ 103,567	\$ 85,313	\$ 18,254
55 - SOCIAL SECURITY	\$ 92,989	\$ 80,500	\$ 12,489
60 - BOND & INTEREST	\$ 6,712	\$ -	\$ 6,712
<b>Total Fund Balance</b>	<b>\$ 8,550,613</b>	<b>\$ 2,751,961</b>	<b>\$ 5,798,652</b>

\* The excess amount of fund balance over fund target of \$5,798,652 is mainly due to the funds that do not have a designated target. The nature of the funds without fund balance targets are for capital projects and bond payments. These funds are not used for operational expenditures.

Table 1 shows the budgeted fund balances at the end of fiscal year 2022/2023.



hand at the end of fiscal year 2022-23. Of this total, \$5,472,398 is in the Capital Replacement / Development Fund and is designated for future capital items and debt payments. The full fund balance policy is included in this document as Appendix E.

### **CAPITAL ASSETS**

The Park District's capital asset policy and procedures prescribes that assets having a value of \$10,000 or more and having a useful life of five years or more are capitalized in the year they are acquired and recorded at their historical cost. Capital assets are classified into four major groups which are land, buildings, improvements other than buildings, and machinery and equipment. Additions and disposals of capital assets are recorded on an annual basis. The Business Services department is responsible for the upkeep of the capital asset records. Depreciation is used to reflect the economic loss in the value of an asset using Generally Accepted Accounting Principals (GAAP). The full capital asset policy and procedures is included in this document as Appendix D.

### **INVESTMENT POLICY**

The investment policy represents the formal effort of the Gurnee Park District Board of Commissioners to develop, implement, and monitor guidelines for the prudent investment and management of the District's funds. In accordance with Illinois law all District funds not needed for immediate disbursement will be deposited within two (2) working days of collection at prevailing rates or better. The Treasurer is designated as the investment officer of the District. Investments shall be based on statutory constraints, prevailing market conditions and the District's authorized needs. Investment activities will be governed by the following specific objectives in order by priority: safety of principal, liquidity, rate of return, and public trust. The investment policy outlines the investments available for the District and mandates that all investments are authorized by and consistent with applicable State law. The Treasurer ensures that all investments are properly collateralized with the institution that holds the investment. A

written report is provided to the Park Board on a monthly basis detailing all outstanding investments.

### **EXPENDITURE ACCOUNTABILITY**

The Park District regularly reviews financial results compared to the budget. Each month financial results are reported and discussed with the Park Board. In addition, relevant program information, year-to-date revenues and expenditures and projected year-end results are provided by staff. Tracking of capital improvement project expenditures is provided on a regular basis as well.

Fiscal policy states that the Park District shall make prompt payment of purchases as provided by the Local Governmental Prompt Payment Act of Illinois.

A detailed investment policy emphasizing safety of principal, authorized investments, collateralization and a policy promoting inclusion of community businesses in purchasing opportunities are also in place.

### **INTERNAL CONTROLS**

The Park District maintains a system and environment of

internal control to safeguard its assets against loss, check the accuracy and reliability of its accounting data, promote operational efficiency, and encourage adherence to prescribed financial policies adopted by the Park District Board of Commissioners.

The Park District Board of Commissioners and Management Staff demonstrate and promote a commitment to integrity and ethical values. Management Staff, through oversight of the Board of Commissioners, establish structures, reporting lines and appropriate authorities in pursuit of objectives. The Park District demonstrates a commitment to attract, develop and retain competent individuals in alignment with the mission and vision of the District. Individuals are held accountable for their internal control responsibilities as it relates to their job duties.

### MASTER PLAN

The Board of Commissioners initiated a process to update the District's current Master Plan in late 2009. A committee was formed, comprised of a cross-



**Gurnee  
Park District**  
PROMOTING FUN. PRESERVING NATURE.

**Mission Statement:** Promoting fun and preserving nature.

**Vision Statement:** As a nationwide leader in our field, be the premier provider of community driven and innovative park and recreation experiences, while maintaining financial stability.

departmental team. The results from the 2007 community-wide interest and attitude survey were used to assist the development of this plan. Public input was also sought through a public hearing held on March 16, 2010.

This Master Plan identifies all parks and facilities owned and operated by the District and the need for future improvements and additions. Since Gurnee is heavily developed, and no major population increases are anticipated in the next ten years, most of the Park District's efforts will focus on maintaining a high standard of excellence with current infrastructure along with ensuring quality service to all residents through timely

maintenance, improvements and replacements.

Following national open space standards, the Park District currently has met the open space requirements of 10 acres per 1,000 population. However, the District is lacking in the area of acreage for community parks. Several potential acquisitions are identified. The plan also consists of recommendations and implementation strategies aimed at helping the district meet the expectations of its constituency over the next ten years. This plan will be annually reviewed and updated according to changes in circumstances and opportunities. This process permits the district to maintain its

responsiveness to the residents' needs and is imperative to the district's future success.

The Board of Commissioners approved the Master Plan on April 20, 2010. The Park District plans to go through the Master Plan process again in fiscal year 2023-2024.

### STRATEGIC PLAN

On March 21, 2017 the Park District Board of Commissioners approved the Gurnee Park District Strategic Plan 2017 - 2022. Planning and research for the new Strategic Plan began in May 2016 and included several meetings with the Park Board, the Leadership Team and local civic leaders. The Park District also held two open community meetings to gather input from residents. After all meetings were held the Executive Steering Committee, consisting of the Leadership Team and a consulting group specializing in Strategic Plan development, began the process of creating the strategic initiatives for the plan. Seven strategic initiatives were identified for the new Strategic Plan. Each initiative went through a full analysis

process before being finalized for the Strategic Plan document.

The Park District Board and Leadership Team are confident that Strategic Plan 2017 - 2022 will serve as the guide for continued successful operations and prosperous growth of the Park District through fiscal year 2021-2022.

A listing of the Park District initiatives identified in the Strategic Plan 2017 - 2022 are included below. The Park District plans to go through the process of completing a new Strategic Plan in fiscal year 2023-2024.

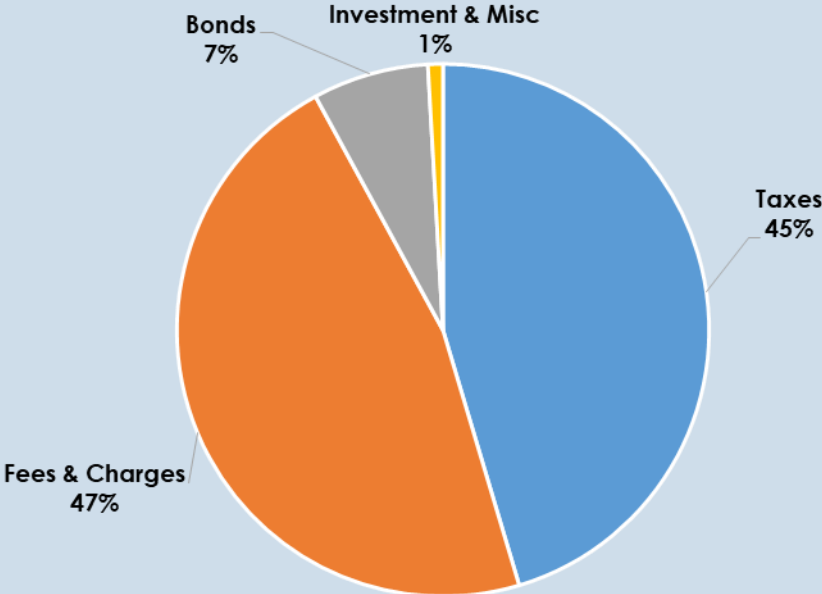
### Park District Initiatives as Identified in the Strategic Plan 2017 - 2022

Based on the District's vision and the community needs identified through the research, an Executive Steering Committee developed the following seven strategic initiatives:

- 1. Excellence in Parks and Facilities**
- 2. Exceptional Programs and Services for the Community**
- 3. Leader in Promoting Health and Wellness for the Community**
- 4. Strong Intergovernmental Relations and Community Engagement**
- 5. Effective Communications, Marketing and Customer-Friendly Processes**
- 6. Highly Engaged Employees**
- 7. Financial Stability**

Chart 1: Source and use of funds

Source of Funds



Use of Funds

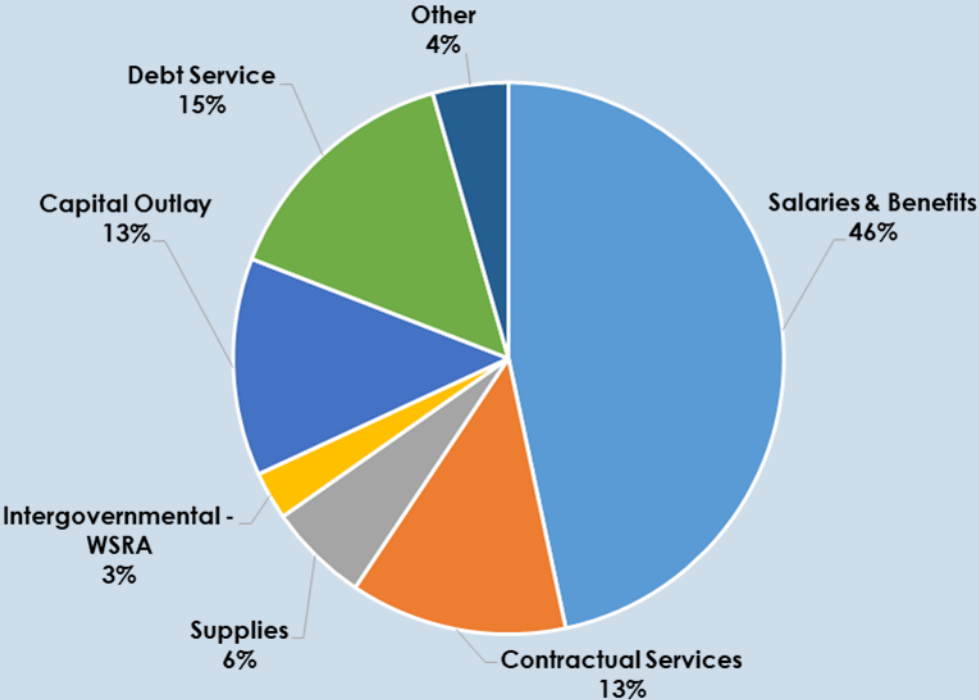


Chart 1 shows the funding sources and the major expenditure use of the 2022-23 Annual Budget. Currently, the sources are split 47% fees & charges and 45% taxes. Salaries and benefits make up the largest use of funds followed by debt service, contractual services and capital outlay.

## Supplemental Information

The Gurnee Park District is located approximately 45 miles northwest of the Chicago Loop. With a population of approximately 33,706, the Park District offers recreation opportunities to a very diverse population base who live mostly in single family homes with a median household income of \$96,104.

The Park District continues to be an integral part of the community. As the population in the community continues to age and becomes more diverse (see tables 2 and 3 from the Village of Gurnee 2020 and 2010 census), diversifying program offerings and concentrating on customer service continues to help maintain the Park District's goodwill in the community. The median age in the community is about 40.3.

Although predominantly white, the Park District has significant African American, Latino and Asian populations. There are 11,900 households with 69% being owner occupied. The average household size is 2.6 with 41.5% of

**Table 2: Age distribution in Gurnee, IL**

Age	2020		2010	
	Population	Percent	Population	Percent
Less than 5 years	1,388	5%	1,379	4%
5 - 19 years	6,498	21%	6,872	22%
20 - 34 years	5,537	18%	5,806	19%
35 - 49 years	6,115	20%	6,332	20%
50 - 64 years	7,280	24%	7,249	23%
65 - 75 years	2,432	8%	2,385	8%
Greater than 75 years	1,456	5%	1,272	4%
<b>Total:</b>	<b>30,706</b>	<b>100%</b>	<b>31,295</b>	<b>100%</b>

**Table 3: Race distribution in Gurnee, IL**

	2020		2010	
	Population	Percent	Population	Percent
White / Caucasian	19,244	63%	20,938	67%
Black or African American	2,350	8%	2,362	8%
Hispanic or Latino	4,379	14%	3,665	12%
Asian	3,514	11%	3,601	12%
Other	1,219	4%	729	2%
<b>Total:</b>	<b>30,706</b>	<b>100%</b>	<b>31,295</b>	<b>100%</b>

**Note: The estimated Park District population is 33,706. The Census data above is for the Village of Gurnee.**

households having an individual younger than 18 at home.

Listed in Table 4 are tax rates among Park Districts in the Lake County area compared to the Gurnee Park District tax rate.

The Gurnee Park District boundaries largely overlap the

Village of Gurnee. The Village of Gurnee has many employment opportunities for local residents. Major industries include tourism and retail shopping. In addition, a large industrial complex known as the Grand Tri-State Business Park provides a variety of factory, warehouse and office

**Table 4: Tax rates among Lake County, IL park districts.**

Zion Park District - 1.001	Grandwood Park Park District - .541
Waukegan Park District - .846	<b>Gurnee Park District - .507</b>
Wheeling Park District - .762	Lake Bluff Park District - .506
Barrington Park District - .762	Buffalo Grove Park District - .491
Foss Park District - .673	Grayslake Park District - .477
Round Lake Area Park District - .657	Mundelein Park District - .466
Park District of Highland Park - .608	Vernon Hills Park District - .446
Deerfield Park District - .605	

**Table 5: Largest Employers in Gurnee, IL**

Employer	2021		
	Employees	Rank	% of Total Village Employment
Six Flags Great America / Hurricane Harbor	3,315	1	21.26%
Woodland School District 50	832	2	5.34%
Warren Township High School District 121	484	3	3.10%
Nosco Inc.	400	4	2.57%
Gurnee School District 56	390	5	2.50%
Great Wolf Lodge	356	6	2.28%
Bass Pro Shop	350	7	2.24%
Gurnee Park District	330	8	2.12%
Village of Gurnee (Full-time Equivalent)	233	9	1.49%
Wal-Mart Supercenter	230	10	1.47%
PPG Industries	225	11	1.44%
	<u>7,145</u>		<u>45.82%</u>

2021 Data Sources: Phone canvass of employers, Illinois Department of Employment Security, 2020 Illinois Manufacturer and Services Directories, 2020 Lake County Official Statement, and Official Website of Employer Reference USA Database

jobs. The area's largest employers are presented in Table 5.

The Park District works with several affiliates to offer recreational opportunities including baseball, basketball, softball and soccer.

The Park District extends recreation opportunities during the day and evening by coordinating with local schools for facility use after the school day.



## Park Information

### COMMUNITY PARKS

#### Betty Russell Community Park

Originally known as Pembroke Community Park; the name was changed in 1996 to Betty Russell Community Park in honor of the retiring Park District Director, who served the district for 25 years. The total acreage at the park is 18.9 acres. Amenities include a tot-lot and playground, two softball fields, two tennis courts, one half-court basketball, skate park, sand volleyball court, four soccer fields, two skating rinks and a warming shelter/restroom facility.

Betty Russell Park was renovated and expanded beginning in fall of 2010 with replacing the swing sets and installing synthetic grass in the swing areas with materials much like what would be found on synthetic turf athletic fields. In the spring of 2011, the second phase of renovations began with the installation of a Pentagode climbing structure. This structure is a new enhancement to the original playground design. New playground equipment was

installed in the toddler and youth playground areas. The entire project was completed in the fall of 2011. Residents were invited to a rededication and re-opening of Betty Russell Park which was held on April 24, 2012.

#### Hunt Club Community Park

This park was built to accommodate population growth west of I-94. The site includes a tot-lot, two playgrounds, 1-mile path, 10-acre woodland, four half-court basketball courts, fishing stations, two regulation size soccer fields, and one softball field. The Hunt Club Park Community Center and Aquatic Center are also part of this location. Hunt Club acreage is 45 acres.

#### Viking Community Park

Viking Park, known as the Gurnee Park District's flagship park, was the first development project for the Park District after its formation in 1968. This park boasts a tot lot, two playgrounds, four half-court basketball courts, one skate

park, soccer field complex, two tennis courts, a cricket pitch, 20x40 picnic shelter, three softball fields, volleyball court, circulation paths, two restroom facilities, band shell, summer kitchen, dance hall, records storage bungalow and community center. Viking Community Park has a total of 38.1 acres.

#### O'Plaine Community Park

O'Plaine Park, formerly known as Russell Community Park, was changed to O'Plaine Community Park on November 19, 1996 to avoid confusion with Betty Russell Community Park. Construction started in July 1990 and the park was dedicated on October 27, 1991.

The park has a community playground as well as a restroom/shelter facility, two ½ court basketball courts, and two Little League baseball fields. In 2013 the Park District acquired three additional acres at O'Plaine Community Park. This acquisition increases the park's visibility from O'Plaine and Russell Roads, adds additional passive

recreation space to the District's inventory and offers additional community space for gardening and other preservation efforts. In the summer of 2018 an outdoor pickleball complex was constructed at O'Plaine Park. Eight individual courts complete the complex, providing additional outdoor playing opportunities for residents as well as the ability for the Park District to host outdoor tournaments.

## MAJOR RECREATION FACILITIES

### Hunt Club Park Community Center

In 2005, the district constructed a 44,000 sq ft community center, which includes a 4,000 sq ft fitness center, three preschool rooms, a family activity room, dance studio, rock climbing wall, multi purpose room, gymnasium and offices for recreation staff. The center is utilized by our fitness members and offers programs for the community such as dance, open gym, group fitness, music, preschool, before and after school CARE, basketball, volleyball, arts and crafts etc.

### Hunt Club Park Aquatic Center

In 2001 the Hunt Club Park

Aquatic Center, a 1,500 bather load pool, was constructed. It opened to the public on Memorial Day weekend in 2002. The aquatic center is a zero depth edge pool that features three flume slides, two drop slides, water toy features, lap swim area, a tot pool area, a waterfall feature, sand volleyball court, a sand play area, turf sunning, a café, and ample shade amenities. There is also a spray ground area located just outside the entrance to the Aquatic Center. This project was financially supported by the Village of Gurnee, Gurnee Park District and the State of Illinois.

### Viking Park Community Center

The Viking Park Community Center is the original community center for Gurnee Park District. This facility includes one dance studio, three preschool rooms, registration offices, a dance hall and administrative offices. In 2000 an addition was constructed to expand the community center to include recreation programming space, new meeting rooms, three preschool rooms and additional offices. This center serves residents east of I-94.

### FitNation

The Gurnee Park District purchased the 75,000 square foot fitness center located just off Interstate 94 on October 15, 2013. The facility, formerly known as Gold's Gym, re-opened on November 6, 2013 as FitNation. The FitNation space encompasses an expansive fitness floor with cardio and weight lifting machines and equipment, a large gymnasium, five lane lap pool with hot tubs, several specialized group exercise studios, childcare room, and well appointed locker rooms with sauna and steam rooms. Programs include personal training, group exercise classes, aquatic classes and much more.

## NEIGHBORHOOD PARKS

The Park District offers over 80 acres of well-maintained neighborhood parks that contain playgrounds, tennis courts, outdoor basketball courts, soccer fields, baseball or softball fields, outdoor volleyball courts, three small skate parks, picnic shelters, a fishing area, and outdoor ice rinks.

## General Budget Review

Gurnee Park District's fiscal year 2022-2023 budget of \$14.6 million is prepared consistent with the Park District's mission of promoting fun and preserving nature as well as the Park District vision: *As a nationwide leader in our field, be the premier provider of community driven and innovative park and recreation experiences, while maintaining financial stability.* We are confident that this budget is the financial plan that will enable the Park District to return to pre-COVID services and program participation levels as well as achieve our annual goals.

The total budget of \$14.6 million is a 23% increase from 2021-22 fiscal year end projected results. While 2021-22 was still affected by the COVID-19 pandemic, management believes 2022-2023 will operate approaching pre-pandemic service offerings and program participation levels. Of the \$14.6 million proposed budget, \$1.9 million is for capital projects and \$2.1 million is for current debt service payments. The proposed operating budget totals \$10.6

million which is 23% higher than the current fiscal year end projected results.

The 2022-2023 budget as presented is a balanced budget. Total budgeted revenue including other financing sources for fiscal year 2022-2023 is \$13,775,649 and total budgeted expenditures are \$14,559,981. While at first glance the budget does not appear to be balanced, it is due to using accumulated fund balances for various capital projects. With the exception of fiscal year 2020-21, fund balances are not used to cover operational expenditures in any funds unless it is a planned action to use surplus fund balances in some of the small funds. In 2020-21 the planned action to use fund balance to support operations was specifically due to the negative COVID-19 impact. The proposed 2022-23 budget does not include using fund balances to support operational expenditures.

This is the thirteenth consecutive year that the Gurnee Park District is seeking

the Distinguished Budget Presentation Award. The Park District was awarded the GFOA Distinguished Budget Award for the twelve previous fiscal year budgets. In order to receive the budget award, the Park District has to satisfy nationally recognized guidelines for effective budget presentation. The guidelines assess how well the Park District's budget serves as a policy document, a financial plan, an operations guide, and a communications device. Budget documents must be rated "proficient" in all four categories, and the fourteen mandatory criteria within those categories, to receive the award. The GFOA's Distinguished Budget Presentation Awards Program is the only national awards program in governmental budgeting. We believe our current budget is in conformance with program requirements and are officially submitting it to the GFOA to determine its eligibility for Distinguished Budget Presentation Award.

**Chart 2: Total revenue and expenditures**

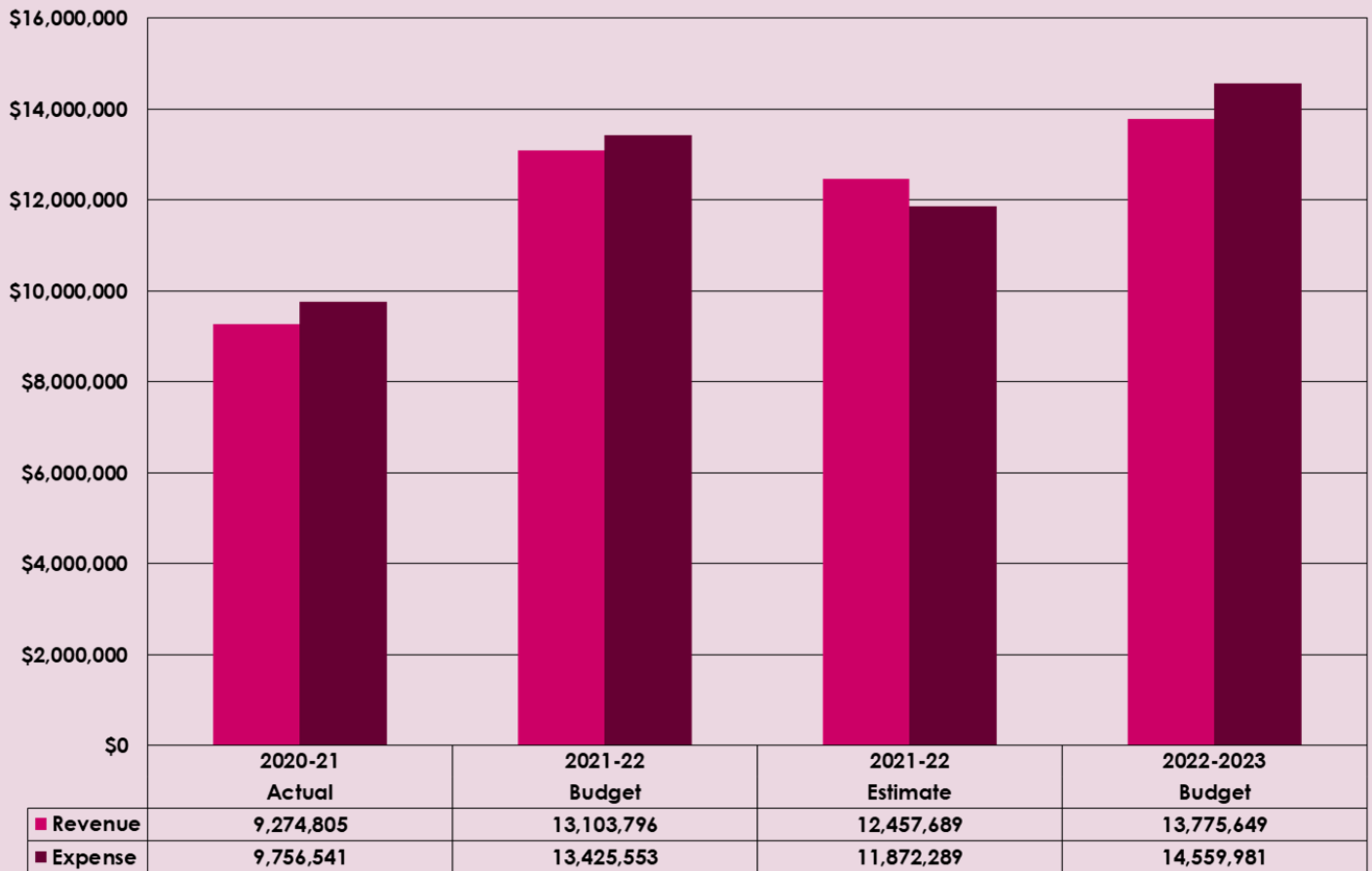


Chart 2 shows the revenues and expenditures for the total Park District operations. All amounts in the chart above and on page 59 exclude transfers between funds.

**The Fiscal Year 2022-2023 Annual Budget does not rely on the use of fund balance or one time revenue items for operating purposes and is therefore a balanced budget. Fund balance and one time revenue sources are used strictly for major capital projects and/or carry-over capital projects from the prior fiscal year.**

# Budget Summary Report

## Fund Analysis as of March 31, 2022

**The Basis of Budgeting for all funds listed on page 33 is modified accrual. This is the same as the Park District's basis of accounting used in the District's audited financial statements. Under this modified accrual, revenues are budgeted when estimated to occur according to past history and normal scheduled events and calendars. Expenditures are appropriated when estimated to occur according to past history and program implementation. The Park District prepares a detail budget by month to the program expenditure line. In the modified accrual basis of accounting, revenues are recorded when available and measurable and expenditures are recorded when the liability is incurred.**

### **THE FOLLOWING FUNDS ARE CLASSIFIED AS MAJOR PARK DISTRICT FUNDS**

#### **Corporate Fund**

The Corporate Fund is used to account for the general operating activities of the Park District, which are not accounted for in any other fund. Taxes, which account for 99% of the revenue in the Corporate Fund, are budgeted at \$2,448,706 which is \$8,771 higher than last year's actual tax receipts. The total budgeted expenditures for the Corporate Fund are \$2,462,306, which is 4% higher than last year's budget and includes \$92,500 in capital

expenditures. Fiscal year 22-23 budget includes \$50,000 in professional services to complete a compensation study, community survey and DEI agency plan. Total Park Management expenditures in the Corporate Fund of \$1,247,559 are budgeted to increase 1% compared to the 21-22 budget and increase 13% compared to 21-22 year end projections. This year \$540,000 of accumulated fund balance is budgeted to be transferred to the Capital Replacement / Development Fund, which is the anticipated 21-22 year end fund balance in excess of the 25%

fund balance target amount. The budgeted year end fund balance in this fund is \$595,786, which is \$3,334 above the fund balance target.

#### **Recreation Fund**

The Recreation Fund is used to account for the operations of recreation programs, fitness operations and aquatic center operations. Revenues are derived from specific annual property tax levy and fees charged for the programs, use of the fitness centers and aquatic center. The COVID-19 pandemic had the biggest affect on the Recreation Fund where programming is directly impacted. Management estimates just over \$6MM in lost revenue from March 2020 to April 30, 2021. During 21-22, recreation programming, fitness operations and HCPAC revenue reached 71% of pre-COVID revenue. The 2022-23 budget calls for this fees for services revenue to reach 88% of 2018-19 (pre-COVID) revenue. . Total budgeted expenditures in the Recreation Fund are

\$7,617,090 which is 27% more than 21-22 projected year end expenditures, but 2% lower than 18-19 actual results (per-COVID). Total budgeted revenue in the Recreation Fund is \$7,988,840 which is budgeted to increase 20% compared to current fiscal year end projections, and is 93% of the total 2018-19 fiscal year revenue.

In the Recreation Fund, fees for services account for 80% of the total revenue. As part of the recovery from the COVID-19 pandemic, it is a goal of the Park District to achieve pre-pandemic

program participation in fiscal year 2022-2023. Revenue from fees for services consists of recreation program revenue, fitness center operations and aquatic center operations. Recreation program revenue is budgeted to increase 24% compared to current fiscal year end projections, and is 92% of the total 2018-19 fiscal year recreation program revenue.

Fitness operations accounts for \$2.7 million in budgeted revenue for the Park District, which is 41% higher than current fiscal year end projections which were

dramatically affected by the pandemic, and is 81% of the total 2018-19 fiscal year fitness operations revenue.

Revenue from aquatic center operations is budgeted at a 1% increase compared to the 2021 season which was an extremely successful season.

Total Park Management expenditures in the Recreation Fund are budgeted 4% higher compared to the 2021-2022 budget, and increase 17% compared to 2021-22 projected year end totals.

Included in the Recreation

**Table 6: Program budget analysis**

PROGRAM Area	FISCAL YEAR 2021/2022 (PROJECTED)				FISCAL YEAR 2022/2023 (BUDGET)			
	REV	EXP	NET	%	REV	EXP	NET	%
Athletics	336,380	164,913	171,467	51%	387,022	200,978	186,044	48%
Gen Youth Rec	193,499	102,249	91,250	47%	200,833	110,277	90,556	45%
CARE	541,931	245,351	296,580	55%	611,396	307,314	304,082	50%
Pre School	452,698	182,210	270,488	60%	507,285	237,562	269,723	53%
Day Camp	677,560	305,308	372,252	55%	920,889	560,711	360,178	39%
Adult Recreation	10,671	13,229	(2,558)	-24%	25,442	19,826	5,616	22%
Rentals	39,906	6,085	33,821	85%	44,920	6,038	38,883	87%
Special Events	27,668	27,341	327	1%	66,680	65,104	1,576	2%
Aquatics	256,329	184,565	71,764	28%	368,450	257,221	111,229	30%
<b>Total</b>	<b>\$ 2,536,642</b>	<b>\$ 1,231,251</b>	<b>\$ 1,305,391</b>	<b>51%</b>	<b>\$ 3,132,917</b>	<b>\$ 1,765,031</b>	<b>\$ 1,367,886</b>	<b>44%</b>
Fitness Center Ops	1,990,647	1,990,647	-	0%	2,677,710	2,677,710	-	0%
HC Aquatic Center	644,741	644,741	-	0%	652,041	652,041	-	0%
<b>Grand Total</b>	<b>\$ 5,172,031</b>	<b>\$ 3,866,640</b>	<b>\$ 1,305,391</b>	<b>25%</b>	<b>\$ 6,462,668</b>	<b>\$ 5,094,782</b>	<b>\$ 1,367,886</b>	<b>21%</b>

Table 6 compares 2022-23 budget and 2021-22 year-end projected Recreation Fund program area revenues and expenditures. The large revenue increase represents the continued COVID-19 recovery.



## Budget summary as of March 31, 2022

GURNEE PARK DISTRICT							
BUDGET SUMMARY							
As of March 31, 2022							
Fund Description	Beginning Fund Balance 05/1/2021*	2021-22 Estimated Revenues	2021-22 Estimated Expenditures	Projected Fund Balance 04/30/22	2022-2023 Budgeted Revenues	2022-23 Budgeted Expenditures	Projected Fund Balance 04/30/23
Corporate	\$ 788,762	\$ 2,446,204	\$ 2,099,181	\$ 1,135,786	\$ 2,462,306	\$ 3,002,306	\$ 595,786
Site & Construction	415,294	947,147	1,100,410	262,031	970,400	1,190,750	41,681
Capital Replacement / Development	4,646,871	344,595	304,017	4,687,448	1,496,750	711,800	5,472,398
Recreation	2,148,008	6,677,329	6,307,643	2,517,693	7,988,840	8,568,840	1,937,693
Audit	8,203	31,138	30,700	8,642	32,693	32,465	8,870
Paving & Lighting	28,544	59,413	37,000	50,957	60,481	96,900	14,538
Recreation for the Handicapped	228,886	480,451	436,088	273,249	489,124	536,618	225,755
Liability Insurance	68,102	202,591	170,860	99,833	133,009	182,218	50,624
IMRF	154,870	269,572	309,238	115,203	329,614	341,250	103,567
Social Security	212,301	232,733	267,338	177,695	237,294	322,000	92,989
Bond & Interest	49,705	1,058,562	1,101,860	6,407	1,066,889	1,066,584	6,712
Debt Service (Aquatic Center)	-	-	-	-	-	-	-
<b>Total All Funds:</b>	<b>\$ 8,749,545</b>	<b>\$ 12,749,735</b>	<b>\$ 12,164,336</b>	<b>\$ 9,334,945</b>	<b>\$ 15,267,399</b>	<b>\$ 16,051,731</b>	<b>\$ 8,550,613</b>
By Operational Area		2021-22 Estimated Revenues	2021-22 Estimated Expenditures	2021-22 Estimated Surplus (deficit)	2022-2023 Budgeted Revenues	2022-23 Budgeted Expenditures	2022-23 Budgeted Surplus (Deficit)
General Operations <sup>1</sup>		\$ 5,591,956	\$ 4,315,489	\$ 1,276,467	\$ 6,789,435	\$ 5,698,714	\$ 1,090,722
Parks Management <sup>2</sup>		-	2,078,787	(2,078,787)	-	2,386,355	(2,386,355)
Recreation <sup>3</sup>		7,157,779	5,770,059	1,387,720	8,477,964	7,966,663	511,301
<b>Total All Areas:</b>		<b>\$ 12,749,735</b>	<b>\$ 12,164,336</b>	<b>\$ 585,399</b>	<b>\$ 15,267,399</b>	<b>\$ 16,051,731</b>	<b>\$ (784,332)</b>
				<b>Less: Interfund Transfers</b>	<b>\$ (1,491,750)</b>	<b>\$ (1,491,750)</b>	
				<b>Revenue/Expenditures from Operations</b>	<b>\$ 13,775,649</b>	<b>\$ 14,559,981</b>	

\* Amounts for the Beginning Fund Balance 05/01/2021 are from the District's Audited FYE2021 Annual Comprehensive Financial Report.

General Operations<sup>1</sup> includes the Corporate Fund less Park Management expenditures, Site & Construction Fund, Capital Replacement / Development Fund, Audit Fund, Paving and Lighting Fund, Liability Insurance Fund, IMRF Fund, Social Security Fund, Bond & Interest Fund, and Debt Service (Aquatic Center) Fund. Park Management<sup>2</sup> includes expenditures from the Corporate Fund and Recreation Fund. Recreation<sup>3</sup> includes the Recreation Fund and Recreation for Handicapped Fund.

Fund's proposed budget under the fitness operations area is a \$221,750 transfer to the Capital Replacement / Development Fund for future FitNation debt payments. The second principal payment on the FitNation debt is due in 2022-2023 for \$140,000 and will be paid directly out of fitness operations. The FitNation debt schedule is set-up to have payment amounts increase later in the life of the bonds. Total debt service (including the remaining HCPCC debt that is paid out of fitness operations) amortized equally over the 23 year life of the bonds is around \$855,000 per year.

Also included in the Recreation Fund's proposed budget under the fitness operations area is a \$150,000 transfer to the Capital Replacement / Development Fund for future FitNation building capital needs.

This year \$580,000 of accumulated fund balance is budgeted to be transferred to the Capital Replacement / Development Fund, which is the anticipated 21-22 year end fund balance in excess of the 25% fund balance target amount.

The budgeted year end fund balance in this fund is \$1,937,693, which is \$6,917 above the fund balance target.

### **Bond and Interest Fund**

This fund is used to accumulate monies for the Park District's retirement of general obligation bonded debt.

Financing is provided by an annual tax on property levied for the purpose of retiring bonded indebtedness.

The budgeted year end fund balance in this fund is \$6,712. There is no fund balance target in this fund.

### **Capital Replacement / Development Fund**

This Fund is used to replace aging capital items as well as for the development of new capital or infrastructure. Financing is provided by transfer of funds from the Corporate and Recreation Funds.

Financing is provided by transfer of funds from the Corporate and Recreation Funds. The 2022-23 budget includes a \$540,000 transfer from the Corporate Fund and a \$580,000 transfer from the

Recreation Fund. An additional \$371,750 is budgeted as a transfer from the Recreation Fund for the specific purpose of future FitNation debt service payments and future FitNation capital needs. There are several capital project items included in the budget for this fund a list of which is included as Appendix A.

The proposed budgeted year end fund balance in this fund is \$5,472,398; \$2,750,699 is for regular capital projects (including HCPAC), \$223,971 is for future FitNation facility capital items, and \$2,497,728 is for future FitNation debt payments. There is no fund balance target in this fund.

### **THE FOLLOWING FUNDS ARE CLASSIFIED AS NON-MAJOR PARK DISTRICT FUNDS**

#### **Site and Construction Fund**

The Site and Construction Fund is used to account for capital expenditures associated with acquiring, improving, and maintaining the Park District's properties and equipment. Financing is provided from the proceeds of sale of general obligation bonds, developer donations, grants and interest earned on investments. The

budgeted year end fund balance in this fund is \$41,681. There is no fund balance target in this fund.

**Audit Fund**

This fund is used to account for revenues derived from a specific annual property tax levy for the purpose of an annual audit of the financial statements and accounting records of the Park District. The budgeted year end fund balance in this fund is \$8,870 which is \$753 above the fund balance target.

**Paving and Lighting**

This fund is used to account for revenues derived from a specific annual property tax levy for the purpose of making paving and lighting improvements throughout the Park District. The budgeted year end fund balance in this fund is \$14,538 which is \$5,288 above the fund balance target.

**Recreation for Handicapped Fund**

This fund is used to account for revenues derived from a specific annual property tax levy which is disbursed to the Warren Special Recreation Association to provide special recreation

programs for the handicapped and impaired. This fund is also used to make ADA improvements to the Park District's park infrastructure as well as provide inclusion services to program participants. The proposed budgeted year end fund balance in this fund is \$225,755. There is no fund balance target in this fund.

**Liability Insurance Fund**

This fund is used to account for revenues derived from a specific annual property tax levy to provide liability insurance for the Park District's operations. The budgeted year end fund balance in this fund is \$50,624 which is \$5,070 above the fund balance target.

**Illinois Municipal Retirement Fund**

This fund is used to account for revenues derived from a specific annual property tax levy for the purpose of providing employer contributions to the State regulated Illinois Municipal Retirement Fund. The budgeted year end fund balance in this fund is \$103,567 which is \$18,254 above the fund balance target.

**Social Security Fund**

This fund is used to account for revenues derived from a specific annual property tax levy for the purpose of meeting the costs associated with the participation in the "Social Security Act." The budgeted year end fund balance in this fund is \$92,989 which is \$12,489 above the fund balance target.

**Debt Service (Aquatic Center) Fund**

This fund was used to accumulate funds for the retirement of alternate revenue bonds issued for the construction of the Hunt Club Park Aquatic Center. Financing was provided by annual payments from the Village of Gurnee and the Park District's annual rollover bonds. In FY 2020-2021, the Park District made the final debt service payment on the Hunt Club Park Aquatic Center. At the end of 2021 all dollars have been spent out of this fund leaving no remaining fund balance. The Fund was closed by Board action following the 2020-21 financial audit.

**Chart 3: Total park district revenue (excluding transfers)**

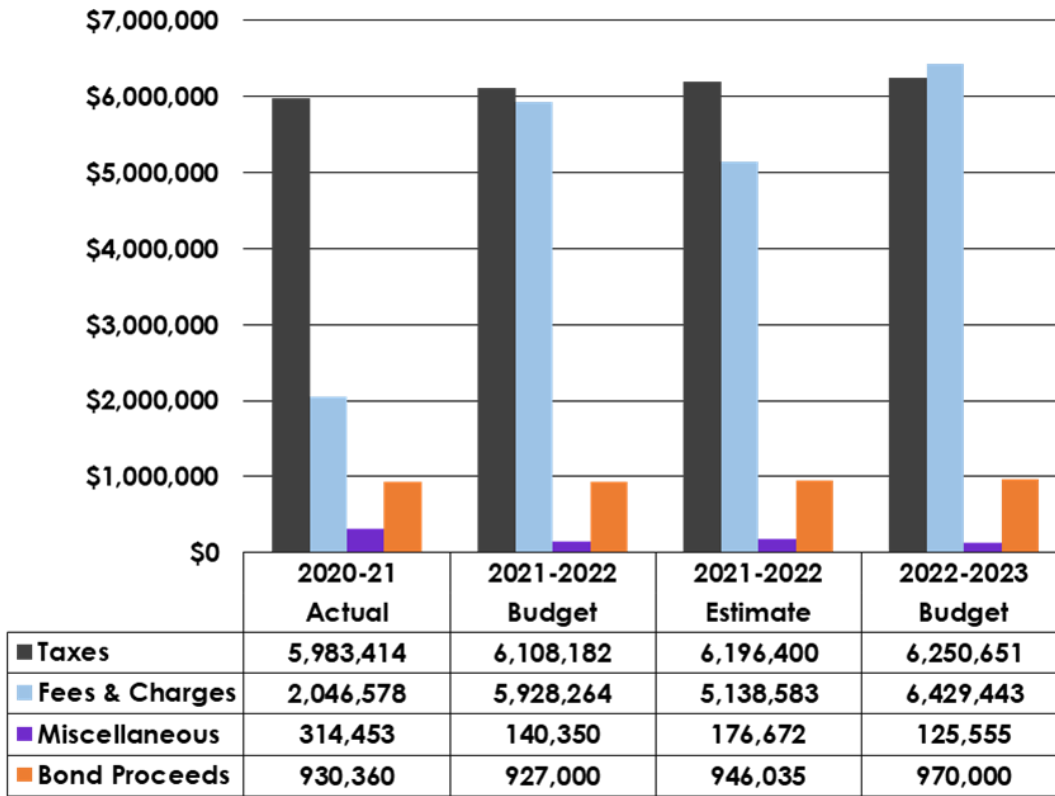


Chart 3 illustrates total revenue by major category for 2020-21, the budget and estimated revenue for 2021-22 and the budgeted revenue for 2022-23, all of which exclude fund transfers.

**OPERATIONAL AREAS:**

The lower portion of the Budget Summary Report on page 33 is the individual Operational Areas estimated and budgeted revenues, expenditures, and surplus or deficit. The fund balances are directly related to the results of the operational area. The beginning fund balance for all funds, plus or minus the surplus or deficit, will result in the ending fund balance for all funds. Real estate taxes are collected in the General Operations and Recreation

areas. Most capital improvement costs are expensed in the General Operations area with the exception of those directly attributable to the Recreation area. The Park District does not budget revenue directly to the Parks Management Operational area.

Overall budget deficit in 2022-23 is due to using accumulated fund balances for various capital projects. With the exception of fiscal year 2020-21, fund balances are not used to cover

operational expenditures in any funds unless it is a planned action to use surplus fund balances in some of the small funds. In 2020-21 the planned action to use fund balance to support operations was specifically due to the negative COVID-19 impact. The proposed 2022-23 budget does not include using fund balances to support operational expenditures.

## MAJOR REVENUE SOURCES

### Tax Revenue

Tax revenue, consisting of property tax levy and business replacement tax, accounts for 49% of the total park district revenue. The total District property tax levy includes the Corporate Fund, Recreation Fund, Audit Fund, Paving and Lighting Fund, Recreation for Handicapped Fund, Illinois Municipal Retirement Fund, Liability Insurance Fund, Social Security Fund, and the Bond and Interest Fund. Total tax revenue is budgeted to increase 1% in 2022-23 compared to 2021-22 total tax revenue which reflects the increase in CPI. Population growth in the Park District has remained relatively flat over the last several years. Because of this, the Park District expects a trend of very modest growth in property tax revenue over the next several fiscal years.

### Fees and Charges

Revenue from fees and charges for services consists of recreation program revenue, fitness center operations revenue and aquatic center operations revenue. The

impact of COVID-19 lowered fees and charges revenue to 25% of total revenue in 2020-21. While 2021-22 was still affected by the COVID-19 pandemic management believes 2022-2023 will operate approaching pre-pandemic service offerings and program participation levels and as such expected fees and charges revenue in 2022-23 is 50% of total revenue.

The budget for fees and charges for services is \$6,429,443 which represents an increase of 25% compared to current fiscal year end projections.

Recreation program revenue is budgeted to increase 24% compared to current fiscal year end projections, and is 92% of the total 2018-19 fiscal year recreation program revenue.

Fitness operations accounts for \$2.7 million in budgeted revenue for the Park District, which is 41% higher than current fiscal year end projections which were dramatically affected by the pandemic, and is 81% of the total 2018-19 fiscal year fitness operations revenue.

Revenue from aquatic center operations is budgeted at a 1% increase compared to the 2021 season which was an extremely successful season.

### Other Sources

Other revenue sources are mainly through interest income and reimbursement for services performed by the Parks Team. Miscellaneous revenue in 2020-21 includes over \$114,000 in CARES Act proceeds from the Federal Government. Interest income has been budgeted conservatively based on current low interest rates.

## TOTAL PARK DISTRICT EXPENDITURES

The chart on the following page illustrates total expenditures by major category for 2020-21 through 2022-23, excluding transfers. Total Park District expenditures budgeted at \$14,559,981 for 2022-23 represents a 23% increase compared to 2021-22 year-end projections and is 2% higher than fiscal year 2018-19 which represents pre-COVID expenditure levels.

**Chart 4: Total park district expenditures (excluding transfers)**

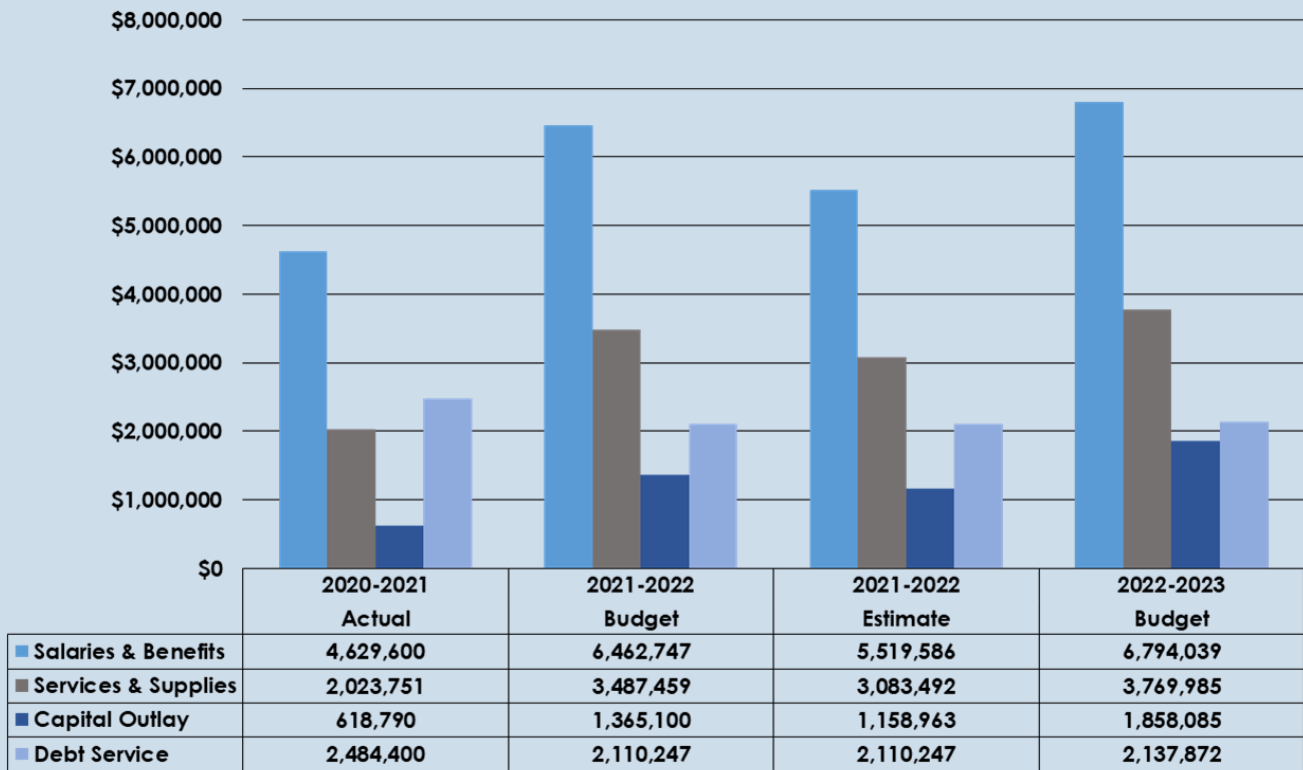


Chart 4 illustrates total expenditures by major category for 2020-21, the budget and estimated expenditures for 2021-22 and the budgeted expenditures for 2022-23, all of which exclude transfers.

**Salaries & Benefits**

The increase in Salaries and Benefits includes a 5% increase in salary & wages which will be distributed strictly based on merit. The 23% budgeted increase in Salaries & Benefits compared to 2021-22 year-end estimates is mainly due to the continued COVID-19 pandemic recovery returning the Park District to pre-pandemic programming participation levels. As stated in the revenue section, fees & charges revenue

is budgets to be at 88% of pre-COVID levels and increase from 2021-22 which reached 71% of pre-COVID revenue levels.

**Services & Supplies**

The increase in Services and Supplies is also to account for program participation reflecting continued recovery from the COVID-19 pandemic.

**Capital Outlay**

The 2022-23 budget includes several capital projects detailed in Appendix A.

**Debt Service**

Debt service payments are funded through the Park District's annual debt service property tax levy, the Park District's annual rollover bond, and fitness operations revenue. The debt service payments for FitNation due in fiscal year 2022-2023 are budgeted to be paid entirely from FitNation operating revenue. The decrease in debt service from 2020-21 is due to the aquatic center bonds being fully paid as of April 30, 2021.



# Combined Statement of Revenues, Expenditures and Changes in Fund Balance

The Combined Statement of Revenues, Expenditures and Changes in Fund Balance presents primary revenue and expenditure categories by major and non-major funds and three years of information. The 2020-21 actual amounts are audited figures. A surplus or deficit for each fund is calculated and the resulting fund balance is presented.

One main financial goal for the Park District during the pandemic is to remain above our fund balance target levels in our two main operating funds, Corporate and Recreation. We have accomplished this goal. Fiscal year 2021-22 year-end projections show Corporate and Recreation fund balance in excess of the 25% fund balance target of \$540,000 and \$580,000 respectively. These amounts are budgeted to be transferred into the Capital Replacement Fund in 2022-23.

Total projected fund balance for all funds at the end of 2022-23 is \$8,550,613.

## CORPORATE FUND

The Corporate Fund is used to account for the general operating activities of the Park District, which are not accounted for in any other fund. Total revenues are projected to increase slightly from 2020-21 to 2021-22 and increase slightly again in 2022-23. The increase in 2022-23 is due to an increase in property tax levy. The primary revenue source for this fund is taxes (property and replacement) which account for 99% of the revenue in the Fund. Very modest growth is expected in tax revenue for the next several years as illustrated by the chart. Expenditures in this fund are projected to increase over the three year period to \$2,462,306 from \$1,743,629. This year \$540,000 of accumulated fund balance is budgeted to be transferred to the Capital Replacement / Development Fund, which is the anticipated 21-22 year end fund balance in excess of the 25% fund balance target amount. The budgeted fund balance at year end 2022-

23 is \$595,786 which is \$3,334 above the fund balance target.

## RECREATION FUND

The Recreation Fund is used to account for the operations of recreation programs, fitness operations and aquatic center operations. Revenues are derived from specific annual property tax levy and fees charged for the programs, use of the fitness centers and aquatic center. The primary revenue source for this fund is fees and charges for services which accounts for 81% of total revenue in the fund. Other budgeted revenues include property and replacement taxes (18%), interest on investments and miscellaneous revenues (1%). During fiscal year 2020-21, fees & charges revenue fell to 28% of pre-COVID revenue, 2021-22 is projected to end the year at 71% and the 2022-2023 budget calls for fees & charges revenue to reach 81% of 2018-19 revenue (pre-COVID).

This year \$580,000 of accumulated fund balance is budgeted to be transferred to

the Capital Replacement / Development Fund, which is the anticipated 21-22 year end fund balance in excess of the 25% fund balance target amount. The budgeted fund balance at year end 2022-23 is \$1,937,693 which is \$6,917 above the fund balance target.

**BOND AND INTEREST**

This fund is used to accumulate monies for the Park District's retirement of general obligation bonded debt. Financing is provided by an annual tax on property levied specifically for the purpose of retiring bonded indebtedness. The budgeted fund balance at year end 2022-23 is \$6,712.

**CAPITAL REPLACEMENT / DEVELOPMENT FUND**

The Capital Replacement and Development fund is used to accumulate funds for the replacement and development of capital assets and infrastructure. Financing is provided by transfer of funds from the Corporate and Recreation funds as well as interest income. The 2022-23 budget includes a \$540,000 transfer from the

Corporate Fund and a \$580,000 transfer from the Recreation Fund. \$5,000 is budgeted from interest on investments. The proposed budgeted year end fund balance in this fund is \$5,472,398; \$2,750,699 is for regular capital projects (including HCPAC), \$223,971 is for future FitNation facility capital items, and \$2,497,728 is for future FitNation debt payments.

**NONMAJOR GOVERNMENTAL FUNDS**

The remaining funds are grouped together as they are nonmajor funds. They consist of the Site and Construction Fund, Audit Fund, Paving and Lighting Fund, Recreation for the Handicapped Fund, Liability Insurance Fund, Illinois Municipal Retirement Fund, Social Security Fund, and the Debt Service (Aquatic Center) Fund. The primary revenue sources for these funds are taxes, bond proceeds and interest income. These funds account for \$538,024 of the Park District's total budgeted fund balance.

**TOTAL GOVERNMENTAL FUNDS**

The Park District operates under a

conservative financial approach. Under normal circumstances, surplus operating budgets, program fees and taxes that exceed general operating expenses are proposed each year. The 2022-23 budget reflects the Park District returning to pre-pandemic program participation and service levels. Excluding capital expenditures and debt service expenditures as well as bond proceeds and grants, the District would be budgeting a \$2.24 million surplus for 2022-23, compared to a projected \$2.25 million surplus in 2021-22. This reflects the Board of Commissioners' desire to operate and maintain the Park District in a positive position so that it has the capacity to improve existing and develop new recreational opportunities for residents.

The Budget Summary Report on page 33 balances to the Combined Statement of Revenues, Expenditures and Changes in Fund Balance on pages 42 - 47.

Fees and charges, property taxes and interest income / miscellaneous money provide

**(Article continues on page 48)**

**GURNEE PARK DISTRICT****Combined Statement of Revenues, Expenditures and Changes in Fund Balance**

Major and Nonmajor Funds

2020-2023 Summary

	Major Corporate Fund		
	2020-21 Actual	2021-22 Estimate	2022-23 Budget
Revenues			
Taxes	\$ 2,285,602	\$ 2,439,935	\$ 2,448,706
Fees & Charges	-	-	-
Grants / Intergovernmental	-	-	-
Investment Income	2,209	1,160	4,000
Donations and Miscellaneous	53,751	5,109	9,600
Total Revenues	\$ 2,341,563	\$ 2,446,204	\$ 2,462,306
Expenditures			
Salaries and Benefits	\$ 1,326,586	\$ 1,375,517	\$ 1,577,341
Contractual Services	178,970	283,463	423,575
Supplies	138,802	190,659	195,100
Intergovernmental - WSRA	-	-	-
Capital Outlay	12,550	87,024	92,500
Debt Service	-	-	-
Other	86,722	162,518	173,790
Total Expenditures	\$ 1,743,629	\$ 2,099,181	\$ 2,462,306
Surplus (Deficit)	\$ 597,934	\$ 347,024	\$ 0
Other Sources (Uses)			
Bond Proceeds	\$ -	\$ -	\$ -
Transfers Between Funds In (Out)	(800,000)	-	(540,000)
Total Other Sources (Uses)	(800,000)	-	(540,000)
Net Surplus (Deficit)	\$ (202,066)	\$ 347,024	\$ (540,000)
Fund Balance			
May 1	\$ 990,828	\$ 788,762	\$ 1,135,786
April 30	\$ 788,762	\$ 1,135,786	\$ 595,786

**GURNEE PARK DISTRICT**

**Combined Statement of Revenues, Expenditures and Changes in Fund Balance**

Major and Nonmajor Funds

2020-2023 Summary

	Major Recreation Fund		
	2020-21 Actual	2021-22 Estimate	2022-23 Budget
<b>Revenues</b>			
Taxes	\$ 1,276,566	\$ 1,439,334	\$ 1,455,697
Fees & Charges	2,046,578	5,138,583	6,429,443
Grants / Intergovernmental	-	-	-
Investment Income	6,361	2,266	5,000
Donations and Miscellaneous	231,822	97,146	98,700
<b>Total Revenues</b>	<b>\$ 3,561,327</b>	<b>\$ 6,677,329</b>	<b>\$ 7,988,840</b>
<b>Expenditures</b>			
Salaries and Benefits	\$ 2,786,357	\$ 3,557,362	\$ 4,542,848
Contractual Services	607,843	986,242	1,190,312
Supplies	243,158	512,341	661,518
Intergovernmental - WSRA	-	-	-
Capital Outlay	8,918	47,015	115,735
Debt Service	497,438	572,438	633,688
Other	153,823	340,199	472,989
<b>Total Expenditures</b>	<b>\$ 4,297,537</b>	<b>\$ 6,015,597</b>	<b>\$ 7,617,090</b>
<b>Surplus (Deficit)</b>	<b>\$ (736,210)</b>	<b>\$ 661,731</b>	<b>\$ 371,750</b>
<b>Other Sources (Uses)</b>			
Bond Proceeds	\$ -	\$ -	\$ -
Transfers Between Funds In (Out)	800,000	(292,046)	(951,750)
<b>Total Other Sources (Uses)</b>	<b>800,000</b>	<b>(292,046)</b>	<b>(951,750)</b>
<b>Net Surplus (Deficit)</b>	<b>\$ 63,790</b>	<b>\$ 369,685</b>	<b>\$ (580,000)</b>
<b>Fund Balance</b>			
May 1	\$ 2,084,217	\$ 2,148,008	\$ 2,517,693
April 30	\$ 2,148,008	\$ 2,517,693	\$ 1,937,693

**GURNEE PARK DISTRICT****Combined Statement of Revenues, Expenditures and Changes in Fund Balance**

Major and Nonmajor Funds

2020-2023 Summary

	Major Bond and Interest Fund		
	2020-21 Actual	2021-22 Estimate	2022-23 Budget
Revenues			
Taxes	\$ 1,035,346	\$ 1,058,418	\$ 1,066,589
Fees & Charges	-	-	-
Grants / Intergovernmental	-	-	-
Investment Income	126	144	300
Donations and Miscellaneous	-	-	-
Total Revenues	\$ 1,035,472	\$ 1,058,562	\$ 1,066,889
Expenditures			
Salaries and Benefits	\$ -	\$ -	\$ -
Contractual Services	-	-	-
Supplies	-	-	-
Intergovernmental - WSRA	-	-	-
Capital Outlay	-	-	-
Debt Service	1,028,212	1,101,860	1,066,584
Other	-	-	-
Total Expenditures	\$ 1,028,212	\$ 1,101,860	\$ 1,066,584
Surplus (Deficit)	\$ 7,260	\$ (43,298)	\$ 305
Other Sources (Uses)			
Bond Proceeds	\$ -	\$ -	\$ -
Transfers Between Funds In (Out)	-	-	-
Total Other Sources (Uses)	-	-	-
Net Surplus (Deficit)	\$ 7,260	\$ (43,298)	\$ 305
Fund Balance			
May 1	\$ 42,445	\$ 49,705	\$ 6,407
April 30	\$ 49,705	\$ 6,407	\$ 6,712

**GURNEE PARK DISTRICT**

**Combined Statement of Revenues, Expenditures and Changes in Fund Balance**

Major and Nonmajor Funds

2020-2023 Summary

	Major Capital Replacement / Development Fund		
	2020-21 Actual	2021-22 Estimate	2022-23 Budget
<b>Revenues</b>			
Taxes	\$ -	\$ -	\$ -
Fees & Charges	-	-	-
Grants / Intergovernmental	-	-	-
Investment Income	12,523	2,549	5,000
Donations and Miscellaneous	-	50,000	-
Total Revenues	\$ 12,523	\$ 52,549	\$ 5,000
<b>Expenditures</b>			
Salaries and Benefits	\$ -	\$ -	\$ -
Contractual Services	-	-	-
Supplies	-	-	-
Intergovernmental - WSRA	-	-	-
Capital Outlay	157,930	304,017	711,800
Debt Service	-	-	-
Other	-	-	-
Total Expenditures	\$ 157,930	\$ 304,017	\$ 711,800
Surplus (Deficit)	\$ (145,407)	\$ (251,468)	\$ (706,800)
<b>Other Sources (Uses)</b>			
Bond Proceeds	\$ -	\$ -	\$ -
Transfers Between Funds In (Out)	-	292,046	1,491,750
Total Other Sources (Uses)	-	292,046	1,491,750
Net Surplus (Deficit)	\$ (145,407)	\$ 40,578	\$ 784,950
<b>Fund Balance</b>			
May 1	\$ 4,792,278	\$ 4,646,871	\$ 4,687,448
April 30	\$ 4,646,871	\$ 4,687,448	\$ 5,472,398



**GURNEE PARK DISTRICT**

**Combined Statement of Revenues, Expenditures and Changes in Fund Balance**

Major and Nonmajor Funds

2020-2023 Summary

	Nonmajor Governmental Funds *		
	2020-21 Actual	2021-22 Estimate	2022-23 Budget
<b>Revenues</b>			
Taxes	\$ 1,385,900	\$ 1,258,713	\$ 1,279,660
Fees & Charges	-	-	-
Grants / Intergovernmental	-	-	-
Investment Income	2,781	755	1,455
Donations and Miscellaneous	4,879	17,542	1,500
<b>Total Revenues</b>	<b>\$ 1,393,560</b>	<b>\$ 1,277,010</b>	<b>\$ 1,282,615</b>
<b>Expenditures</b>			
Salaries and Benefits	\$ 516,657	\$ 586,707	\$ 673,850
Contractual Services	255,573	214,672	241,083
Supplies	-	-	-
Intergovernmental - WSRA	358,861	393,399	411,618
Capital Outlay	439,391	720,907	938,050
Debt Service	958,750	435,950	437,600
Other	-	-	-
<b>Total Expenditures</b>	<b>\$ 2,529,232</b>	<b>\$ 2,351,634</b>	<b>\$ 2,702,201</b>
<b>Surplus (Deficit)</b>	<b>\$ (1,135,673)</b>	<b>\$ (1,074,624)</b>	<b>\$ (1,419,586)</b>
<b>Other Sources (Uses)</b>			
Bond Proceeds	\$ 930,360	\$ 946,035	\$ 970,000
Transfers Between Funds In (Out)	-	-	-
<b>Total Other Sources (Uses)</b>	<b>930,360</b>	<b>946,035</b>	<b>970,000</b>
<b>Net Surplus (Deficit)</b>	<b>\$ (205,313)</b>	<b>\$ (128,589)</b>	<b>\$ (449,586)</b>
<b>Fund Balance</b>			
May 1	\$ 1,321,513	\$ 1,116,200	\$ 987,611
April 30	\$ 1,116,200	\$ 987,611	\$ 538,024

\* The following funds are classified as Nonmajor Governmental Funds: Site and Construction, Audit, Paving and Lighting, Recreation for Handicapped, Liability Insurance, Illinois Municipal Retirement and Social Security.

**GURNEE PARK DISTRICT**

**Combined Statement of Revenues, Expenditures and Changes in Fund Balance**

Major and Nonmajor Funds

2020-2023 Summary

	Total Governmental Funds		
	2020-21 Actual	2021-22 Estimate	2022-23 Budget
<b>Revenues</b>			
Taxes	\$ 5,983,414	\$ 6,196,400	\$ 6,250,651
Fees & Charges	2,046,578	5,138,583	6,429,443
Grants / Intergovernmental	-	-	-
Investment Income	24,001	6,875	15,755
Donations and Miscellaneous	290,452	169,797	109,800
<b>Total Revenues</b>	<b>\$ 8,344,445</b>	<b>\$ 11,511,654</b>	<b>\$ 12,805,649</b>
<b>Expenditures</b>			
Salaries and Benefits	\$ 4,629,600	\$ 5,519,586	\$ 6,794,039
Contractual Services	1,042,386	1,484,377	1,854,970
Supplies	381,960	703,000	856,618
Intergovernmental - WSRA	358,861	393,399	411,618
Capital Outlay	618,790	1,158,963	1,858,085
Debt Service	2,484,400	2,110,247	2,137,872
Other	240,544	502,717	646,779
<b>Total Expenditures</b>	<b>\$ 9,756,541</b>	<b>\$ 11,872,290</b>	<b>\$ 14,559,981</b>
<b>Surplus (Deficit)</b>	<b>\$ (1,412,096)</b>	<b>\$ (360,636)</b>	<b>\$ (1,754,332)</b>
<b>Other Sources (Uses)</b>			
Bond Proceeds	\$ 930,360	\$ 946,035	\$ 970,000
Transfers Between Funds In (Out)	-	-	-
<b>Total Other Sources (Uses)</b>	<b>930,360</b>	<b>946,035</b>	<b>970,000</b>
<b>Net Surplus (Deficit)</b>	<b>\$ (481,736)</b>	<b>\$ 585,399</b>	<b>\$ (784,332)</b>
<b>Fund Balance</b>			
May 1	\$ 9,231,281	\$ 8,749,545	\$ 9,334,945
April 30	\$ 8,749,545	\$ 9,334,945	\$ 8,550,612

funding for the recreation services provided by the Park District.

Expenditure appropriations are developed from both trends and the operation of facilities under optimal weather conditions, particularly camps, the aquatic center, and other outdoor programming. This generally results in appropriated expenditures that are higher than actual level of expenditures for staffing and materials.

### DEFINITION OF FUND BALANCE

Fund Balance is the difference between assets/deferred outflows and liabilities/deferred inflows in a governmental fund. The governmental funds account for the primary, typically tax-supported activities of a government.

All Park District funds are classified as governmental funds and include:

**The Corporate Fund** - where a government accounts for general corporate expenditures not reported in another fund.

**Special Revenue Funds** - includes the Recreation Fund, for reporting revenue sources that are limited to being used for a particular

purpose.

**Debt Service Fund** - accounts for the retirement of debt.

**Capital Project Fund** - tracks the accumulation and use of resources for constructing, acquiring and rehabilitating capital assets, such as buildings and recreation facilities.

Fund balance is required to be reported in five components; nonspendable, restricted, committed, assigned, and unassigned.

**Nonspendable fund balance** - is not available to be spent, either in the short-term or long-term, or through legal restrictions (e.g., inventories, prepaid items, land held for resale and endowments).

**Restricted fund balance** - is subject to external enforceable legal restrictions (e.g., grantor, contributor and property tax levies).

**Committed fund balance** - has self-imposed constraints or limitations that have been placed at the highest level of decision making through formal Board action. The same action is required to remove the

commitment of fund balance.

**Assigned fund balance** - denotes an intended use of resources but with no formal Board action.

**Unassigned fund balance** - is available expendable financial resources in the General Fund that is not the object of tentative management plan.

**Chart 5: Operational Revenue and Program Expenditure (Annual Budget 2021-22)**

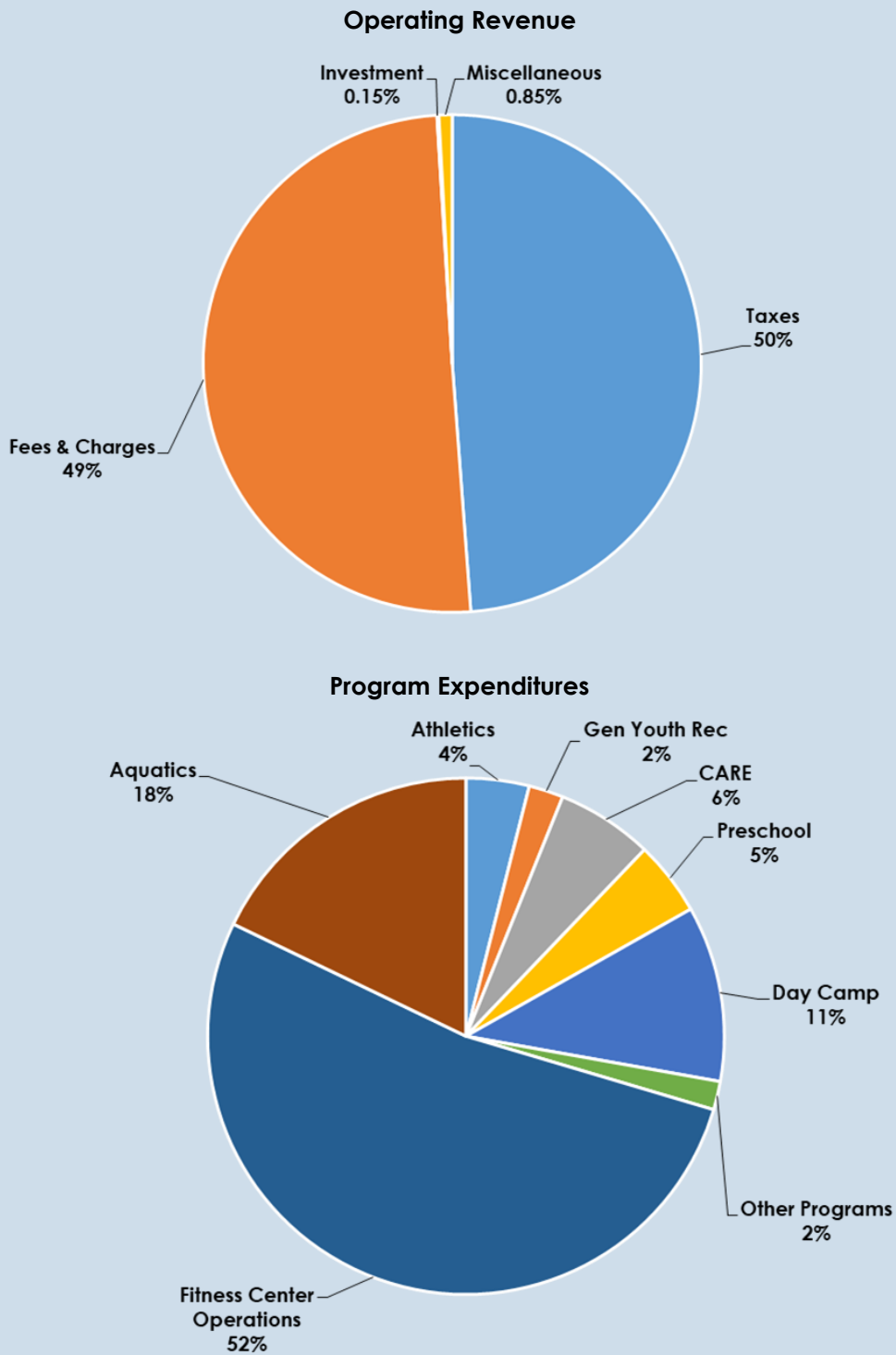


Chart 5 shows the revenue from operations excluding bond proceeds and intergovernmental sources. Operating revenues are obtained primarily through taxes, fees and charges, and investments. Program Expenditures are shown by major category.

## FUND BALANCE COMPARISON - 10 YEARS ALL FUNDS

The tables on this page and the following page show a 10 year fund balance history for the Park District. The complete Park District fund balance policy is included in this document under Appendix E.

FUND	FY22/23 (Budget)	Fund Balance Target Amount	Excess (Deficiency)	Explanation of Target Amount
CORPORATE	595,786	592,451	3,334	25% of operating expenditures
SITE & CONST (Dev donation)	40,057	-	40,057	no specified amount
SITE & CONST (bonds)	1,624	-	1,624	no specified amount
CAPITAL REPL / DEVL P	5,472,398	-	5,472,398	no specified amount
RECREATION	1,937,693	1,930,776	6,917	25% of operating expenditures
AUDIT	8,870	8,116	753	25% of operating expenditures
PAVING & LIGHTING	14,538	9,250	5,288	25% of operating expenditures
REC FOR HANDICAPPED	225,755	-	225,755	no specified amount
LIABILITY INSURANCE	50,624	45,554	5,070	25% of operating expenditures
IMRF	103,567	85,313	18,254	25% of operating expenditures
SOCIAL SECURITY	92,989	80,500	12,489	25% of operating expenditures
BOND & INTEREST	6,712	-	6,712	no specified amount
DEBT SERVICE (Aquatic Center)	-	-	-	Closed by Board vote July 2021
<b>TOTAL</b>	<b>\$ 8,550,613</b>	<b>\$ 2,751,961</b>	<b>\$ 5,798,652</b>	

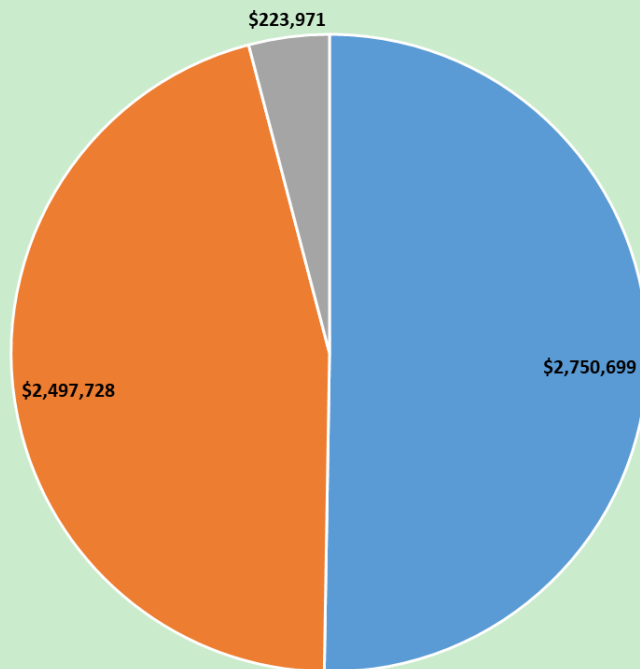
FUND	FY 19/20 (Actual)	FY 20/21 (Actual)	FY 21/22 (Projected)
CORPORATE	990,828	788,762	1,135,786
SITE & CONST (Dev donation)	189,118	154,312	120,857
SITE & CONST (bonds)	119,597	260,982	141,174
CAPITAL REPL / DEVL P	4,792,278	4,646,871	4,687,448
RECREATION	2,084,217	2,148,008	2,517,693
AUDIT	9,857	8,203	8,642
PAVING & LIGHTING	16,115	28,544	50,957
REC FOR HANDICAPPED	148,978	228,886	273,249
LIABILITY INSURANCE	88,955	68,102	99,833
IMRF	124,456	154,870	115,203
SOCIAL SECURITY	106,197	212,301	177,695
BOND & INTEREST	42,445	49,705	6,407
DEBT SERVICE (Aquatic Center)	518,242	-	-
<b>TOTAL</b>	<b>\$ 9,231,281</b>	<b>\$ 8,749,545</b>	<b>\$ 9,334,945</b>

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

FUND	FY 13/14 (Actual)	FY 14/15 (Actual)	FY 15/16 (Actual)	FY 16/17 (Actual)	FY 17/18 (Actual)	FY 18/19 (Actual)
CORPORATE	625,296	658,789	645,201	683,839	753,750	694,163
SITE & CONST (Dev donation)	395,688	80,512	199,287	378,265	456,683	371,104
SITE & CONST (bonds)	729,860	193,123	286,494	175,534	142,683	1,329,392
CAPITAL REPL / DEVL	3,091,392	2,880,075	2,649,655	3,142,031	4,087,425	5,021,262
RECREATION	1,603,839	1,900,969	2,003,930	2,047,713	2,008,607	2,123,047
HUNT CLUB PARK AQUATIC CENTER	894,710	823,439	735,863	627,230	561,073	-
AUDIT	11,337	16,028	12,088	7,766	8,083	8,160
PAVING & LIGHTING	103,879	70,891	76,006	14,269	24,919	24,324
REC FOR HANDICAPPED	266,806	53,044	109,569	95,185	164,139	139,925
LIABILITY INSURANCE	67,272	80,554	67,109	60,260	66,424	59,162
IMRF	59,734	45,275	117,231	140,585	97,635	119,410
SOCIAL SECURITY	121,866	94,697	104,905	109,322	118,106	138,762
BOND & INTEREST	32,664	42,334	50,890	7,087	16,592	27,223
DEBT SERVICE (Aquatic Center)	647,452	652,123	656,960	662,647	671,255	690,069
<b>TOTAL</b>	<b>\$ 8,651,794</b>	<b>\$ 7,591,854</b>	<b>\$ 7,715,188</b>	<b>\$ 8,151,733</b>	<b>\$ 9,177,373</b>	<b>\$ 10,746,001</b>

The Capital Replacement/Development Fund balance consists of funds set aside for regular Park District capital projects, future FitNation capital needs, future Hunt Club Park Aquatic Center capital needs and future FitNation debt payments. The table below shows the breakdown of the total projected Capital

Total FYE 2022-23 Projected Capital Replacement/Development Fund Balance- \$5,472,398



■ Capital Projects (Including HCPAC) ■ FitNation Future Debt Payments ■ FitNation Facility Capital Items



**GURNEE PARK DISTRICT**  
**Equalized Assessed Valuation, Tax Levy and Tax Rates**

Tax Levy Year	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>
<u>Equalized Assessed Valuation</u>	<u>\$ 1,222,453,560</u>	<u>\$ 1,205,187,331</u>	<u>\$ 1,199,805,752</u>	<u>\$ 1,155,684,158</u>	<u>\$ 1,125,748,618</u>
Total Tax Levy:	\$ 6,202,656	\$ 6,076,253	\$ 5,927,376	\$ 5,782,628	\$ 5,636,038
Corporate	0.197	0.194	0.186	0.192	0.185
Recreation	0.117	0.117	0.105	0.103	0.101
Audit	0.003	0.003	0.002	0.003	0.003
Paving & Lighting	0.005	0.005	0.005	0.005	0.005
Handicap	0.040	0.040	0.040	0.040	0.040
IMRF	0.027	0.022	0.027	0.026	0.030
Liability	0.011	0.015	0.015	0.020	0.019
Social Security	0.020	0.019	0.027	0.024	0.030
Debt Service	0.088	0.088	0.087	0.088	0.089
<b>Total Tax Rate:</b>	<b><u>0.507</u></b>	<b><u>0.504</u></b>	<b><u>0.494</u></b>	<b><u>0.500</u></b>	<b><u>0.501</u></b>

Tax Levy Year	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>
<u>Equalized Assessed Valuation</u>	<u>\$ 1,092,489,340</u>	<u>\$ 1,022,376,751</u>	<u>\$ 1,014,262,650</u>	<u>\$ 1,033,716,226</u>	<u>\$ 1,100,827,710</u>
Total Tax Levy:	\$ 5,510,232	\$ 5,430,826	\$ 5,386,891	\$ 5,313,301	\$ 5,228,932
Corporate	0.191	0.193	0.196	0.191	0.168
Recreation	0.102	0.105	0.108	0.105	0.097
Audit	0.003	0.002	0.002	0.003	0.003
Paving & Lighting	0.005	0.005	0.005	0.005	0.005
Handicap	0.040	0.040	0.040	0.040	0.040
IMRF	0.026	0.033	0.036	0.031	0.030
Liability	0.019	0.019	0.016	0.018	0.017
Social Security	0.030	0.032	0.033	0.029	0.030
Debt Service	0.089	0.093	0.095	0.092	0.085
<b>Total Tax Rate:</b>	<b><u>0.504</u></b>	<b><u>0.522</u></b>	<b><u>0.531</u></b>	<b><u>0.514</u></b>	<b><u>0.475</u></b>

The tax levy in the stated year is collected in the following year, for example, 2021 taxes levied from ordinance 21/22-2, passed November 16, 2021, are collected in calendar year 2022.

## Equalized Assessed Valuation, Tax Levy and Tax Rates

The spreadsheet on page 52 shows the equalized assessed valuation (EAV), total tax levy and tax rates for ten years beginning with 2012.

In 2009, the Park District experienced its first decrease in EAV resulting in a slight tax rate increase from 2008 to 2009. The trend of decreased EAV continued through 2014 resulting in a corresponding annual increase in the tax rate until 2015. The 2015 EAV increased 2.7% from

2014 resulting in a slightly lower tax rate. The 2015 increased EAV represented the first increase in EAV since 2008. The trend continued in 2016, 2017, 2018 and 2019. In 2020 there was a 0.4% increase in EAV. With CPI increasing by 2.3% the District's tax rate increased 2.1%. In 2021 there was a 1.4% increase in EAV as well as CPI increasing by 1.4%. The District's tax rate increased 0.63% reflecting new construction in the District. The

2021 EAV still reflects a 11% decrease from the 2008 EAV.

The Board of Commissioners and staff discuss the tax levy every fall. The following timeline was used for the 2021 tax levy:

**October 19, 2021:** Determine Truth-in-Taxation hearing was not needed.

**November 16, 2021:** Adopt Tax Levy Ordinance.

**December 17, 2021:** File Tax Levy Ordinance with Lake County Clerk.

**Chart 4: Tax levy rate - 10 years**

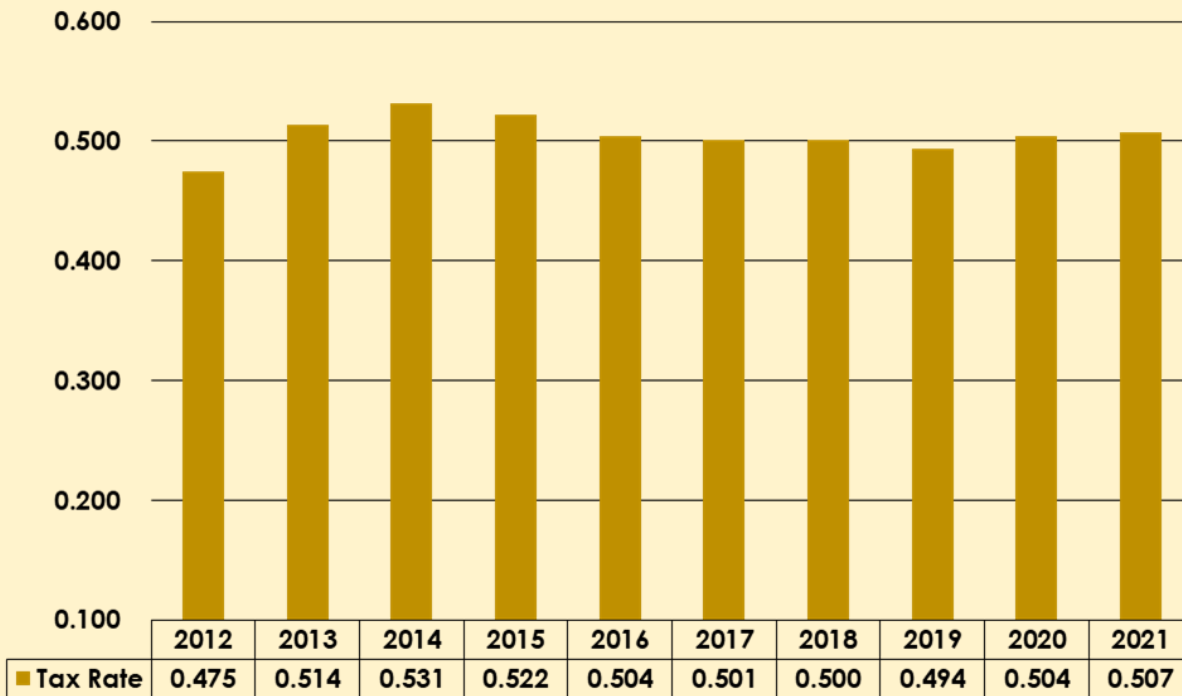


Chart 4 shows the Tax Levy Rate for the last ten years.

## Debt Position

**Park District residents call for quality facilities and parks, so we budget capital and infrastructure expenditures for recreation activities and open space. Therefore, the costs associated with acquiring and improving many long-term capital assets are met with the issuance of debt and surplus operations. The Park District reviews existing obligation structure, current and projected surplus from operations and future liability levels before making decisions to issue new debt.**

**The Park District currently has four outstanding debt issuances.**

### **SERIES 2013 A & 2014 A GENERAL OBLIGATION BONDS -**

#### **ALTERNATIVE REVENUE SOURCE**

**(\$8,510,000 & \$1,990,000) –** On December 17, 2013 and January 21, 2014 the Park District issued a total of \$10,500,000 in general obligation alternative revenue source bonds to finance the acquisition and rehabilitation of FitNation. FitNation is a 75,000 square foot fitness center located just off Interstate 94. The FitNation space encompasses an expansive fitness floor with cardio and weight lifting machines and equipment, a large gymnasium, five lane lap pool with hot tubs, several specialized group exercise studios, childcare room, and well appointed locker rooms with sauna and steam rooms. The

Park District will use revenues from the fitness operations accumulated in the Recreation fund to pay debt service on these bonds. The combined outstanding principal balance as of April 30, 2022 is \$10,375,000.

### **SERIES 2015 B GENERAL OBLIGATION REFUNDING PARK BONDS - ALTERNATIVE REVENUE SOURCE (\$3,910,000) –**

On June 21, 2005 the Park District issued a total of \$6,310,000 in debt certificates to finance the construction of the Hunt Club Park Community Center. On November 4, 2015 the Park District took the opportunity to refinance the Hunt Club Park Community Center debt and issued \$3,910,000 in general obligation refunding alternative

revenue source bonds. The refunding will save the Park District around \$300,000 over the remaining life of the bonds. The Hunt Club Park Community Center is a 44,000 square foot facility that has a 4,000 square foot fitness center, basketball court, preschool rooms, administrative offices and a dance studio. The Park District uses revenue from fitness center operations (\$65,000) accumulated in the Recreation Fund and property tax revenues to pay the debt service on this bond issue. The outstanding principal balance as of April 30, 2022 is \$1,420,000.

### **SERIES 2019 GENERAL OBLIGATION LIMITED TAX PARK BONDS (\$1,205,000) –**

On April 16, 2019 the Park District issued \$1,205,000 in general obligation limited tax park bonds to finance the construction of the new maintenance facility located at Viking Park. The new facility will replace the current 40 year old pole barn and will include a woodworking shop,

office space, work area, ample storage for parks and recreation needs, lunchroom, bathroom and laundry area. The new maintenance facility will also improve the efficiency of the Parks Team to service the eastside of the District. The outstanding principal balance as of April 30, 2022 is \$1,130,000.

**Series 2021 General Obligation Limited Tax Park Bonds (\$946,035)**

– On November 30, 2021 the Park District issued a total of \$946,035 in G.O. bonds. This is a bond issue that the district does every year to pay off the larger Hunt Club Community Center bond. Additionally a small portion of the proceeds will go towards ongoing capital projects. From 2013 to 2018, the Park District purchased its own G.O. Bonds. Buying our own bonds kept the interest from these bonds in the Park District. In 2019 and 2020 the bonds were sold in the open market because of the favorable interest rates offered. 2021 continued with favorable interest rates, so the decision was again made to sell the bonds on the open market. These are one year bonds and will be paid off in 2022 out of the

Bond and Interest Fund.

**BOND RATING**

On March 28, 2019 the Park District received a AA+ rating from Standard and Poor's for the Series 2019 bond issue, the Park District's most recent issue. Standard and Poor's stated in their Rating Rationale Report that **“Recent financial performance has been, in our view, strong. Overall finances remain, what we consider, very strong”**.

Additionally, the District's General Obligation Debt is rated “Aa2” by Moody's. Moody's cites **“We expect the district's financial position will remain healthy given ample flexibility to adjust programming and staffing levels, coupled with a favorable revenue mix and history of**

**maintaining sound reserve levels.”**

**DEBT LIMIT**

The Park District's statutory debt limit is 2.875% of the Equalized Assessed Valuation of all taxable property located within the boundaries of the district. See below for the Park District's debt limit for fiscal year 2022-23. Bonds are not included in the computation of statutory indebtedness unless taxes levied to pay for such obligations are in fact extended.

<b>Debt limit</b>		
	<b>Amount</b>	<b>Percent</b>
Assessed Valuation - 2021 Levy	\$ 1,222,453,560	
Legal Debt Limit - 2.875% of EAV	35,145,540	100.00%
Amount of Debt Applicable to Limit	2,076,035	5.91%
Legal Debt Margin	\$ 33,069,505	94.09%

**Ratio of bonded debt to assessed value**

<b>Fiscal Year</b>	<b>Net General Obligation Debt</b>	<b>EAV</b>	<b>Ratio of Bonded Debt to Assessed Value</b>	<b>Population</b>	<b>Per Capita</b>
2013	\$8,788,796	\$1,100,827,710	0.798%	34,170	\$257
2014	\$18,758,812	\$1,033,716,226	1.815%	34,295	\$547
2015	\$18,030,494	\$1,014,262,650	1.778%	34,295	\$526
2016	\$17,323,840	\$1,041,820,185	1.663%	34,284	\$505
2017	\$16,590,377	\$1,092,489,340	1.519%	34,284	\$484
2018	\$15,731,577	\$1,125,748,618	1.397%	33,021	\$476
2019	\$15,151,826	\$1,155,684,158	1.311%	33,021	\$459
2020	\$14,201,169	\$1,199,805,752	1.184%	33,067	\$429
2021	\$14,681,080	\$1,205,187,331	1.218%	33,067	\$444
2022	\$13,871,035	\$1,222,453,560	1.135%	33,706	\$412

### **RATIO OF BONDED DEBT TO ASSESSED VALUE**

Shown in the chart above is the ratio of bonded debt to assessed value and per capita amounts for the past five years. The increase in ratio of bonded debt to assessed value and per capita amount from 2013 to 2104 is directly related to the general obligation alternative revenue source bonds to finance the acquisition and rehabilitation of FitNation. It is the intention of the Park District to use revenues from fitness operations to pay debt service on these bonds. To date, all FitNation bond payments have been made with revenues from fitness operations

and is included in the 2022-23 budget.

### **DEBT SERVICE REQUIREMENTS TO MATURITY**

The chart on the following page shows the Gurnee Park District's debt service requirements through their maturity. In fiscal year 2015-16 the Park District refunded the 2005 Hunt Club Park Community Center debt certificates, leaving only Alternate Revenue Source and General Obligation Bonds outstanding.

**Debt service requirements to maturity**

Fiscal Year	Governmental Activities			
	Alternate Revenue Source Bonds		General Obligation Bonds	
	Principal	Interest	Principal	Interest
2023	600,000	471,288	1,021,035	45,549
2024	640,000	453,288	80,000	40,600
2025	665,000	434,088	80,000	39,000
2026	680,000	414,137	410,000	35,800
2027	700,000	386,937	430,000	19,400
2028	725,000	358,937	55,000	2,200
2029	750,000	329,937	-	-
2030	775,000	299,937	-	-
2031	800,000	268,937	-	-
2032	830,000	236,937	-	-
2033	860,000	201,662	-	-
2034	890,000	165,112	-	-
2035	925,000	127,287	-	-
2036	960,000	87,975	-	-
2037	995,000	44,775	-	-
<b>Total</b>	<b>\$ 11,795,000</b>	<b>\$ 4,281,234</b>	<b>\$ 2,076,035</b>	<b>\$182,549</b>

The annual debt service requirements to maturity, including principal and interest are shown above.



## Total District

### MAJOR BUDGET CHANGES REVENUE

The total 2022-23 budgeted revenue of \$13.8 million is a 25% increase from 2021-22 year end estimates. The main source of revenue increase is fees & charges which is directly related to the continued recovery from the negative impact of the COVID-19 pandemic on Park District operations. While 2021-22 was still affected by the COVID-19 pandemic especially in fitness operations, management believes 2022-2023 will operate approaching pre-pandemic service offerings and program participation levels. Revenue changes for the 2022-23 budget include:

#### Tax Receipts

Tax Revenue is proposed to increase slightly (1%) to \$6,250,651 compared to 2021-22 year-end estimates. The increase in property tax revenue is due to a modest increase in CPI as well as a slight increase in EAV mainly due to new construction in the Village of Gurnee.

### Total Park District Staffing

	2021-22	2021-22	2022-23
Headcounts	Budget	Y/E Estimate	Proposed
Full-Time Positions	41	45	45
Part-Time	125	209	220
Seasonal	160	86	90
<b>Total</b>	<b>326</b>	<b>340</b>	<b>355</b>

*All of the employment additions shown above from 2020-21 budget to 2022-23 proposed are related to the recovery from the negative impact of COVID-19 on Park District operations. While 2021-22 was still affected by COVID-19 operating guidelines, Management believes 2022-23 will return to pre-pandemic program participation and service offerings.. In the recreation programming area staffing is proposed for full participation levels at optimal weather conditions. Actual staff is hired based on need.*

#### Fees and Charges

Revenue from fees and charges consists of recreation program revenue, fitness center operations revenue and aquatic center operations revenue. Under normal circumstances Fees and charges account for around 50% of the budgeted total park district revenue. In 2020-21, based on reduced program offerings due to the COVID-19 pandemic, fees and charges accounted for 22% of total revenue. With the

pandemic recovery underway in 2021-22, year-end fees and charges revenue is projected at 41% of total revenue. With program participation and service offerings expected back at normal levels, fees and charges are budgeted to account for 47% of total revenue in 2022-23. Fees and charges for services revenue is budgeted to increase 214% compared to 2020-21 year end estimates, however is budgeted at 88% of 2018-19 year end actual revenue which was the last fiscal year not affect

**Gurnee Park District**  
Annual Budget Summary  
Fiscal Year 2022-23

<b>Total District</b>	<b>2020-21 Actual</b>	<b>2021-22 Budget</b>	<b>2021-22 Estimate</b>	<b>2022-23 Budget</b>	<b>Budget vs. Current Year Estimate</b>
Tax Receipts	5,983,414	6,108,182	6,196,400	6,250,651	54,251
Fees & Charges	2,046,578	5,925,864	5,138,583	6,429,443	1,290,860
Bond Proceeds	930,360	927,000	946,035	970,000	23,965
Grants / Intergovernmental	-	-	-	-	-
Investment Income	24,001	45,770	6,875	15,755	8,880
Donations & Miscellaneous	<u>290,452</u>	<u>96,980</u>	<u>169,797</u>	<u>109,800</u>	<u>(59,997)</u>
<b>Total Revenue*</b>	<b>\$ 9,274,805</b>	<b>\$ 13,103,796</b>	<b>\$ 12,457,689</b>	<b>\$ 13,775,649</b>	<b>\$ 1,317,959</b>
Salaries & Benefits	4,629,600	6,462,747	5,519,586	6,794,039	1,274,453
Contractual Services	1,042,386	1,647,432	1,484,377	1,854,970	370,593
Supplies	381,960	808,449	703,000	856,618	153,618
Intergovernmental - WSRA	358,861	413,221	393,399	411,618	18,219
Capital Outlay	618,790	1,365,100	1,158,963	1,858,085	699,122
Debt Service	2,484,400	2,110,247	2,110,247	2,137,872	27,625
Other	<u>240,544</u>	<u>618,357</u>	<u>502,717</u>	<u>646,779</u>	<u>144,062</u>
<b>Total Expenditures*</b>	<b>\$ 9,756,541</b>	<b>\$ 13,425,553</b>	<b>\$ 11,872,290</b>	<b>\$ 14,559,981</b>	<b>\$ 2,687,692</b>
<b>Net Surplus / (Deficit)</b>	<b>\$ (481,736)</b>	<b>\$ (321,758)</b>	<b>\$ 585,399</b>	<b>\$ (784,332)</b>	<b>\$ (1,369,733)</b>

\* Total Revenue and Total Expenditures do not include transfers between funds (\$1,491,750 in 2022-23; \$292,046 in 2021-22; \$800,000 in 2020-21)

by the COVID-19 pandemic.

Fitness operations accounts for \$2.7 million in budgeted revenue for the Park District, which is 41% higher than current fiscal year end projections which were dramatically affected by the pandemic, and is 81% of the total 2018-19 fiscal year fitness operations revenue.

Revenue from aquatic center operations is budgeted at a 1% increase compared to the 2021 season which was an extremely successful season.

#### **Bond Proceeds**

Bond proceeds are budgeted to increase \$23,965, or 3%, in 2022-23 compared to 2021-23 year end estimate to reflect the increase in debt service extension base which is tied to the increase in CPI.

#### **Investment Income**

Investment income is budgeted to increase \$8,880 or 129% compared to 2021-22 year end estimates. The increase in anticipated interest income is due to more dollars available to invest as recreation programming increases with the pandemic recovery. Interest rates are

budgeted conservatively with an expected modest increase.

#### **Donations and Miscellaneous**

Donations and Miscellaneous are budgeted to decrease 35% in 2022-23 compared to 2021-22 year end estimates.

Miscellaneous revenue in 2021-22 includes \$50,000 in COVID relief proceeds from the Village of Gurnee.

### **EXPENDITURES**

#### **Salaries and Benefits**

The proposed budget is \$1,274,453 (23%) higher than 2021-22 year end estimates. The increase in Salaries and Benefits includes a 5% increase in salary & wages which will be distributed strictly based on merit. The 23% budgeted increase in Salaries & Benefits compared to 2021-22 year-end estimates is mainly due to the continued COVID-19 pandemic recovery with the expectation of 2022-23 returning to normal operating conditions.

#### **Contractual Services**

The proposed budget is \$370,593 (25%) higher than 2021-22 year end estimates. The

increase is mainly due to the continued COVID-19 pandemic recovery with the expectation of 2022-23 returning to normal operating conditions.

#### **Supplies**

The proposed budget is \$153,618 (22%) higher than 2021-22 year end estimates due to the continued COVID-19 pandemic recovery with the expectation of 2022-23 returning to normal operating conditions.

#### **Intergovernmental - WSRA**

The proposed budget is increased \$18,219 (5%) from the 2021-22 year end estimates. The Gurnee Park District contributes 75% of its Recreation for Handicapped tax levy to the Warren Special Recreation Association. The Park District also reimburses WSRA for WSRA staff needed for inclusion services during recreation programs. The increase in overall intergovernmental expenditures is due to an increase in property tax dollars received as well as anticipated increase in inclusion services with recreation programming back to normal participation levels.

### Capital Outlay

Budgeted capital outlay is \$699,122 (60%) higher than 2021-22 year end estimates. Details of the District's Capital Outlay can be found in Appendix A.

### Debt Service

Debt Service expenditures are budgeted to increase \$27,625 (1%) compared to prior year end estimates.

### Other

Other Expenditures are budgeted \$144,062 (29%) higher than prior year end estimates, due mainly to the continued COVID-19 pandemic recovery with the expectation of 2022-23 returning to normal operating conditions.

## ANNUAL GOALS / PERFORMANCE MEASURES

The Gurnee Park District's Strategic Plan is the directional map used to develop annual goals and objectives which lead the operational activities of the Park District for the fiscal year. Each year the goals and objectives for the Park District are approved by the Board of Commissioners prior to the approval of the budget. The goals

and objectives are used to guide the budget process and dictate the proper allocation of Park District resources.

The management team, consisting of the Executive Director and Department Directors, work together to ensure the successful implementation of the goals and objectives each fiscal year. Six months into the fiscal year, the management team reports on the progress of the annual goals and objectives to the Board of Commissioners. At the conclusion of the fiscal year, a twelve month report on the goals and objectives is given to the Board from the management team. The performance of the Park District management team is measured through the acceptable completion of the fiscal year goals and objectives as well as the overall financial performance of the Park District as detailed in the Annual Comprehensive Financial Report prepared by the District a few months after the fiscal year end.

The following pages shows the 2022-23 annual goals and

objectives for the Gurnee Park District approved by the Board of Park Commissioners.

The twelve month goals and objectives report for the 2021-2022 fiscal year as reported to the Park District Board at the May 2022 Board meeting is included as Appendix F.

Located on pages 64-66 are key performance measures tracked by the management team and reported to the Board.

## Fiscal Year 2022-23 - Annual Goals

### Theme #1-Enhance Relationships with Community via the Parks

1. Install Kings Park 2-5 and 5-12yro playground structure (by contractor) and ADA access improvements.
2. Install Prairie Oaks Silo and Shagbark Parks 2-12yro playground structures (by contractor).
3. Host social engagement series to solicit feedback for park/program users by hosting "Perks in the Park" meetings.
4. Partner with the WTLD to offer 1-2 movies (teens & family) in our parks.
5. Increase the hours on Saturday for Gurnee Days at Viking Park to establish a new interactive kids area.
6. Expand programs and offer 3 new sports classes/camps at different neighborhood parks.
7. Offer a new and exciting special event at the Aquatic Center during the summer of 2022.
8. Re-establish relationship with the Gurnee Fire Department to do team training at the Aquatic Center for both the fire department and the aquatic department during the summer of 2022.
9. Update and review our field reservation process ensuring equitable access along with maximizing community usage.
10. Increase community engagement through partnered community events, programs and services .
11. Create a Mission Report Presentation (similar to an Annual Report).

### Theme #2 - Diversity, Equity and Inclusion

1. Conduct ADA Access Audit and Develop Transition Plan.
2. DEI Professional Development Training for Leadership and DEI Committee.
3. Complete DEI Agency Action Plan.
4. Explore the possibility of offering a new ethnic celebration/festival, meeting with community leaders, business owners & members of the community.
5. Implement preschool curriculum diversity units including literature, art, math and science in all classes and age groups within the preschool program.
6. Include gender identity/transgender topics in CARE and Camp staff training.
7. Implement a mentor/buddy system for CARE/camp that allows more opportunities for all students to connect with each other.
8. Incorporate DEI training into staff meeting schedule.
9. Establish accessibility and inclusion benchmarks for FitNation facilities following best practices recommendations from the Women in Fitness Association, Sport Alliance, HRC, IHRSA and other relevant industry/activist organizations.
10. Reshape or "freshen up" a current special event to allow for more inclusion/diversity by bringing new ideas and/or activities to provide at the event.
11. Develop Branded Materials and promotional plan for Employee Recruitment.

### Theme #3 - Reinvent the Park District

1. Restructure Parks Department and modify job descriptions/titles to Improve efficiency and accurately reflect work performed by staff.
2. Fully Integrate MSDSONline.com so that all employees have internet based access to Safety Data Sheets.
3. Create a master preventative maintenance schedule/calendar for all facilities.

4. Complete Salary/Wage Benchmarking.
5. Complete Paycom applicant tracking and learning modules for full Paycom functionality.
6. Determine gaps in senior programming by age and program area.
7. Using information obtained from participant evaluations and recreation trends, freshen up/make changes to our 3 annual special events; Bunny Bash, Trick or Treat Path & Breakfast with Santa to increase participation.
8. Develop a parent manual that covers all 4 youth sport leagues to help streamline information and consistency through programs.
9. Work with local cricket clubs/groups to offer 2 free youth clinics and/or a session of instructional classes.
10. Re-design fresh training for summer camp and afterschool CARE.
11. Establish "back to school night" for all preschool classes after the school year has begun.
12. Incorporate Social Emotional Health training into CARE and Camp programs for participants and staff.
13. Implement a procedure to track customer feedback from surveys. Contact individuals who have requested contact, track additional information provided, and issue a report to each supervisor.
14. Evaluate the Aquatic Centers admission gate operations to increase efficiency.
15. Establish a staff on-boarding program related to standard GPD policies and procedures for all employees under the FitNation umbrella, leaving individual supervisors and coordinators free to concentrate their training efforts on area-specific training.
16. Look into enhancing Front Desk efficiencies for those quick service needs (customer experience) by launching a customer kiosk.
17. Create more detailed processes sheets for rentals, special events, volunteer management, etc.
18. Review CAPRA standards and ensure that anything that needs to be done in the pre application process is completed.
19. Update the recreation manual to ensure compliance with industry standards and best practices.
20. Establish a five year equipment replacement plan for all fitness cardio equipment.
21. Grow personal training to meet the budgeted revenue goal of \$48,000.
22. Reach budgeted goal of 5,200 fitness members.
23. Review and update Park District customer service standards.
24. Explore opportunities to establish community programming within the context of fitness and wellness beyond strictly member-based services, within FitNation facilities.
25. Utilize Hunt Club Park for CARE Early Release Days at least 5 times during the school year as long as the weather allows.
26. Integrate Webtrac into website (API/i-frame).
27. Identify Service Providers for Community Survey (to support Master and Strategic Plans) and present to Executive Director.
28. Identify standards/expectations for Microsoft Teams.
29. Evaluate FitNation Brand/Image and update image/communication strategy.
30. Update Preschool Brand- refresh logo, support materials.
31. Create Sales Strategy/Manual and Training for Gym Sales.
32. Overhaul - GPD, FN, GO, G-days websites utilizing most current technology and strategies.



## General Governmental Revenues by Source - Last Ten Fiscal Years

An important indicator of the financial stability of the Park District is the split between revenue sources. As shown below, the two main revenue sources for the Park District are charges for services and taxes. The measurement of these two sources of revenue is something the Park District tracks on a regular basis. Modest growth in tax revenue has been the trend the last several years and is expected to continue for many years to come. Because of this, the growth in Park District revenue will come from charges for services.

In November 2013, the Park District opened FitNation, a 75,000 square foot fitness facility. Since the opening of FitNation, charges for services have become the largest source of revenue for the Park District.

Under normal circumstances Fees and charges account for over 50% of the budgeted total park district revenue.

In March of 2020 the Park District was required to close all facilities and cancel majority of our recreational program offerings due to the COVID-19 pandemic which affected the last month and a half of the 2019-2020 fiscal year. In 2020-21, the COVID-19 pandemic had a tremendous negative impact on Park District operations, based on reduced program offerings fees and charges accounted for 25% of total revenue. With the pandemic recovery underway in 2021-22, year-end fees and charges revenue is projected at 45% of total revenue. With program participation and service offerings expected back at normal levels, fees and charges are budgeted to account for 50% of total revenue in 2022-23. Fees and charges for services revenue is budgeted to increase 25% compared to 2021-22 year end estimates, however is budgeted at 89% of 2018-19 year end actual revenue which was the last fiscal year not affect by the COVID-19 pandemic.

### GURNEE PARK DISTRICT, ILLINOIS

#### General Governmental Revenues by Source - Last Ten Fiscal Years

Source	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Projected 2022	Budget 2023
Taxes	\$ 5,251,516	5,369,403	5,447,353	5,487,201	5,551,943	5,667,661	5,854,852	5,983,414	6,196,400	6,250,651
Charges for Services	5,305,589	6,777,010	7,359,080	7,358,172	7,228,763	7,239,559	6,364,180	2,046,578	5,138,583	6,429,443
Investment Income	22,546	30,886	47,815	65,684	127,197	245,184	255,460	24,001	6,875	15,755
Miscellaneous	489,983	565,234	621,045	708,190	566,081	526,002	386,942	290,452	169,797	109,800
<b>Total</b>	<b>11,069,634</b>	<b>12,742,533</b>	<b>13,475,293</b>	<b>13,619,247</b>	<b>13,473,984</b>	<b>13,678,407</b>	<b>12,861,434</b>	<b>8,344,445</b>	<b>11,511,654</b>	<b>12,805,649</b>

The Park District's fees & charges revenue comes from recreation program registrations as well as Fitness Center and Aquatic Center operations. Shown below and on the following page are examples of three performance measurement tables the District tracks on a regular basis. The first table shows the total recreation program registrations by function for the last ten years. The second table shows the fitness membership and facility usage activity over the last fiscal year. The third shows the Hunt Club Park Aquatic Center data tracked and analyzed each season.

## Registrations by Function/Program - Last Ten Fiscal Years

### GURNEE PARK DISTRICT, ILLINOIS

#### Registrations by Function/Program - Last Ten Fiscal Years

Attendance/Registrations by Program or Facility	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Athletics	5,642	4,863	5,035	4,624	4,450	4,244	3,702	3,074	667	4,581
Youth Recreation	2,934	2,327	2,213	1,747	1,700	1,610	3,149	3,050	392	986
Early Childhood/Preschool/CARE	1,432	1,221	1,152	1,390	1,421	1,393	1,323	1,584	94	2,201
Day Camp	3,439	3,731	3,833	3,913	3,853	3,879	3,783	3,274	-	3,895
Aquatics	4,397	3,736	3,716	3,141	2,738	2,758	1,231	821	290	876
Arts/Special Events	2,232	2,391	2,704	2,307	2,281	2,177	1,947	1,728	230	1,995
Adult Programming	1,771	1,318	1,217	1,146	961	807	1,341	1,779	736	1,358
<b>Total Program Registrations</b>	<b>21,847</b>	<b>19,587</b>	<b>19,870</b>	<b>18,268</b>	<b>17,404</b>	<b>16,868</b>	<b>16,476</b>	<b>15,310</b>	<b>2,409</b>	<b>15,892</b>

## Fitness Membership Monthly Reporting

	2021								2022			
	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Active Fitness Memberships - end of last month	2,763	2,721	2,805	3,450	3,171	3,066	3,111	3,178	3,346	3,352	3,438	3,607
Suspended (on Hold) Fitness Members	867	784	109	395	279	221	242	155	286	203	131	130
New members	104	135	194	137	69	107	222	183	251	217	261	171
Cancellations	138	137	216	176	179	130	133	129	143	143	160	145
Active Members - end of month	2,721	2,805	3,450	3,171	3,066	3,111	3,178	3,346	3,352	3,438	3,607	3,618
Net active members change - previous month	(42)	84	645	(279)	(105)	45	67	168	6	86	169	11
Budget Membership	2,840	2,945	3,095	3,337	3,737	4,062	4,187	4,382	4,632	4,632	4,782	5,007
Difference from Budget	(119)	(140)	355	(166)	(671)	(951)	(1009)	(1036)	(1280)	(1194)	(1175)	(1389)
Active Group X memberships	387	398	555	481	470	464	455	474	453	453	476	480
Active Childcare memberships	-	66	92	106	97	101	116	121	123	132	158	163
Student memberships	285	338	354	189	140	126	131	283	45	3	2	2
Avg Membership Rate (included GX and CC)	\$43.27	\$43.35	\$43.52	\$43.38	\$43.11	\$43.22	\$43.24	\$43.32	\$43.41	\$43.52	\$43.58	\$43.61
<b>Usage Breakdown</b>												
Total visits	17,237	20,499	21,348	20,592	17,728	18,113	19,787	18,857	23,656	23,230	24,800	25,034
Members	16,946	20,253	21,016	20,377	17,535	17,917	19,273	18,333	23,117	22,766	24,153	24,582
Daily paid visits	55	90	117	83	61	79	500	520	534	436	627	430
Hotel Guests	-	-	-	-	-	2	14	4	5	28	20	22
Guests of members	236	156	215	132	132	115	-	-	-	-	-	-

Note: Due to the COVID-19 pandemic, the District closed down all facilities and cancelled all programming on 3/14/2020. FitNation re-opened on 6/29/2020 under COVID guidelines at 50% capacity and all members were given the option to put their membership on a no fee hold. Members were required to wear masks at all times in the facility. Capacity was reduced to 25% on 11/20/2020 and members had to make reservations. Capacity increased to 50% on 1/21/2021 with no reservations needed. On 6/11/2021, 100% capacity allowed. March 1, 2022 the mask mandate was lifted for fitness centers.

It is the financial goal of the Aquatic Center each year for season pass sales, daily use fees and concession revenue to cover operational expenditures for the year. The table below illustrates several performance measures that Park District management looks at each season in analyzing the operational success of the Aquatic Center. In addition to pass holder and daily use attendance and financial metrics, the Park District also tracks how the weather affects Aquatic Center operations and financial performance.

Hunt Club Park Aquatic Center 10 Year Operating Metrics Comparison										
	2012	2013	2014	2015	2016	2017	2018	2019	2021	2022*
Scheduled Operating Days	97	98	97	104	98	88	89	90	83	82
Days Closed	3	16	12	15	3	8	10	10	9	N/A
Actual Operating Days	94	82	85	89	95	80	79	80	74	N/A
Days Partially Closed	11	20	25	24	17	16	10	N/A	7	N/A
% of Days Open	96.9%	83.7%	87.6%	85.6%	96.9%	90.9%	88.8%	88.9%	89.2%	N/A
Available Operational Hours	833.50	839.00	825.50	842.00	810.00	647.00	635.00	635.00	613.00	695.00
Actual Operational Hours	774.50	634.50	643.00	655.00	719.00	530.75	546.00	560.00	563.00	N/A
% of Time Open	92.9%	75.6%	77.9%	77.8%	88.8%	82.0%	86.0%	88.2%	91.8%	N/A
Avg. High Temp (in degrees F)	84.1	76.8	77.8	77.8	82.2	80.1	82.0	79.0	84.1	N/A
<b>Daily Fees (Attendance)</b>	10,202	8,108	7,399	8,190	10,294	8,437	6,988	6,491	12,928	12,720
<b>Guest Passes (Attendance)</b>	3,189	1,517	1,411	2,282	2,050	2,208	2,358	2,155	1,636	1,600
<b>Prepaid (Attendance)</b>			974	1,873	1,435	331	3,193	5,529	6,624	7,000
<b>Camp (Attendance)</b>	9,788,000	8,522	8,003	8,768	8,818	9,848	11,981	10,393	9,170	9,170
<b>Pass Usage (Attendance)</b>	56,374	39,778	33,902	32,984	33,837	26,591	27,200	23,854	23,269	22,000
<b>B-Days, Rentals, Ext. Camps (Attendance)</b>	3,168	2,264	3,043	485	1,025	422	858	743	291	900
<b>Total Attendance</b>	82,721	60,189	54,732	54,582	57,459	47,837	55,225	49,165	53,259	53,390
<b>Average Daily Attendance</b>	880	734	644	613	605	598	699	615	642	651
<b>Total # of Pass Holders</b>	5,775	5,148	4,514	3,990	3,739	3,585	3,529	3,262	3,003	2,733
<b>Total # of Applications (Households)</b>	1,981	1,769	1,540	1,364	1,274	1,236	1,253	1,144	1,054	959
<b>Average Pass Holders per Household</b>	2.9	2.9	2.9	2.9	2.9	2.9	2.8	2.9	2.8	2.8
<b>Avg visit per pass holder, per season</b>	9.8	7.7	7.5	8.3	9.0	7.4	7.7	7.3	7.7	8.0
<b>Avg visit per household, per season</b>	28.5	22.5	22.0	24.2	26.6	21.5	21.7	20.9	22.1	22.9
<b>Resident Pass Holders</b>	3,208	2,944	2,579	2,372	2,069	1,878	1,715	1,585	1,498	1,400
<b>Non-Resident Pass Holders</b>	2,434	2,204	1,935	1,618	1,670	1,707	1,814	1,677	1,505	1,333
<b>% of Pass Holders - Resident</b>	55.5%	57.2%	57.1%	59.4%	55.3%	52.4%	48.6%	48.6%	49.9%	51.2%
<b>% of Pass Holders - Non-Resident</b>	42.1%	42.8%	42.9%	40.6%	44.7%	47.6%	51.4%	51.4%	50.1%	48.8%
<b>\$ per Operating Day - Admissions</b>	\$1,378	\$1,120	\$1,155	\$1,386	\$1,214	\$1,238	\$1,919	\$1,952	\$2,425	\$3,083
<b>\$ per Operating Day - Concessions</b>	\$1,022	\$875	\$852	\$822	\$804	\$922	\$1,064	\$940	\$959	\$1,165
<b>\$ per Operating Day - Other</b>	\$9	\$9	\$5	\$8	\$7	\$10	\$17	\$15	\$18	\$10
<b>\$ per Operating Day - Total Revenue</b>	\$6,261	\$6,139	\$5,637	\$5,165	\$4,640	\$5,311	\$6,041	\$5,929	\$7,002	\$7,952
<b>\$ from Admissions / Daily Fee Atten.</b>	\$12.70	\$11.33	\$11.72	\$12.26	\$9.83	\$11.29	\$11.48	\$12.95	\$9.50	\$11.86
<b>\$ from Camp Transfer / Camp Atten.</b>	\$3.06	\$3.52	\$3.75	\$3.99	\$3.97	\$4.32	\$4.43	\$5.11	\$3.76	\$6.00
<b>\$ from Season Pass Sales / Pass Atten</b>	\$7.39	\$9.31	\$9.89	\$8.71	\$8.11	\$9.73	\$9.18	\$9.53	\$10.09	\$10.16
<b>\$ from Concessions / Total Attendance</b>	\$1.16	\$1.19	\$1.32	\$1.34	\$1.33	\$1.54	\$1.48	\$1.53	\$1.50	\$1.79
<b>Total \$ / Total Attendance</b>	\$8.28	\$9.56	\$10.08	\$9.76	\$9.00	\$10.42	\$11.73	\$9.63	\$10.91	\$12.21

\*Due to the COVID-19 pandemic, the Aquatic Center did not open for the 2020 season. The 2022 column represents budget amounts.

The increase in Total \$ / Total Attendance budgeted for 2022 compared to the 2021 is mainly due to expected attendance increase with less open days.

# General Operations

## GENERAL RESPONSIBILITIES:

The General Operations area is responsible for the management of the District's financial, human resources, management information systems, marketing and public information. The

General Operations area budget includes property tax receipts, grants, development impact fees and investment income. The area's expenditures include administration, operating and

support expenditures, the District's capital improvement/development plans, and expenditures associated with the site and construction funds, special revenue funds and debt service funds.

## GENERAL OPERATIONS - FUNDS:

- Corporate Fund (less Park Management expenditures)
- Site & Construction Fund
- Capital Replacement / Development Fund
- Audit Fund
- Paving and Lighting Fund
- Liability Insurance Fund
- IMRF Fund
- Social Security Fund
- Bond & Interest Fund
- Debt Service (Aquatic Center) Fund

## GENERAL OPERATIONS

The General Operations area manages the following:

### Administration

Develops, recommends and implements long range plans affecting the entire Park District. General Operations acts as

## General Operations Staff

**Executive Director** – Susie Kuruvilla, CPA, CPRP

**Operations Analyst** – Melissa Greenthal

**Director of Business Services** – Michael Szpylman, CPRE

**Business Services Specialist** – Kim McCormack

**IT Coordinator** – Fredrick Colón

**Human Resources Generalist** - Majeeda Purnell

**Accounts Payable Specialist** – Yesenia Cerda

**Membership Services Specialist** - Carrie Deluca

**Director of Marketing & Community Relations** – Jennifer Gilbert

**Graphic Design and Brand Specialist** – Jesse Balay

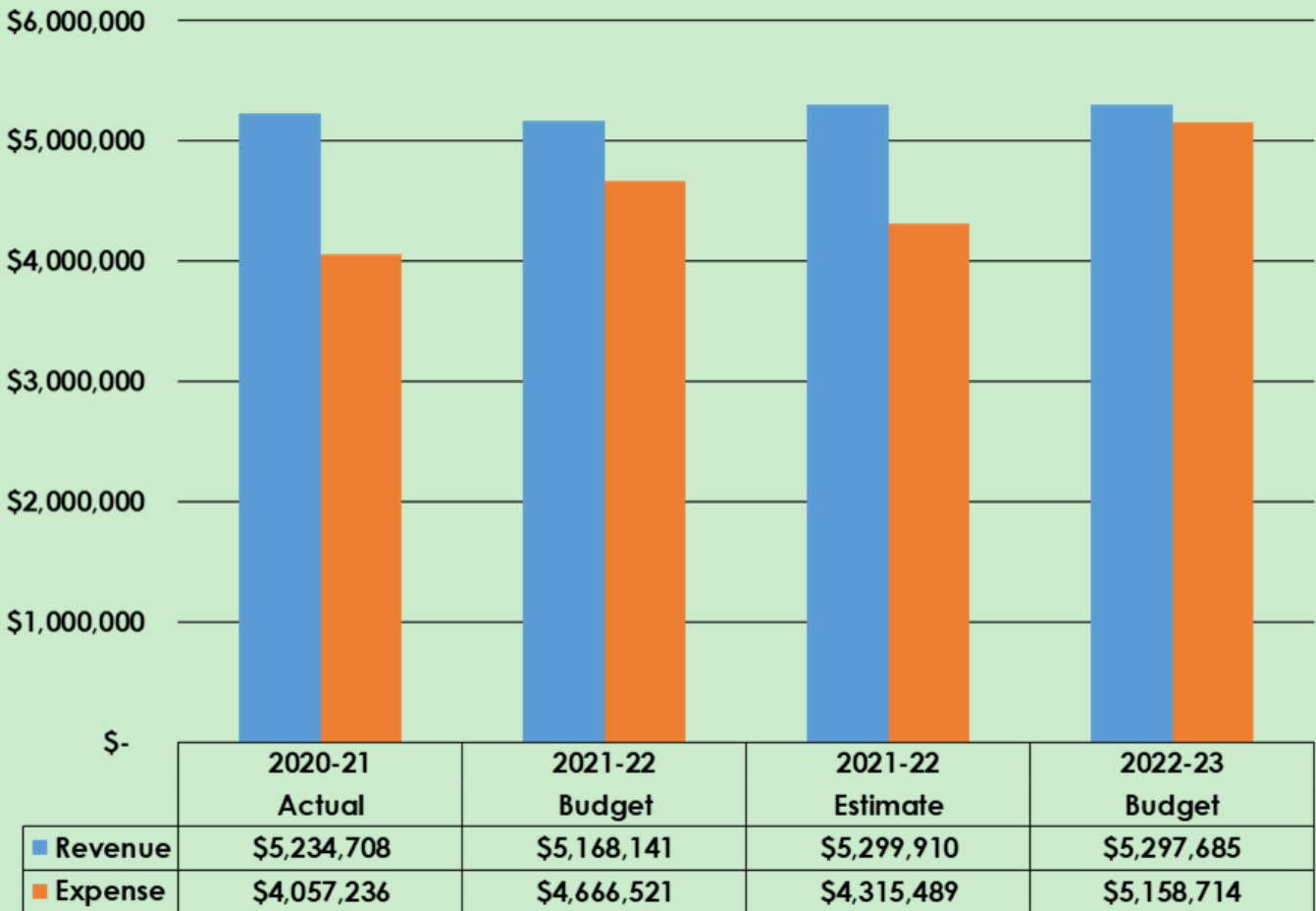
**Marketing/Public Relations Specialist** – Deanna Johann

**Marketing/Special Events Coordinator** – Davida Doyle

Headcounts	2021-22 Budget	2021-22 Y/E Estimate	2022-23 Proposed
Full-Time Positions	10	12	12
Part-Time	2	1	2
<b>Total</b>	<b>12</b>	<b>13</b>	<b>14</b>

*In 2021-22, two part-time general operations positions were transitioned to fulltime based on operational needs, Membership Services Specialist and Marketing/Special Events Coordinator. The 2022-23 budget includes a new part-time HR Coordinator position to assist with the human resource function needs of the District.*

**Chart 6: General Operations**



**Chart 6 shows the Revenue and Expenditure actuals for 2020-21; Budgeted amounts for 2021-22, Estimates for 2021-22; and budgeted amounts for 2022-23 (Less transfers)**

primary liaison with the elected Board of Commissioners in setting priorities. Administration prepares, maintains and files Park District records.

**Employee Benefits Administration**

Administration develops, implements and communicates benefit programs and policies including health and life

insurance, workers' compensation, retirement plans, employee assistance, employee recognition, unemployment insurance, supplemental retirement compensation, sick and vacation time.

**Salary Administration**

Administration develops and

administers the compensation management programs for fulltime exempt and non-exempt personnel; researches, develops and implements wage and salary modifications in policy; researches and implements part-time wage schedules; preparation of bi-weekly payroll and all required

## GENERAL OPERATIONS

government payroll reports; monitors documented time for compliance with the Fair Labor Standards Act and other essential internal controls.

### **Personnel Policies and Procedures Administration**

Human Resources develop, implement and communicate personnel policies and procedures to all Gurnee Park District staff.

### **Insurance Program**

Administration represents the District on the Membership Assembly of the Park District Risk Management Agency (PDRMA) managing property, liability, workers' compensation, employment practices and unemployment insurance.

### **Central Support Functions**

Responsible for overall management of the District's telephone communications and voice mail systems, the District's central office supplies purchasing, and the District's photocopier purchases and maintenance agreements. The General Operations area collects, sorts and posts all first class mail and packages and

distributes correspondence and U.S. mail to six locations throughout the District.

### **Marketing and Public Relations**

The Marketing Department is responsible for administration, organization, development and distribution of public information, media releases, public relations, Park District website, and assists in developing marketing and promotional strategies for the Park District. The marketing department is also the Park District's in-house advertising and promotion team. They also pursue outside revenue sources in the form of advertising in the brochure as well as securing sponsorships for Park District special events.

## **FINANCE**

Finance is responsible for all aspects of accounting, finance and record keeping for the Park District.

### **Budget Preparation**

Coordinates annual budget process, three-year capital improvement plan and reports progress to the Board through monthly and quarterly financial

reports. Staff tracks all capital projects from planning stage through project closeout and asset posting. Finance is also responsible for the preparation of the district's Truth-In-Taxation Resolution, Tax Levy, Budget and Appropriation and Bonding Ordinances.

### **Audit Program**

Finance staff prepares the preliminary audit schedules for the independent public accountant firm.

### **Cash Management**

Implements effective control of receipts and disbursements, reviews and monitors debt management procedures, protects cash and assets through sound internal controls, and invests surplus funds to earn a market rate of return and ensures the preservation of capital.

### **Records Management**

Organizes, controls and safeguards/or discards district's records in compliance with the Local Government Records Act.

### **Management Information**

### **Systems Maintenance**

Maintains all centralized



computer hardware, coordinates software purchases and software development, and maintains a secure computer environment with reliable, usable data.

Performs in-house and coordinates external computer training on the District's computer applications.

### **2021-22 Accomplishments**

All 2021-22 accomplishments can be found in the twelve month goals and objectives report for the 2021-2022 fiscal year as reported to the Park District Board at the May 2022 Board meeting and used by the Board of Commissioners to measure the performance of the Park District found in this document as Appendix F.

## **2022-23 Goals**

### **Theme #1-Enhance Relationships with Community via the Parks**

1. Increase Community Engagement through partnered and attended community events, programs and services.
2. Create a Mission Report Presentation (similar to an Annual Report).
3. Update GPD District Communication Standards Document and conduct staff training.

### **Theme #2 - Diversity, Equity and Inclusion**

1. DEI Professional Development Training for Leadership and DEI Committee.
2. Complete DEI Agency Action Plan.
3. Develop Branded Materials and promotional plan for Employee Recruitment.

### **Theme #3 - Reinvent the Park District**

1. Complete Salary/Wage Benchmarking.
2. Complete Paycom applicant tracking and learning modules for full Paycom functionality.
3. Switch Microsoft excel/word/ect. to Microsoft 360.
4. Move RecTrac and Incode to cloud based.
5. Integrate Webtrac into website (API/i-frame).
6. Identify Service Providers for Community Survey (to support Master and Strategic Plans) and present to Executive Director.
7. Identify standards/expectations for Microsoft Teams.
8. Evaluate FitNation Brand/Image and update image/communication strategy.
9. Update Preschool Brand- refresh logo, support materials.
10. Create Sales Strategy/Manual and Training for Gym Sales.
11. Overhaul - GPD, FN, GO, G-days websites utilizing most current technology and strategies.

## MAJOR BUDGET CHANGES

### REVENUE

Revenue is budgeted to decrease \$2,224 or less than 1% from 2021-22 year end estimates. In fiscal year 21-22, the District received \$50,000 from the Village of Gurnee as part of COVID-19 relief the Village received from the Federal Government. No pandemic relief is included in the 2022-23 budget. Excluding the 2021-22 \$50,000 payment from the Village, revenue is budgeted to increase 1% compared to 2021-22 year-end estimates.

### Tax Receipts

Tax Receipts are budgeted to increase by 1% to \$4,306,130 compared to 2021-22 tax receipts. The increase is attributed to the increase in property tax levy due to the increase in CPI as well as new construction in the Village.

### Bond Proceeds

Bond proceeds are budgeted to increase \$23,965 (3%) in 2022-23 compared to 2021-22 year end estimates due to the January 2022 CPI increase that is used to calculate the debt service extension base for the 2022-23

annual rollover bonds. Each year the District's debt service extension base is increased equal to the January CPI (capped at 5%).

### Grants / Intergovernmental

There is no grant or intergovernmental revenue received in 2021-22 and none budgeted for 2022-23.

### Interest Income

Interest income is budgeted \$6,024 or 136% higher than 2021-22 year end estimates. The increased budget amount accounts for higher interest rates due to the COVID-19 pandemic recovery as well as slightly higher balances in the capital funds .

### Donations and Miscellaneous

Donations and Miscellaneous are budgeted to decrease \$61,551 or 85% in 2022-23 compared to 2021-22 year end estimates. In fiscal year 2021-22, the District received \$50,000 from the Village of Gurnee as part of COVID-19 relief the Village received from the Federal Government. No pandemic relief is included in the 2022-23 budget.

## EXPENDITURES

### Salaries and Benefits

Salaries and benefits are budgeted \$150,278 or 12% higher than 2021-2022 year-end estimates. The increase in Salaries and Benefits includes a 5% increase in salary & wages which will be distributed strictly based on merit. Also as mentioned in the employee headcount chart on page 67, there are two previously part-time positions transitioning to fulltime as well as a new part-time position planned for 2022-23. Lastly, General Operations includes the Illinois Municipal Retirement Fund and the Social Security Fund which are the funds used to pay pension and payroll taxes. As the Park District is able to get back to more normal operations and offer more recreation programming during the COVID-19 pandemic recovery, the District overall payroll will increase which will result in increased pension and payroll tax costs.

### Contractual Services

A \$161,151 (41%) increase from 2021-22 estimates is budgeted. The increase is mainly due to

budgeting liability, property and workers' compensation insurance costs at more normal operations levels as well as slight increases in some administrative costs needed to support the District as service offerings return to pre-pandemic levels.

### **Supplies**

The proposed budget is \$656 (6%) more than 2021-22 estimates to reflect increased administrative cost needed to support the District as service offerings return to pre-pandemic levels.

### **Capital Outlay**

Budgeted capital outlay is \$553,992 higher than 2021-22 year end estimates. Details of the District's Capital Outlay can be found in Appendix A.

### **Debt Service**

The proposed budget is \$33,626 (2%) lower than 2021-22 year end estimates as planned in the debt service repayment schedules. The last payment for the Hunt Club Park Aquatic Center bonds were paid in fiscal year 2020-21. FitNation bond payments are budgeted to be paid out of recreation operations using fitness operations revenue.

### **Other**

Other expenditures are budgeted \$10,772 (13%) higher than 2021-22 year end estimates. Other expenditures include items such as bank charges, travel expenditures, training and recruitment expenditures, staff recognition and marketing. The budget increase reflects administrative costs needed to support the District as service offerings return to pre-pandemic levels.

### **Overall**

Total revenues are budgeted to decrease less than 1% in 2022-23 compared to the 2021-22 year end estimates mainly due to budgeted modest increases in tax receipts, bond proceeds and investment income offset by no expected COVID-19 relief payments that have been received in the previous two fiscal years. Tax receipts account for 81% of total revenue in General Operations which is expected to increase slightly compared to the previous year due mainly to the small increase in CPI. Total expenditures are budgeted to increase 20% compared to the 2021-22 year

end estimates with majority of the increase a direct result of the Park District service offerings returning to pre-pandemic levels.

**Gurnee Park District**  
Annual Budget Summary  
Fiscal Year 2022-23

<b>General Operations</b>	<b>2020-21 Actual</b>	<b>2021-22 Budget</b>	<b>2021-22 Estimate</b>	<b>2022-23 Budget</b>	<b>Budget vs. Current Year Estimate</b>
Tax Receipts	4,228,366	4,195,071	4,276,793	4,306,130	29,337
Fees & Charges	-	-	-	-	-
Bond Proceeds	930,360	927,000	946,035	970,000	23,965
Grants / Intergovernmental	-	-	-	-	-
Investment Income	17,353	35,470	4,431	10,455	6,024
Donations & Miscellaneous	58,630	10,600	72,651	11,100	(61,551)
Total Revenue*	<u>\$ 5,234,708</u>	<u>\$ 5,168,141</u>	<u>\$ 5,299,910</u>	<u>\$ 5,297,685</u>	<u>\$ (2,224)</u>
Salaries & Benefits	1,118,701	1,372,929	1,239,903	1,390,181	150,278
Contractual Services	354,784	465,388	394,057	555,208	161,151
Supplies	3,266	15,500	11,844	12,500	656
Intergovernmental - WSRA	-	-	-	-	-
Capital Outlay	564,918	1,189,825	1,050,858	1,604,850	553,992
Debt Service	1,986,962	1,537,810	1,537,810	1,504,184	(33,626)
Other	28,606	85,070	81,018	91,790	10,772
Total Expenditures**	<u>\$ 4,057,236</u>	<u>\$ 4,666,521</u>	<u>\$ 4,315,489</u>	<u>\$ 5,158,714</u>	<u>\$ 843,224</u>
Net Surplus / (Deficit)	<u>\$ 1,177,472</u>	<u>\$ 501,620</u>	<u>\$ 984,421</u>	<u>\$ 138,972</u>	<u>\$ (845,448)</u>

\* Total Revenue does not include transfers between funds (\$1,491,750 in 2022-23; \$292,046 in 2021-22; \$0 in 2020-21)

\*\* Total Expenditures do not include transfers between funds (\$540,000 in 2022-23; \$0 in 2021-22; \$800,000 in 2020-21)

# Parks Management

## Parks Management Staff

**Director of Parks & Planning** – Kraig Owens, CPRP

**Playground & Construction Team Specialist** – Justin DePauw

**Grounds Team Specialist (Sports Fields)** – Mike Skender

**Grounds/Playground/Construction Team Member** - Jordan Kibitlewski

**Grounds/Playground/Construction Team Member** - Ryan Rikje

**Parks & Grounds Operations Supervisor** – Steve Becker, CPRP

**Grounds Team Member (Horticulturist)** - Katie Cook

**Grounds Team Member** – Carlos Arenas

**Grounds Team Member** – Aldo Rogel

**Grounds Team Member** - Neil Boushell

**Grounds Team Member** - Payton Green

**Facility Maintenance Supervisor** – Sarah Sinclair

**Facility Maintenance Custodian** – Joaquin Herrera

**Facility Maintenance Custodian** – George Bettasso

**Facility Team Member** - Leonardo Colin

**Facility Team Member** - Open

**Mechanic** – Tom Schneider

**Grounds & Equipment Operations Assistant** – Kelly Petersen

**Facility Operations**

**General Tradesman** – Dan Weber

**General Tradesman** - Chris Carlson

**General Tradesman** - Steve LeBron

## General Responsibilities:

The Parks Management area is responsible for the maintenance and upkeep of all the Park District's buildings, parks, playgrounds, trails, and open spaces. Additionally, they maintain all Park District vehicles and equipment. They are also responsible for safety and the management of risk. The Parks Management budget does not include any revenue as this area is 100% subsidized by other Park District operations. Budgeted expenditures include salaries and benefits of parks maintenance personnel; building, equipment, and grounds maintenance services; utilities; building, equipment, and grounds supplies; and risk management supplies.

## PARKS MANAGEMENT – FUNDS:

- Corporate Fund (Parks Management expenditures)
- Recreation Fund (Parks Management expenditures)

	2021-22	2021-22	2022-23
Headcounts	Budget	Y/E Estimate	Proposed
Full-Time Positions	21	21	21
Part-Time	15	18	23
Seasonal	6	6	10
<b>Total</b>	<b>42</b>	<b>45</b>	<b>54</b>

The increase in part-time and seasonal staff included in the 2022-23 budget is due to the anticipation of the District returning to pre-pandemic service levels and recreational program offerings.

**Chart 7: Parks Management**

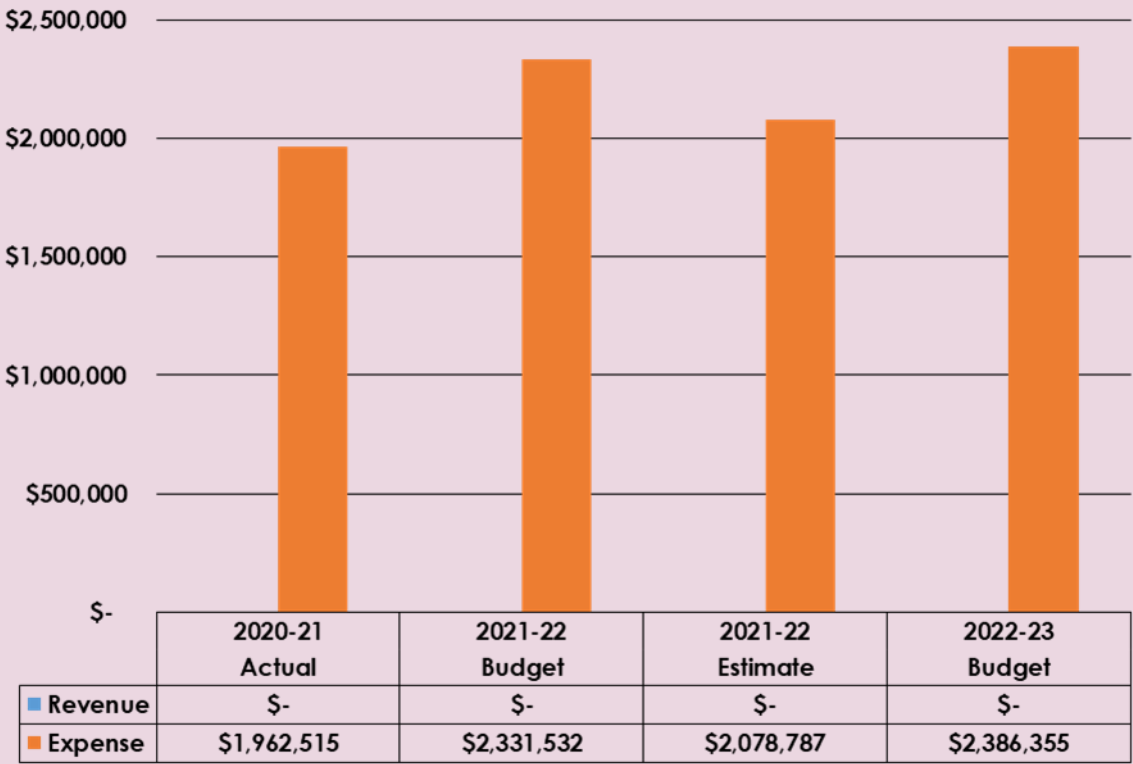


Chart 7 shows the expenditure actuals for 2020-21; budgeted amounts for 2021-22, estimates for 2021-22; and budgeted amounts for 2022-23

**PARKS MANAGEMENT**

THE PARKS MANAGEMENT AREA MANAGES THE FOLLOWING:

**Landscape Maintenance**

General maintenance and upkeep of all District grounds, turf,

trees, shrubs and landscape areas and turf maintenance of the Village-owned Esper Petersen Park. This includes planting of new landscaped areas such as park renovations. Athletic field repair

maintenance prepares, renovates and repairs baseball, softball and soccer fields. The Park District has a field maintenance agreement with Gurnee Youth Baseball to maintain the fields used by this



affiliate group.

### **Facility Maintenance**

The Parks Management area repairs and monitors operations of buildings and facilities in the areas of electrical, heating, air conditioning and plumbing. This includes the installation, remodeling and additions to facilities, such as minor building improvements, and renovation of park playgrounds. Parks Management is responsible for construction and replacement of park regulatory and control signage throughout District areas and facilities.

### **Mechanical Maintenance**

Mechanical Maintenance includes the major repairs to, and the selection and replacement of all District vehicles, equipment and other mechanical inventory.

### **Risk Management**

Risk Management coordinates the District-wide loss reduction programs in cooperation with the Park District Risk Management Agency (PDRMA). This includes employee on-the-job safety through education, training, physical assessment and

## **2022-23 Goals**

### **Theme #1-Enhance Relationships with Community via the Parks**

1. Install Kings Park 2-5 and 5-12yro playground structure (by contractor) and ADA access improvements.
2. Install Prairie Oaks Silo and Shagbark Parks 2-12yro playground structures (by contractor).
3. Host social engagement series to solicit feedback for park/program users by hosting "Perks in the Park" meetings.

### **Theme #2 - Diversity, Equity and Inclusion**

1. Conduct ADA Access Audit and Develop Transition Plan.

### **Theme #3 - Reinvent the Park District**

1. Restructure Parks Department and modify job descriptions/titles to Improve efficiency and accurately reflect work performed by staff.
2. Fully Integrate MSDsonline.com so that all employees have internet based access to Safety Data Sheets.
3. Create a master preventative maintenance schedule/calendar for all facilities. Included in plan HVAC, plumbing, fire safety, electric and machine operated systems.

**Gurnee Park District**  
Annual Budget Summary  
Fiscal Year 2022-23

<b><u>Parks Management</u></b>	<b>2020-21 Actual</b>	<b>2021-22 Budget</b>	<b>2021-22 Estimate</b>	<b>2022-23 Budget</b>	<b>Budget vs. Current Year Estimate</b>
Tax Receipts	-	-	-	-	-
Fees & Charges	-	-	-	-	-
Bond Proceeds	-	-	-	-	-
Grants / Intergovernmental	-	-	-	-	-
Investment Income	-	-	-	-	-
Donations & Miscellaneous	-	-	-	-	-
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Salaries & Benefits	1,429,483	1,614,132	1,385,098	1,683,955	298,856
Contractual Services	217,579	274,800	257,869	265,900	8,031
Supplies	247,430	326,600	320,682	326,600	5,918
Intergovernmental - WSRA	-	-	-	-	-
Capital Outlay	9,907	34,000	33,638	27,900	(5,738)
Debt Service	-	-	-	-	-
Other	58,116	82,000	81,500	82,000	500
<b>Total Expenditures</b>	<b>\$ 1,962,515</b>	<b>\$ 2,331,532</b>	<b>\$ 2,078,787</b>	<b>\$ 2,386,355</b>	<b>\$ 307,567</b>
<b>Net Surplus / (Deficit)</b>	<b>\$ (1,962,515)</b>	<b>\$ (2,331,532)</b>	<b>\$ (2,078,787)</b>	<b>\$ (2,386,355)</b>	<b>\$ (307,567)</b>

accident prevention.

**Specialty Maintenance**

Specialty Maintenance includes pest / vegetation control, wetlands maintenance, snow removal, outdoor ice rinks and special event support.

**2021-22 Accomplishments**

All 2021-22 accomplishments can be found in the twelve month goals and objectives report for the 2021-2022 fiscal year as reported to the Park District Board at the May 2022 Board meeting and used by the Board of Commissioners to measure the performance of the Park District found in this document as Appendix F.

**MAJOR BUDGET CHANGES**

**EXPENDITURES**

**Salaries & Benefits**

Salaries and benefits are budgeted \$298,856 higher than 2021-22 year end estimates which represents a 22% increase. The increase in Salaries and Benefits includes a 5% increase in salary & wages which will be distributed strictly based on merit. Also as mentioned in the employee headcount chart on page 75,

there are five additional part-time staff as well as 4 additional seasonal staff planned for 2022-23 due to the anticipation of the District returning to pre-pandemic service levels and recreational program offerings.

**Contractual Services**

Contractual services are budgeted \$8,031 (3%) over 2021-22 estimates. The budget increase reflects the increased need for Park Management services as the District returns to pre-pandemic service levels and recreational program offerings.

**Supplies**

Supplies are budgeted \$5,918 (2%) higher than 2021-22 estimates. The budget increase reflects the increased need for Park Management services as the District returns to pre-pandemic service levels and recreational program offerings.

**Capital Outlay**

Capital Outlay is budgeted with a \$5,738 decrease compared to the 2021-22 year end estimates which represents equipment purchases necessary to provide required services.

**Other**

Other expenditures are budgeted \$500 higher than prior year end estimates.

**Overall**

The total Park Management budget is \$307,567 (15%) higher than the 2021-22 estimates. Expenditures are budgeted to allow for proper maintenance of parks, trails and facilities. There are no revenues that come directly into the Parks Management Area. Parks Management is responsible for maintaining the parks and facilities of the District. The funds available for the expenditures from this area are received through the General Operations area and the Recreation area.

## Recreation

### General Responsibilities:

The Recreation area is responsible for programming areas that include Athletics, Youth Recreation, Pre-school, Day Camp, Cultural Arts, Aquatics and Dance. Additionally, they are responsible for programming fitness activities as well as managing fitness center operations. The Recreation area is also responsible for planning and holding many special events throughout the year and oversees the rental of Park District facilities such as the Viking Park Dance Hall and Summer Kitchen. Operations of the Hunt Club Park Aquatic Center is also in the Recreation area.

### Recreation – Funds Included:

- Recreation Fund (less Park Management expenditures)
- Recreation for Handicapped

### Recreation Staff

**Director of Recreation** – Michael Wick, CPRP

**Manager of Recreation and Facility Services (HCPCC)** – Sue McDougle, CPRP

**Youth Recreation Supervisor** – Sabrina Hinkens

**Camp / CARE Site Director** – Tracy Paulsen

**Camp / CARE Site Director** – Debbie Kowalczyk

**Aquatics Manager** – Diane DeLorenzo

**Athletics Supervisor** – Chris Marzano, CPRP

**Supervisor of Comm. Programming & Events** - Mary Lester, CPRP

**Member Services Supervisor** - Omayra Shofner

**Fitness Operations Supervisor** - Jason Clevelle

**Fitness Coordinator** - Da'Vele McGee

**Customer Support Supervisor** - Natalie Ellis

	2021-22	2021-22	2022-23
Headcounts	Budget	Y/E Estimate	Proposed
Full-Time Positions	10	12	12
Part-Time	108	190	195
Seasonal	154	80	80
<b>Total</b>	<b>272</b>	<b>282</b>	<b>287</b>

The increase in staffing in the Recreation area from 2021-22 budget to 2021-22 year-end estimates continuing into 2022-23 is entirely due to the Park District returning to pre-pandemic recreation programming offering and service levels.

**Chart 8: Recreation**

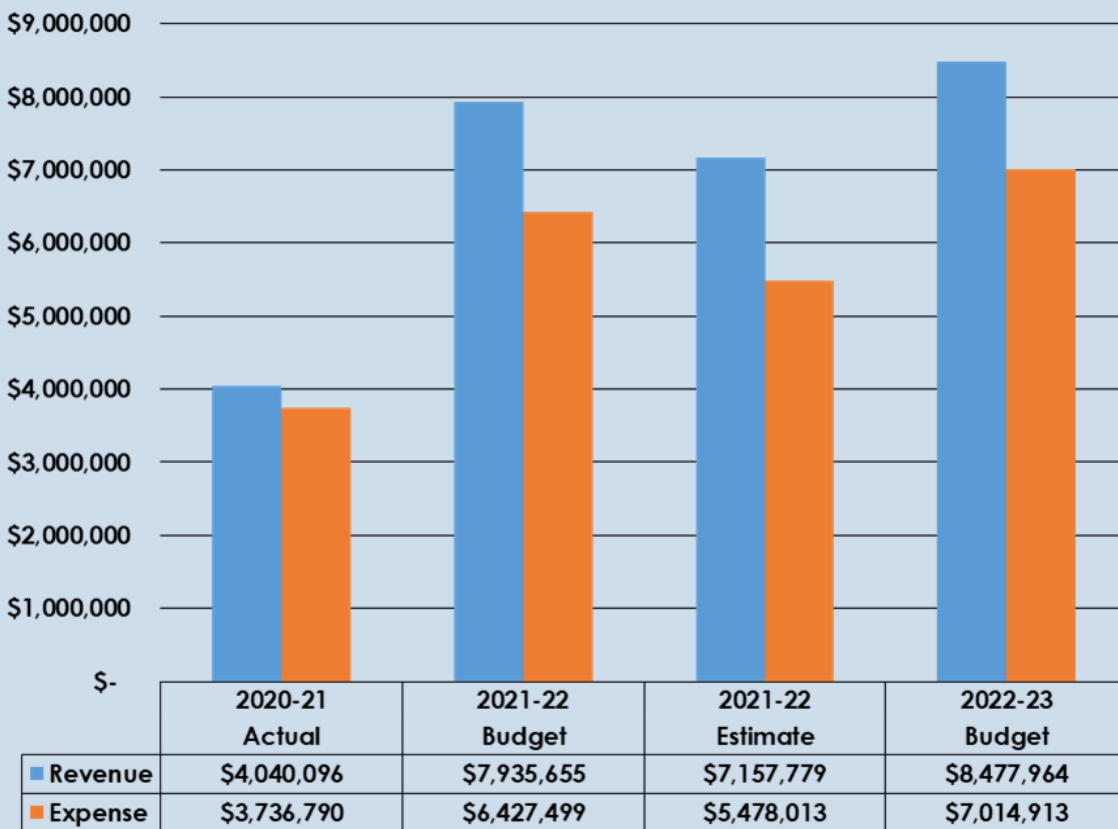


Chart 8 shows the Revenue and Expenditure actuals for 2020-21; Budgeted amounts for 2021-22, Estimates for 2021-22; and Budgeted amounts for 2022-23 (Less transfers: \$0 in 2020-21; \$292,046 in 2021-22; \$951,750 in 2022-23)

**THE RECREATION AREA MANAGES THE FOLLOWING:**

**Recreation Administration**

Recreation Administration provides overall support and

direction to recreation programs and services for each age, ability and interest represented in our community.

Provides leadership for the

development and maintenance of sponsorships and partnerships and oversees the promotion and distribution of information regarding the district's programs,

services and leisure opportunities.

### **Fitness Center Operations**

The Gurnee Park District operates a 75,000 square foot fitness center known as FitNation as well as a 4,000 square foot fitness center at the Hunt Club Park Community Center. The Recreation area manages the Fitness Center including keeping up-to-date on members' fitness needs, keeping the equipment clean and in good repair, managing memberships and overseeing group exercise classes and the personal training program.

### **Athletics**

The Park District offers many different athletic programs including youth basketball, soccer, softball, golf lessons, baseball camps, volleyball, t-ball, gymnastics and martial arts. Athletic programs are offered year round to virtually all age groups.

### **Youth Recreation**

The Recreation area oversees Youth Recreation programs that include before and after school day care and days off programs.

Additionally, Youth Recreation programs include children's workshops geared towards science, music, art and theatre.

### **Preschool**

The Gurnee Park District Growing Tree Preschool program encompasses all of the State of Illinois Early Learning areas in a kindergarten-readiness curriculum. Preschool is offered at both the Viking Park Community Center and the Hunt Club Park Community Center.

### **Day Camp**

The Park District offers a wide range of summer camp programs at both Viking Park and Hunt Club Park. Camps include regular day camp, half day camp, sports camp, outdoor survivor camp, mini camp, early childhood camp and teen camp. The Day Camp program also provides significant summer employment for area teenagers and excellent volunteer opportunities for younger teenagers and pre-teens.

### **Adult Recreation**

The Park District offers many

programs geared towards adult hobbies and interests. These include crafts, dance, cooking, trips and floral workshops.

### **Dance**

The Park District offers a wide variety of studio dance classes including tiny dancers, beginning dance, ballet, jazz, tap, modern and hip-hop. In addition, dance camps and clinics are also offered.

### **Aquatics**

The Park District offers many different aquatics opportunities to its patrons. Swim lessons are offered to many different age groups in addition to junior lifeguard classes, scuba, open swim times and aquatic fitness programs. Additionally, the Warren Blue Devil Swim Club is an affiliate of the Park District.

### **Monthly Mixer**

The Park District provides seniors a reduced price luncheon with entertainment on a monthly basis.

### **Special Events**

Throughout the year, the Park District offers several different special events. These events



include various holiday festivals, a winter celebration, summer concerts and in 2018 our 50th anniversary celebration. Additionally, the Park District hosts and is deeply involved with the planning of the community wide Gurnee Days festival.

### **Facility Rentals**

The Park District has many facilities available for rent. These include the Viking Park Dance Hall, the Summer Kitchen and various picnic shelters Park District-wide.

### **Aquatic Center Operations**

The Aquatic Center is an award winning facility with numerous amenities including a zero depth entry for swimmers, numerous exciting slides, cascading waterfall, large activity pool, concessions, sand volleyball courts and a spray ground. The Aquatic Center staff manages all these areas providing patrons with an inviting, clean and safe aquatic facility.

### **2021-22 Accomplishments**

All 2021-22 accomplishments can be found in the twelve month goals and objectives report for the 2021-2022 fiscal year as reported to the Park District Board at the May 2022 Board meeting and used by the Board of Commissioners to measure the performance of the Park District found in this document as Appendix F.

## **2022-23 Goals**

### **Theme #1-Enhance Relationships with Community via the Parks**

1. Partner with the WTLD to offer 1-2 movies (teens & family) in our parks.
2. Increase the hours on Saturday for Gurnee Days at Viking Park to establish a new interactive kids area.
3. Expand programs and offer 3 new sports classes/camps at different neighborhood parks.
4. Offer a new and exciting special event at the Aquatic Center during the summer of 2022.
5. Re-establish relationship with the Gurnee Fire Department to do team training at the Aquatic Center for both the fire department and the aquatic department during the summer of 2022.
6. Update and review our field reservation process ensuring equitable access along with maximizing community usage.

### **Theme #2 - Diversity, Equity and Inclusion**

1. Explore the possibility of offering a new ethnic celebration/festival, meeting with community leaders, business owners & members of the community.
2. Implement preschool curriculum diversity units including literature, art, math and science in all classes and age groups within the preschool program.
3. Include gender identity/transgender topics in CARE and Camp staff training.
4. Implement a mentor/buddy system for CARE/camp that allows more opportunities for all students to connect with each other.
5. Incorporate DEI training into staff meeting schedule.

6. Establish accessibility and inclusion benchmarks for FitNation facilities following best practices recommendations from the Women in Fitness Association, Sport Alliance, HRC, IHRSA and other relevant industry/activist organizations.
7. Reshape or “freshen up” a current special event to allow for more inclusion/diversity by bringing new ideas and/or activities to provide at the event.

### **Theme #3 - Reinvent the Park District**

1. Determine gaps in senior programming by age and program area.
2. Using information obtained from participant evaluations and recreation trends, freshen up/make changes to our 3 annual special events; Bunny Bash, Trick or Treat Path & Breakfast with Santa to increase participation.
3. Develop a parent manual that covers all 4 youth sport leagues to help streamline information and consistency through programs.
4. Work with local cricket clubs/groups to offer 2 free youth clinics and/or a session of instructional classes.
5. Re-design fresh training for summer camp and afterschool CARE.
6. Establish "back to school night" for all preschool classes after the school year has begun.
7. Incorporate Social Emotional Health training into CARE and Camp programs for participants and staff.
8. Implement a procedure to track customer feedback from surveys. Contact individuals who have requested contact, track additional information provided, and issue a report to each supervisor.
9. Evaluate the Aquatic Centers admission gate operations to increase efficiency.
10. Establish a staff on-boarding program related to standard GPD policies and procedures for all employees under the FitNation umbrella, leaving individual supervisors and coordinators free to concentrate their training efforts on area-specific training.
11. Look into enhancing Front Desk efficiencies for those quick service needs (customer experience) by launching a customer kiosk.
12. Create more detailed processes sheets for rentals, special events, volunteer management, etc.
13. Review CAPRA standards and ensure that anything that needs to be done in the pre application process is completed.
14. Update the recreation manual to ensure compliance with industry standards and best practices.
15. Establish a five year equipment replacement plan for all fitness cardio equipment.
16. Grow personal training to meet the budgeted revenue goal of \$48,000.
17. Reach budgeted goal of 5,200 fitness members.
18. Review and update Park District customer service standards.
19. Explore opportunities to establish community programming within the context of fitness and wellness beyond strictly member-based services, within FitNation facilities.
20. Utilize Hunt Club Park for CARE Early Release Days at least 5 times during the school year as long as the weather allows.

## MAJOR BUDGET CHANGES

### REVENUE

Total revenue is budgeted to increase by \$1,320,185 (18%) compared to 2021-22 year end estimates. The COVID-19 pandemic has had the biggest negative impact on recreation programming at the Park District. While 2021-22 was still affected by the COVID-19 pandemic especially in fitness operations, management believes 2022-2023 will operate approaching pre-pandemic service offerings and program participation levels.

### Tax Receipts

Tax Receipts are budgeted to increase by \$24,914 (1%) to \$1,944,521 which is due to the increase in CPI, a slight increase in the District's EAV as well as new construction in the Village of Gurnee.

### Fees and Charges

There is a budgeted increase in fees and charges of just over \$1.3 million compared to 2021-22 year end estimates. Revenue from fees and charges consists of recreation program revenue, fitness center operations revenue and aquatic center operations

revenue. With program participation levels expected to return to pre-pandemic levels, fees and charges are budgeted to account for 75% of total Recreation area revenue in 2022-23. Fees and charges for services revenue is budgeted to increase 25% compared to 2021-22 year end estimates, however is still budgeted at only 92% of 2018-19 year end actual revenue which was the last fiscal year not affected by the COVID-19 pandemic. Fitness operations accounts for \$2.7 million in budgeted revenue for the Park District, which is 41% higher than current fiscal year end projections which were dramatically affected by the pandemic, and is 81% of the total 2018-19 fiscal year fitness operations revenue. Revenue from aquatic center operations is budgeted at a 1% increase compared to the 2021 season which was an extremely successful season.

### Interest Income

Interest income is budgeted to increase \$2,856 compared to 2021-22 year end estimates. The increased budget amount is due

to higher expected revenue generated from increased recreation programming, fitness operations and aquatic center operations as well as higher interest rates.

### Donations and Miscellaneous

Donations and Miscellaneous revenue is budgeted to increase \$1,554 or less than 2% compared to 2021-22 year end estimates.

### EXPENDITURES

#### Salaries & Benefits

Salaries and benefits are budgeted \$825,318 higher than 2021-22 year end estimates which represents a 29% increase. The increase in Salaries and Benefits includes a 5% increase in salary & wages which will be distributed strictly based on merit. Also recreation program wages are budgeted at 100% program participation which is anticipated to return to pre-pandemic levels.

#### Contractual Services

A \$201,411 (24%) increase in contractual services over 2021-22 estimates is due to 3rd party contractual recreation program expenditures increased based

on program 100% budgeted program participation which is anticipated to return to pre-pandemic levels.

### **Supplies**

The proposed budget is \$147,043 (40%) higher than 2021-22 estimates based on program participation anticipated to return to pre-pandemic levels.

### **Intergovernmental - WSRA**

The proposed budget is increased \$18,219 (5%) from the 2021-22 year end estimates. The Gurnee Park District contributes 75% of its Recreation for Handicapped tax levy to the Warren Special Recreation Association. The Park District also reimburses WSRA for WSRA staff needed for inclusion services during recreation programs. The increase in overall intergovernmental expenditures is due to an increase in property tax dollars received as well as anticipated increase in inclusion services with recreation programming back to normal participation levels.

### **Capital Outlay**

Capital Outlay is \$150,868 higher than the 2021-22 year end

estimate mainly due to increased capital spending in fitness operations which was just about frozen the last couple years due to the COVID-19 negative impact on fitness operations.

### **Debt Service**

The proposed budget is \$61,251 higher than prior year end estimates to account for the FitNation bonds repayment schedule. The transfer for future FitNation bond payments included in the operating budget is reduced accordingly. All bonds used for the purchase and rehabilitation of the FitNation facility as well as the fitness operations portion of the Hunt Club Park Community Center bonds are paid directly out of revenue generated from fitness operations.

### **Other**

The proposed budget is \$132,790 (39%) higher than 2021-22 estimates due to increased recreation program offerings with program participation anticipated to return to pre-pandemic levels. In addition to marketing and banking fees,

expenditures classified as "other" include items such as training and recruitment expenditures, staff recognition and scholarships.

### **Overall -**

Total revenue is budgeted to increase by \$1,320,185 (18%) compared to 2021-22 year end estimates due to program participation anticipated to return to pre-pandemic levels. Total budgeted expenditures are \$1,536,900 (28%) higher than 2021-22 year end estimates to account for offering increased recreation programming. Total net results for the Recreation area are budgeted at \$1.46 million. Management believes 2022-2023 will operate approaching pre-pandemic service offerings and program participation levels. This will enable the Park District to return to normal operating conditions.

**Gurnee Park District**  
Annual Budget Summary  
Fiscal Year 2022-23

<b>Recreation</b>	<b>2020-21 Actual</b>	<b>2021-22 Budget</b>	<b>2021-22 Estimate</b>	<b>2022-23 Budget</b>	<b>Budget vs. Current Year Estimate</b>
Tax Receipts	1,755,048	1,913,111	1,919,607	1,944,521	24,914
Fees & Charges	2,046,578	5,925,864	5,138,583	6,429,443	1,290,860
Bond Proceeds	-	-	-	-	-
Grants / Intergovernmental	-	-	-	-	-
Investment Income	6,648	10,300	2,444	5,300	2,856
Donations & Miscellaneous	231,822	86,380	97,146	98,700	1,554
<b>Total Revenue*</b>	<b>\$ 4,040,096</b>	<b>\$ 7,935,655</b>	<b>\$ 7,157,779</b>	<b>\$ 8,477,964</b>	<b>\$ 1,320,185</b>
Salaries & Benefits	2,081,416	3,475,686	2,894,584	3,719,903	825,318
Contractual Services	470,023	907,244	832,451	1,033,862	201,411
Supplies	131,265	466,349	370,475	517,518	147,043
Intergovernmental - WSRA	358,861	413,221	393,399	411,618	18,219
Capital Outlay	43,965	141,275	74,467	225,335	150,868
Debt Service	497,438	572,438	572,438	633,688	61,251
Other	153,823	451,287	340,199	472,989	132,790
<b>Total Expenditures**</b>	<b>\$ 3,736,790</b>	<b>\$ 6,427,499</b>	<b>\$ 5,478,013</b>	<b>\$ 7,014,913</b>	<b>\$ 1,536,900</b>
<b>Net Surplus / (Deficit)</b>	<b>\$ 303,306</b>	<b>\$ 1,508,155</b>	<b>\$ 1,679,766</b>	<b>\$ 1,463,051</b>	<b>\$ (216,715)</b>

\*\* Total Revenue does not include transfers between funds (\$0 in 2022-23;  
\$0 in 2021-22; \$800,000 in 2020-21)

\*\* Total Expenditures do not include transfers between funds (\$951,750 in 2022-23;  
\$292,046 in 2021-22; \$0 in 2020-21)

**Capital Improvement Plan  
Fiscal Year 2022-23**

**Overview**

This section is a summary of the Gurnee Park District's capital improvement plan. On April 19, 2022 the Park District Board approved a five year Capital Project Plan for fiscal years 2022-23 through 2026-27. The Plan has anticipated amounts for all projects recommended by the staff. The total Capital Project Plan for 2022-23 is budgeted at \$1,632,700. A detailed list begins on page A-6.

Miscellaneous capital items and current fiscal year carry over items are also included in the 2022-23 budget. Miscellaneous capital items are either those items that are capital in nature but are not large enough to be included in the Capital Project Plan or large capital items added to the budget after the approval of the Capital Project Plan. Carry over items are those started and/or approved by the Board, but which will not be completed before the end of the current fiscal year. Carry over projects were included in prior years' budget and appropriation ordinances. Miscellaneous items and carry over items are approved as part of the regular budget process. A listing of miscellaneous items is included on page A-11.

Projects are selected for the Capital Improvement Plan from the Comprehensive Master Plan, program reviews and constant monitoring of Park District facilities, parks and other assets. Vehicles, playgrounds and equipment are included on replacement schedules which are reviewed each year and at the time the item is to be replaced.

Funding for the Capital Improvement Plan comes from non-referendum bonds / real estate taxes, grants, real estate development fees and accumulated surplus from Park District operations. The detailed purchasing procedure for all expenditures, with emphasis on expenditures over \$2,500, includes sealed bids for items or services over the legal threshold for purchases which must be procured by competitive bidding in compliance with Article 8 of the Park District Code. The Board approves all proposed expenditures over the legal threshold in advance. The Gurnee Park District defines a capital expenditure as an asset that has a value of \$10,000 or more and a useful life of five years or more. Additionally, certain items over \$1,000 are tracked for control purposes, such as tools, small equipment and computer related equipment.



Appendix D contains the park district's detailed Capital Asset Policy and procedures.

## **Impact on Operating Budget**

The Corporate and Recreation Funds include revenues and expenditures that drive the daily services provided by the Park District. In addition to these daily services, the Board has set forth a policy to transfer fund balance in excess of 25% of the following year's expenditures to the Capital Replacement / Development Fund. These transfers are used to replace and develop capital assets and have a direct impact on the park district's operating budget.

The Capital Improvement Plan can have two direct impacts on the operating budget. The first impact is the transferring of funds from the Corporate and Recreation Funds into the Capital Replacement / Development Fund which in turn pays for certain projects; this reduces the available funds for operations. The second impact is the ongoing costs borne by the Corporate and Recreation Funds related to improvements made on capital assets.

All of the projects listed in the following chart will have a minimal impact on future annual operating budgets. The park district defines a minimal impact as a project that will have less than \$1,000 of additional annual operating costs added to future annual budgets.

## **Major Initiatives**

### **Planning**

The Board of Park Commissioners approved a Comprehensive Master Plan on March 16, 2010. During the 2010-2011 Fiscal Year the Park District received Distinguished Accreditation from the Illinois Association of Park Districts and the Illinois Parks and Recreation Association and received re-accreditation during the 2015-16 Fiscal Year. Also during the 2010-2011 Fiscal Year the Park District received the National Recreation and Park Association's Gold Medal Award. These achievements were identified as goals in the planning process. The Park District plans to go through the Master Plan process again in fiscal year 2023-2024.

In addition, every three to five years the Park District completes a Strategic Plan to guide the short term initiatives of the Park District. The strategic planning process includes input from the community, Board of Park Commissioners, other community leaders as well as Park District management and staff. On March 21, 2017 the Park District Board of Commissioners approved the Gurnee Park District Strategic Plan 2017 - 2022. The Park District Board and Leadership Team are confident that

Strategic Plan 2017 - 2022 will serve as the guide for continued successful operations and prosperous growth of the Park District through fiscal year 2022-2023. The Park District plans to go through the process of completing a new Strategic Plan in fiscal year 2023-2024.

It is through these planning mechanisms that the Park District sets priorities and formulates the Capital Improvement plan.

### **General Operations Projects**

**Technology** - The Park District continues its effort to upgrade technology and is budgeting \$51,000 for computer and server replacement. The computer replacement budget is an annual process that allows the park district to replace computers every 4-6 years of use. Server replacements are required every 7-10 years.

There is also \$75,000 included in the 2022-2023 budget for the redevelopment of the Park District website. The current website was developed several years ago and this redevelopment will bring the website up to current technology standards as well as better tie the main Park District website to our recreation registration site.

### **Parks Management Projects**

Kings Park – In 2022-2023 Kings Park playground will undergo a complete replacement including the 5-12 year old aged children playground equipment, the 2-5 year old aged children playground equipment, playground surfacing as well as ADA access improvements at a budgeted amount of \$260,000. The current playground equipment at Kings Park was purchased and installed in 2001.

Prairie Oaks Park - \$202,000 is budgeted to replace the 2-12 year old playground equipment at both Silo and Shagbark locations of the park. In addition, \$40,000 is budgeted for ADA improvements at these sites. The current playground equipment at Prairie Oaks Park was purchased and installed in 1999.

Land Acquisition - \$115,000 is budgeted for possible land acquisition. As part of the Park District's Strategic Plan, the District identifies any potential opportunities to acquire land adjacent to community and neighborhood parks.

Pathway/Concrete/Surfacing repairs - \$84,600 is budgeted for pathway, parking lot, concrete and surfacing repairs at Hunt Club Park Community Center, Viking Park, Hunt Club Neighborhood Park, Vineyard Park and University Park.

Viking Park Softball Fields - \$130,000 is budgeted to replace and upgrade the backstop and dugouts at both softball fields at Viking Park. The backstop and dugout areas at both fields are in significant need of repair and updating.

Viking Park Bandshell - \$10,000 is budgeted to repair and re-shingle the roof on the bandshell located at Viking Park.

Peterson Park – There is \$28,000 budgeted to repair and re-shingle the roof on the large gazebo located at Peterson Park.

Other – The Parks Management Team will complete various smaller park site improvements throughout the District. The amount budgeted for these various smaller capital purchases is \$34,500.

Sports Court Surfacing - \$127,400 is included in the 2022-23 budget for sports court resurfacing at various parks. No sports court surfacing work was completed in 2021-22.

### **Building Improvement Projects**

Hunt Club Park Community Center HVAC Control Unit – The software that controls the HVAC system at Hunt Club Park Community Center is outdated and must be replaced. \$80,000 is included in the 2022-23 budget for this replacement.

Hunt Club Park Community Center HVAC - \$30,000 is budgeted to replace one of the main RTU units at Hunt Club Park Community Center.

Viking Park Community Center Dancehall - \$15,000 is included in the 2022-23 budget to recoat the roof over the dancehall. This recoating will fix the few leaky spots and extend the life of the roof.

Hunt Club Park Community Center Gym - \$16,000 is budgeted in 2022-2023 to replace the divider curtain in the gym. This divider allows the District to offer multiple programs in the gym at the same time. The current divider is original to the construction of the community center in 2006.

FitNation – There is \$48,200 included in the 2022-23 Capital Project plan for FitNation facility improvements. These projects are funded from a transfer made to the Capital Replacement/Development Fund from the Recreation Fund fitness operations revenue.

Contingency – There is \$100,000 included in the 2022-23 Capital Project Plan for contingency to be used as needed on the various capital projects listed above.

### **Equipment Replacement and Purchases**

The Parks Management Team has included the replacement of four vehicles and two larger equipment pieces in the 2022-23 Capital Project Plan. There is \$186,000 budgeted for these purchases.

### **Miscellaneous Capital Items**

The miscellaneous capital items listed on page A-11 are those items that are capital in nature but are not large enough in scope to be included in the Capital Project Plan or large capital items added to the budget after the approval of the Capital Project Plan. Miscellaneous items are approved as part of the regular budget process. Total included in the 2022-23 budget for miscellaneous capital items is \$225,385.

GURNEE PARK DISTRICT  
 FIVE YEAR CAPITAL PROJECT PLAN (FYE 2022/23 - 2026/27)  
 April 19, 2022

	Moved from 21/22 to 22/23
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Project description	FY 22/23	22/23 GL Account	FY 23/24	FY 24/25	FY 25/26	FY 26/27
<b>Parks Department Vehicle and Equipment</b>						
Replacement - P-7 Ford F-250 (2WD) (2009)						
Replacement - P-15 Ford F-350 (2WD) Dump (2011)	\$45,000					
Replacement - P- 16 Ford E-350 Cargo Van (2009) for Ford F-250 w/ Service Body (2022)	\$35,000					
Replacement - Batwing Woods Mower (2011)			\$25,000			
Replacement - Batwing Woods Mower (2012)			\$25,000			
Replacement - Scissor Lift Hunt Club (Purchased 2006 Used)				\$35,000		
Replacement - P-9 Ford F-250 (2WD) (2011)						
Replacement- P-12 Ford F-350 (2WD) Dump (2011)	\$45,000					
Replacement P-26 Ford F-250 (4WD) (2011) with a new Western Plow						
Replacement - P-17 Ford F-250 (2WD) Toolbox (2013)	\$35,000					
Replacement - Pesticide Sprayer (2005)	\$11,000					
Replacement - Scag Cheetah Zero Turn Mower (2013)	\$15,000					
Replacement- P-23 Ford F-350 (2WD) Dump Truck (2013)			\$45,000			
Replacement- P-27 Ford F-150 (2WD) (2014)			\$30,000			
Replacement- P-28 Ford F-150 (2014)(2WD)				\$35,000		
Replacement CASE 435 (2009)				\$80,000		
Replacement - P-18 Ford F-450 Diesel Dump Truck					\$65,000	
Replacement - P-29 Ford F-150 (2WD) (2016)					\$35,000	
Replacement - P-20 Ford F-250 (4WD) (2015)						\$40,000
Replacement - P-24 Ford F-250 (2WD) (2016)						\$35,000
<b>Total Vehicle and Equipment</b>	<b>\$186,000</b>	16-10-100-6302	<b>\$125,000</b>	<b>\$150,000</b>	<b>\$100,000</b>	<b>\$75,000</b>
<b>Playground Replacements/Improvements</b>						
Misc Improvements - all parks	\$27,000	16-10-100-6401	\$28,000	\$29,000	\$30,000	\$30,000
Prairie Oakes Playground (Silo)	\$94,000	17-10-100-6401				
Timberwoods Park Playground						
Kings Park Playground	\$175,000	16-10-100-6401				
Hunt Club Neighborhood Park				\$300,000		
Prairie Oaks Park (Shagbark)	\$108,000	16-10-100-6401				
VPCC Parks (5-12 & 2-5)				\$450,000		
VPCC Preschool Playground				\$125,000		
Concord Oaks Playground			\$75,000			
Churchill Playground					\$175,000	
Hunt Club Preschool						\$180,000
<b>Total Playground Improvements</b>	<b>\$404,000</b>		<b>\$103,000</b>	<b>\$904,000</b>	<b>\$205,000</b>	<b>\$210,000</b>

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<u>Project description</u>	<u>FY 22/23</u>	<u>22/23 GL Account</u>	<u>FY 23/24</u>	<u>FY 24/25</u>	<u>FY 25/26</u>	<u>FY 26/27</u>
<b>ADA Improvements</b>						
Prairie Oaks Playground Equipment	\$20,000					
Timberwoods Park Playground Equipment						
Timberwoods Park Playground Surfacing						
Kings Park Playground	\$35,000					
Kings Park Surfacing	\$50,000					
Hunt Club Neighborhood Park Equipment				\$25,000		
Hunt Club Neighborhood Park Surfacing				\$50,000		
Prairie Oaks Park (Shagbark)	\$20,000					
VPCC Park Playground Equipment Purchase				\$25,000		
VPCC Park Playground Surfacing				\$50,000		
Concord Oaks Equipment			\$10,000			
Southridge Surfacing Replacement (Pour in place and turf)					\$50,000	
Vineyard ADA Swing						
Vineyard Surfacing Replacement (Pour in place and turf)					\$50,000	
Churchill Equipment					\$25,000	
Ravinia Surfacing Replacement (Pour in place and turf)						\$75,000
Hunt Club Preschool Equipment						\$25,000
Hunt Club Preschool Surfacing						\$50,000
<b>Total ADA Improvements</b>	<b>\$125,000</b>	40-10-10-5941	<b>\$10,000</b>	<b>\$150,000</b>	<b>\$125,000</b>	<b>\$150,000</b>
<b>Sports Court Surfacing</b>						
Betty Russell Tennis Court Color Coating			\$15,000			
Hunt Club Park Neighborhood Basketball Court	\$11,000	17-10-100-6401				
O'Plaine Park Basketball Court	\$12,000	35-10-100-5936				
O'Plaine Park Pickleball Court				\$25,000		
Ravinia Park Basketball Color Coating	\$10,300	35-10-100-5936				
South Park	\$11,000	17-10-100-6401				
Viking Basketball	\$17,300	17-10-100-6401				
Viking Park Tennis Court	\$28,200	17-10-100-6401		\$150,000		
Viking Park Picnic Area Asphalt	\$6,200	35-10-100-5935				
Churchill Hunt Park	\$6,600	35-10-100-5935				
Concord Oaks Park	\$10,200	35-10-100-5935				
Southridge Park	\$7,600	35-10-100-5935				
Timberwoods Park	\$7,000	35-10-100-5935				
Hunt Club Basketball and Pickleball			\$8,000			
Cedar Park			\$3,500			
Christine Thompson Tennis and Pickleball					\$15,000	\$15,000

**GURNEE PARK DISTRICT**  
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<u>Project description</u>	<u>FY 22/23</u>	<u>22/23 GL Account</u>	<u>FY 23/24</u>	<u>FY 24/25</u>	<u>FY 25/26</u>	<u>FY 26/27</u>
Westgate Park					\$4,000	\$4,000
Betty Russell Park Basketball					\$4,000	\$4,000
Vineyard Park					\$3,500	\$3,500
Chittenden Park					\$3,500	\$3,500
<b>Total Sports Court Surfacing</b>	<b>\$127,400</b>		<b>\$26,500</b>	<b>\$175,000</b>	<b>\$30,000</b>	<b>\$30,000</b>
<b>Asphalt Surfaces/Pathways</b>						
Hunt Club Community Park Patching Parking Lot	\$20,000					
Hunt Club Community Park Parking Lot Overlay			\$600,000			
Viking Parking Patching Repairs Lot	\$20,000					
Viking Park Parking Lot Overlay				\$230,000		
Hunt Club Park Neighborhood Walkway Patching	\$5,000					
Prairie Oaks side walk replacement.						
Timberwoods Park Parking Lot and Pathway Resurfacing						
Vineyard Park	\$9,600					
University Parking Lots	\$30,000					
O'Plaine Community Park Walking Path Replacement					\$125,000	
Shaw Park Parking Lot and Pathway Resurfacing						\$40,000
Concord Oaks Pathway			\$10,000			
<b>Total Asphalt Surfaces/Pathways</b>	<b>\$84,600</b>	17-10-100-6401	<b>\$610,000</b>	<b>\$230,000</b>	<b>\$125,000</b>	<b>\$40,000</b>
<b>Facility Improvements</b>						
HVAC Delta System to replace Tracer Summit Controls.	\$80,000	15-10-100-6402				
HVAC Viking Park Heat Exchangers RTUs 2,3,4,5						
HCPCC Carpet Replacement for Activity Center/Multi-Purpose Room Hallways						
HCPAC New Freezer for Café						
HCPAC Entry Way Window Replacement						
HVAC HCPCC RTU 5 Replacement	\$30,000	17-10-100-6402				
Viking Park Roof (Dance Hall new coating)	\$15,000	16-10-100-6402				
HVAC Viking Park 4 Ton Split System and 5 Ton RTU Replacement			\$35,000			
HCPCC New Center Divider Curtain in Gym	\$16,000	17-10-100-6402				
Viking Park Bandshell Roof (Repair damaged plywood and re-shingle)	\$10,000	16-10-100-6401				
Peterson Park Gazebo (Repair damage plywood and re-shingle)	\$28,000	17-10-100-6401				
Hunt Club Park Small Picnic Shelter (Repair damage plywood and re-shingle)	\$7,500	17-10-100-6401				
VPCC Roof (Replace Shingled Sections)				\$75,000		
<b>Total Facility Improvements</b>	<b>\$186,500</b>		<b>\$35,000</b>	<b>\$75,000</b>	<b>\$0</b>	<b>\$0</b>



GURNEE PARK DISTRICT  
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<u>Project description</u>	<u>FY 22/23</u>	<u>22/23 GL Account</u>	<u>FY 23/24</u>	<u>FY 24/25</u>	<u>FY 25/26</u>	<u>FY 26/27</u>
<b>Miscellaneous Capital</b>						
Park Rules Sign Replacements						
O'Plaine East Bating Cage. 50% paid for by Gurnee Youth Baseball						
Viking Park Drainage Improvements and Bridge (FY20/21 C/O)						
Viking Park Softball backstop and dugout replacements	\$130,000	17-10-100-6401				
Viking Park Trail Improvements Phase 2						
Betty Russell, Viking Park and O'Plaine Parks Restroom Improvements (FY20/21 C/O)						
Land Acquisition	\$115,000	16-10-100-6200	\$115,000	\$115,000	\$115,000	\$115,000
Computer Equipment	\$51,000	10-10-100-6301	\$20,000	\$20,000	\$20,000	\$20,000
Website redevelopment	\$75,000	17-10-100-6301				
Contingency	\$100,000	17-10-100-6402	\$100,000	\$100,000	\$100,000	\$100,000
<b>Total Miscellaneous</b>	<b>\$471,000</b>		<b>\$235,000</b>	<b>\$235,000</b>	<b>\$235,000</b>	<b>\$235,000</b>
<b>Grand Total General Projects</b>	<b>\$1,584,500</b>		<b>\$1,144,500</b>	<b>\$1,919,000</b>	<b>\$820,000</b>	<b>\$740,000</b>
<b>Available funds</b>						
Prior year fund balances	\$2,824,579		\$3,019,135	\$2,643,924	\$1,214,765	\$1,318,431
Annual rollover bond proceeds	\$516,250		\$537,347	\$246,857	\$700,513	\$1,103,873
ADA fund - 25% of total levy towards capital (less inclusion expense)	\$77,206		\$78,750	\$80,325	\$81,932	\$83,570
Funds from Paving and Lighting fund available for paving	\$59,900		\$23,000	\$23,000	\$23,000	\$23,000
Transfer in from Corp and Rec	\$1,120,000		\$100,000	\$100,000	\$100,000	\$100,000
Interest Income	\$5,700		\$30,191	\$39,659	\$18,221	\$19,776
<b>Total Annual Inflow</b>	<b>\$1,779,056</b>		<b>\$769,289</b>	<b>\$489,841</b>	<b>\$923,666</b>	<b>\$1,330,220</b>
<b>Total available funds</b>	<b>\$4,603,635</b>		<b>\$3,788,424</b>	<b>\$3,133,765</b>	<b>\$2,138,431</b>	<b>\$2,648,651</b>
<b>Estimate Fund Balance - FY End (Regular Capital Projects)</b>	<b>\$3,019,135</b>		<b>\$2,643,924</b>	<b>\$1,214,765</b>	<b>\$1,318,431</b>	<b>\$1,908,651</b>

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Project description	FY 22/23	22/23 GL Account	FY 23/24	FY 24/25	FY 25/26	FY 26/27
<b>FitNation Capital</b>						
FitNation Heat Exchangers Replacement (1, 7, 9) (compressor foe Dectron)						
FitNation Heat Exchanger Replacement (4)	\$11,000					
FitNation RTU - CU1, CU2 & CU3 Replacement (Split systems in plated weight area)			\$165,000			
FitNation Pool Dectron Replacement					\$375,870	
FitNation RTU - 1 Men's Locker Room				\$45,000		
FitNation RTU - 2 Women's Locker Room					\$45,000	
<b>Total FitNation HVAC Units</b>	<b>\$11,000</b>		<b>\$165,000</b>	<b>\$45,000</b>	<b>\$420,870</b>	<b>\$0</b>
FitNation Parking Lot			\$300,000	\$300,000		
Fitness Equipment	\$27,200					
Roof Section 1						
Roof Section 2	\$10,000					
Roof Section 3			\$10,000			
Roof Section 4				\$10,000		
Roof Section 5					\$10,000	
Roof Section 6						\$10,000
<b>Total FitNation Roofing Repairs</b>	<b>\$10,000</b>		<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>
<b>Grand Total FitNation</b>	<b>\$48,200</b>	17-10-100-6465	<b>\$475,000</b>	<b>\$355,000</b>	<b>\$430,870</b>	<b>\$10,000</b>
<b>Available funds</b>						
Prior year fund balance	\$122,171		\$223,971	(\$1,029)	(\$106,029)	(\$236,899)
Transfer in from Fitness Operations	\$150,000		\$250,000	\$250,000	\$300,000	\$350,000
<b>Total available funds</b>	<b>\$272,171</b>		<b>\$473,971</b>	<b>\$248,971</b>	<b>\$193,971</b>	<b>\$113,101</b>
<b>Estimate Fund Balance - FY End (FitNation Capital Projects)</b>	<b>\$223,971</b>		<b>(\$1,029)</b>	<b>(\$106,029)</b>	<b>(\$236,899)</b>	<b>\$103,101</b>
<b>Grand Total All Projects</b>	<b>\$1,632,700</b>		<b>\$1,619,500</b>	<b>\$2,274,000</b>	<b>\$1,250,870</b>	<b>\$750,000</b>

**GURNEE PARK DISTRICT**  
**Miscellaneous Capital Items - Fiscal Year 2022-23**

FUND	DESCRIPTION	Budget Amount
Corporate Fund	HCPCC SAN replacement	40,000
	IT Switch/Router replacement	30,000
	Equipment replacement as needed	10,000
	Carpet extractor	4,500
	Post driver	3,000
	Other Parks Management Equipment	5,000
Recreation Fund	Office chairs for staff	2,000
	Equipment replacement as needed	8,000
	HCPCC Basketball Controls	8,000
	FN Logo Mat for Front Desk	3,400
	HCPCC meeting room carpet	3,000
	Other Parks Management Equipment	1,000
	CARE Equipment	700
	Fitness equipment	81,835
	Swim school equipment	7,800
Site and Construction Fund	Professional Services	17,150
<b>Grand Total</b>		<b>225,385</b>

**NOTE: Miscellaneous Capital Items are not in the Capital Project Plan and are approved as part of the regular budget process.**



**CATEGORIES OF DISTRICT SERVICES**

**BASIC PUBLIC**

- Fully or mostly Subsidized
- Up to 15% net revenue after direct costs
- Service essential to community
- Service available to entire community

**EXTRA PUBLIC**

- Partially Subsidized
- Covers all direct costs with net revenue 16% - 46% for indirect costs\*
- Services available to the community with some limitations to participation

**PRIVATE**

- No Subsidy
- Covers all direct costs with net revenue 47% or greater for indirect costs\*
- Services available to specific needs within the community

**ENTERPRISE**

- Accounts for and covers all direct and indirect costs including debt service and capital

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Parks and Amenities  
 Special Events  
 Senior Programs  
 GO Gurnee  
 Gurnee Days

Theater Programs  
 General Youth Recreation  
 Youth Athletics  
 Adult Athletics  
 General Adult Recreation  
 Pre-registered Fitness Programs  
 Early Childhood Programs  
 Rentals  
 Swim Programming

Day Camps  
 Aquatic Center  
 Preschool  
 CARE/Days Off Programs  
 Dance

Fitness Center Operations

\*Net revenue % for indirect costs is calculated at the beginning of the upcoming fiscal year budget cycle using the average of projected indirect cost % for the current fiscal year and actual indirect cost % from the previous two fiscal years.

Approved by the Board: November 21, 2021

**Budget and Appropriations Ordinance  
Fiscal Year 2022-23**

**Overview**

After a detailed preparation and review of the proposed budget, the Gurnee Park District prepares the legal document required under Illinois Compiled Statutes for Special Districts, Chapter 105, paragraph 4-4. The Budget and Appropriation Ordinance must be adopted by the governing body within the first quarter of each fiscal year.

The Ordinance shall contain a statement of cash on hand at the beginning of the fiscal year, and estimate of the cash to be received during the fiscal year from all sources, an estimate of expenditures contemplated for such fiscal year and a statement of the estimated cash expected to be on hand at the end of the fiscal year.

The Ordinance shall be prepared in tentative form and made conveniently available for public inspection for at least 30 days prior to final action. At least one public hearing shall be held addressing the Budget and Appropriation Ordinance prior to final action. Notice of the public hearing must be given in a local newspaper at least one week prior to the hearing. Page 18 of this document contains the timeline for this year's budget.

Attached is the approved Budget and Appropriations Ordinance number 22/23-1, which was passed by the Board of Commissioners on May 17, 2022 and filed with the Lake County, Illinois Clerk's Office on May 20, 2022.

BUDGET AND APPROPRIATION ORDINANCE  
2022/2023  
AN ORDINANCE ADOPTING THE COMBINED ANNUAL BUDGET AND  
APPROPRIATION  
OF FUNDS FOR GURNEE PARK DISTRICT BEGINNING  
ON THE 1<sup>ST</sup> DAY OF MAY, 2022, AND  
ENDING ON THE 30<sup>TH</sup> DAY OF APRIL, 2023.

BE IT ORDAINED BY THE BOARD OF PARK COMMISSIONERS (the "Board") of GURNEE PARK DISTRICT (the "District"), LAKE COUNTY, ILLINOIS:

SECTION I. It is hereby found and determined: (a) This board has hereto caused to be prepared a combined annual budget and appropriation ordinance in tentative form, which ordinance has been conveniently available for public inspection for at least 30 days prior to final action hereunder;

(b) A public hearing was held at Gurnee Park District, Gurnee, Illinois, on the 17<sup>th</sup> day of May, 2022, on said ordinance, notice of said hearing having been given by publication in the DAILY HERALD, being a newspaper published within this District, at least one week prior to such hearing; and

(c) All other legal requirements for the adoption of the annual budget and appropriation ordinance of this District for the Fiscal year beginning May 1, 2022, and ending April 30, 2023 have been performed.

SECTION II. The following sums of money, or so much thereof as may be authorized by law for the following objects and purposes, be and the same are hereby budgeted and appropriated for the fiscal year beginning on the 1st day of May, 2022, and ending on the 30th day of April, 2023.

	<u>BUDGET</u>	<u>APPROPRIATION</u>
<b>CORPORATE FUND</b>		
<b>Administration:</b>		
Salaries	\$570,350	\$684,420
Contractual/Legal/Professional Services	\$288,625	\$346,350
Insurance Benefits	\$145,981	\$175,178
Utilities	\$25,500	\$30,600
Materials & Supplies	\$12,500	\$15,000
Capitalized Equipment	\$80,000	\$96,000
Other Expenses	\$91,790	\$110,148
<b>Total for Administration</b>	<b>\$1,214,746</b>	<b>\$1,457,696</b>
<b>Park Management:</b>		
Salaries	\$700,450	\$840,540
Contractual Services	\$61,450	\$73,740

**RECEIVED**  
MAY 20 2022  
LAKE COUNTY CLERK  
ROBIN M. O'CONNOR

Insurance Benefits	\$160,559	\$192,671
Utilities	\$48,000	\$57,600
Materials & Supplies	\$182,600	\$219,120
Capitalized Equipment	\$12,500	\$15,000
Other Expenses	\$82,000	\$98,400
<b>Total for Park Management</b>	<b>\$1,247,559</b>	<b>\$1,497,071</b>

**CORPORATE FUND TOTAL** **\$2,462,306** **\$2,954,767**

**Income:**

Real Estate Tax Levy	\$2,373,706	\$2,848,447
Other	\$88,600	\$106,320
Fund Transfer	-\$540,000	-\$648,000
<b>CORPORATE FUND INCOME</b>	<b>\$1,922,306</b>	<b>\$2,306,767</b>

**SITE & CONSTRUCTION FUND (DEVELOPER DONATIONS)**

Contractual/Legal/Professional Services	\$1,000	\$1,200
Capital Outlay:		
New Equipment	\$0	\$0
Park Development / Building		
Improvements	\$80,000	\$96,000
Land Acquisitions	\$0	\$0
Other Expenses	\$0	\$0
<b>SITE &amp; CONSTRUCTION FUND TOTAL</b>	<b>\$81,000</b>	<b>\$97,200</b>

**Income:**

Grants	\$0	\$0
Developer Donations	\$0	\$0
Other	\$200	\$240
<b>TOTAL FUND INCOME</b>	<b>\$200</b>	<b>\$240</b>

**SITE & CONSTRUCTION FUND (BONDS)**

Contractual/Legal/Professional Services	\$16,150	\$19,380
Capital Outlay:		
New Equipment	\$20,000	\$24,000
New Vehicles	\$186,000	\$223,200
Park Development / Building		
Improvements	\$335,000	\$402,000
Land Acquisitions	\$115,000	\$138,000
<b>Total Capital Outlay</b>	<b>\$656,000</b>	<b>\$787,200</b>
Debt Retirement	\$395,000	\$474,000



Other Expenses	\$42,600	\$51,120
<b>SITE &amp; CONST. FUND (BONDS) TOTAL</b>	<b>\$1,109,750</b>	<b>\$1,331,700</b>
<b>Income:</b>		
Bond Proceeds	\$970,000	\$1,164,000
Other	\$200	\$240
<b>TOTAL SITE &amp; CON FUND (BONDS) INCOME</b>	<b>\$970,200</b>	<b>\$1,164,240</b>

### **CAPITAL REPLACEMENT / DEVELOPMENT FUND**

Contractual Services	\$0	\$0
Capital Outlay:		
Land Acquisition	\$0	\$0
New Equipment	\$106,000	\$127,200
Park Improvements	\$411,600	\$493,920
Building Improvements	\$194,200	\$233,040
<b>CAPITAL REPLACEMENT / DEVELOPMENT FUND TOTAL</b>	<b>\$711,800</b>	<b>\$854,160</b>
<b>Income:</b>		
Other	\$5,000	\$6,000
Fund Transfer	\$1,491,750	\$1,790,100
<b>TOTAL FUND INCOME</b>	<b>\$1,496,750</b>	<b>\$1,796,100</b>

### **RECREATION FUND**

<b>Administration:</b>		
Salaries	\$665,350	\$798,420
Contractual/Professional	\$195,160	\$234,192
Insurance Benefits	\$161,870	\$194,244
Utilities	\$42,500	\$51,000
Materials & Supplies	\$23,650	\$28,380
Capitalized Equipment	\$5,000	\$6,000
Other Expenses	\$98,010	\$117,612
<b>Total for Administration</b>	<b>\$1,191,540</b>	<b>\$1,429,848</b>
<b>Park Management:</b>		
Salaries	\$664,650	\$797,580
Contractual Services	\$67,950	\$81,540
Insurance Benefits	\$158,295	\$189,954
Utilities	\$88,500	\$106,200
Materials & Supplies	\$144,000	\$172,800

Capitalized Equipment	\$15,400	\$18,480
<b>Total for Park Management</b>	<b>\$1,138,795</b>	<b>\$1,366,554</b>

**Programs:**

Salaries	\$2,816,894	\$3,380,273
Contractual Services	\$506,352	\$607,623
Insurance Benefits	\$75,789	\$90,946
Utilities	\$289,850	\$347,820
Materials & Supplies	\$493,868	\$592,641
Capitalized Equipment	\$245,335	\$294,402
Debt Service	\$855,438	\$1,026,526
Other Operating Expenses	\$374,979	\$449,975
<b>Total for Programs</b>	<b>\$5,658,505</b>	<b>\$6,790,206</b>

**RECREATION FUND TOTAL** **\$7,988,840** **\$9,586,608**

**Income:**

Real Estate Tax Levy	\$1,430,697	\$1,716,836
Fees & Charges	\$6,429,443	\$7,715,332
Other	\$128,700	\$154,440
Fund Transfer	-\$580,000	-\$696,000
<b>TOTAL RECREATION FUND INCOME</b>	<b>\$7,408,840</b>	<b>\$8,890,608</b>

**AUDIT FUND**

Auditing Services	\$32,465	\$38,958
<b>AUDIT FUND TOTAL</b>	<b>\$32,465</b>	<b>\$38,958</b>

**Income:**

Real Estate Tax Levy	\$32,688	\$39,226
Other	\$5	\$6
<b>TOTAL AUDIT FUND INCOME</b>	<b>\$32,693</b>	<b>\$39,232</b>

**PAVING & LIGHTING FUND**

Paving Expense	\$59,900	\$71,880
Lighting Expense	\$37,000	\$44,400
<b>PAVING &amp; LIGHTING FUND TOTAL</b>	<b>\$96,900</b>	<b>\$116,280</b>

**Income:**

Real Estate Tax Levy	\$60,431	\$72,517
Other	\$50	\$60
<b>TOTAL PAVING &amp; LIGHTING FUND INCOME</b>	<b>\$60,481</b>	<b>\$72,577</b>

**RECREATION FOR HANDICAPPED FUND**

Payment to WSRA	\$366,618	\$439,942
ADA Inclusion Services	\$45,000	\$54,000
ADA Improvements	\$125,000	\$150,000
<b>RECREATION FOR HANDICAPPED TOTAL</b>	<b>\$536,618</b>	<b>\$643,942</b>

**Income:**

Real Estate Tax Levy	\$488,824	\$586,589
Other	\$300	\$360
<b>TOTAL INCOME</b>	<b>\$489,124</b>	<b>\$586,949</b>

**LIABILITY INSURANCE FUND**

Unemployment Insurance	\$0	\$0
Tort Liability Insurance	\$47,419	\$56,903
Property Insurance	\$74,245	\$89,094
Workers' Comp. Insurance	\$60,554	\$72,665
<b>LIABILITY INS. FUND TOTAL</b>	<b>\$182,218</b>	<b>\$218,662</b>

**Income:**

Real Estate Tax Levy	\$131,309	\$157,571
Other	\$1,700	\$2,040
<b>TOTAL LIABILITY INS. FUND INCOME</b>	<b>\$133,009</b>	<b>\$159,611</b>

**IMRF FUND**

IMRF Fund Contribution	\$341,250	\$409,500
<b>IMRF FUND TOTAL</b>	<b>\$341,250</b>	<b>\$409,500</b>

**Income:**

Real Estate Tax Levy	\$329,414	\$395,296
Other	\$200	\$240
<b>TOTAL IMRF FUND INCOME</b>	<b>\$329,614</b>	<b>\$395,536</b>

**SOCIAL SECURITY FUND**

Social Security Contribution	\$322,000	\$386,400
<b>SOCIAL SECURITY FUND TOTAL</b>	<b>\$322,000</b>	<b>\$386,400</b>

**Income:**

Real Estate Tax Levy	\$236,994	\$284,393
Other	\$300	\$360
<b>TOTAL SS FUND INCOME</b>	<b>\$237,294</b>	<b>\$284,753</b>

**BOND & INTEREST FUND**

Debt Retirement	\$1,021,035	\$1,225,242
Other Expenses	\$45,549	\$54,659
<b>BOND &amp; INTEREST FUND TOTAL</b>	<b>\$1,066,584</b>	<b>\$1,279,901</b>

**Income:**

Real Estate Tax Levy	\$1,066,589	\$1,279,906
Other	\$300	\$360
<b>TOTAL BOND &amp; INTEREST FUND INCOME</b>	<b>\$1,066,889</b>	<b>\$1,280,266</b>

## SUMMARY OF FUNDS

	BUDGET	APPROPRIATION
CORPORATE	\$2,462,306	\$2,954,767
SITE & CONSTRUCTION (DEV DONATION)	\$81,000	\$97,200
SITE & CONSTRUCTION (BONDS)	\$1,109,750	\$1,331,700
CAPITAL REPLACE / DEVELOP	\$711,800	\$854,160
RECREATION	\$7,988,840	\$9,586,608
AUDIT	\$32,465	\$38,958
PAVING & LIGHTING	\$96,900	\$116,280
RECREATION FOR HANDICAPPED	\$536,618	\$643,942
LIABILITY	\$182,218	\$218,662
IMRF	\$341,250	\$409,500
SOCIAL SECURITY	\$322,000	\$386,400
BOND & INTEREST	\$1,066,584	\$1,279,901
TOTAL FOR ALL FUNDS	\$14,931,731	\$17,918,078

Each of said sums of money and the aggregate thereof are deemed necessary by this Board to defray the necessary expenses and liabilities of this District during the fiscal year beginning May 1, 2022, and ending April 30, 2023, for the respective purposes set forth.

All unexpended balances of the appropriations for the fiscal year ending April 30, 2022, and prior years are hereby specifically re-appropriated for the same general purposes for which they were originally made and may be expended in making up an insufficiency of any other items provided in this appropriation ordinance, pursuant to law.

The receipts and revenue of said District derived from sources other than taxation and not specifically appropriated, shall constitute the general corporate fund and shall first be placed to the credit of such fund.

SECTION III. The following determinations have been made and are hereby made a part of the aforesaid budget:

- (a) The cash on hand at the beginning of the fiscal year is \$9,334,945;
- (b) An estimate of the cash expected to be received during the fiscal year from all sources is \$16,976,879;
- (c) An estimate of the expenditures contemplated for the fiscal year is \$17,918,078;
- (d) The estimated cash expected to be on hand at the end of the fiscal year is \$8,393,746;
- (e) An estimate of the amount of taxes to be received during the fiscal year:

Real Estate Taxes	<u>\$7,380,781</u>
Personal Property Replacement Tax	<u>\$120,000</u>
TOTAL	<u>\$7,500,781</u>

SECTION IV. The receipts and revenues of the Gurnee Park District derived from sources other than taxation and not specifically appropriated, and all unexpected balances from the preceding fiscal year not required for the purpose for which they were appropriated shall constitute the General Corporate Fund and shall first be placed to the credit of such fund.

SECTION V. All ordinances or parts of ordinances conflicting with any of the provisions of this ordinance be and the same are hereby repealed. If any item or portion thereof of this budget and appropriation ordinance is for any reason held invalid, such decision shall not affect the validity of the remaining portion of such item or the remaining portion of this ordinance.

This ordinance shall be in full force and effect immediately upon its passage.

Passed by the Board of Park Commissioners of Gurnee Park District this 17th day of May, 2022.

AYES: Paddock, Crews, Bartzot, Klemz, & Goshorn

NAYS: none

ABSENT AND NOT VOTING: none

ATTEST:

Michelle Klemz  
Secretary

[Signature]  
President

STATE OF ILLINOIS)  
 )  
COUNTY OF LAKE )

I, Michelle Klemz, do hereby certify that I am the duly qualified and acting Secretary of the Board of Park Commissioners of the Gurnee Park District in the county and state aforesaid, and as such Secretary I am the keeper of the records and files of the Board of Park Commissioners of said District.

I do further certify that the attached and foregoing is a true and complete copy of the “Combined Budget and Appropriation Ordinance of the Gurnee Park District, Lake County, Illinois, for the Fiscal Year beginning on the 1<sup>st</sup> of May 2022 and ending on the 30<sup>th</sup> of April 2023” which includes a Certification of Estimate of Revenue by the Chief Fiscal Officer of the District, as adopted by the Board of Commissioners at its properly convened meeting held on the 17th day of May, 2022 as appears from the official records of said District in my care and custody.

IN WITNESS WHEREOF, I have hereunto affixed my official signature and the corporate seal of said District in Lake County, Illinois, on this 17th day of May, 2022.

  
Secretary, Board of Park Commissioners  
Gurnee Park District

(seal)



ESTIMATE OF REVENUES FOR FISCAL YEAR 2022/2023  
OF GURNEE PARK DISTRICT

The following is an estimate of revenues, by source, anticipated to be received by the Gurnee Park District, Lake County, Illinois, during the fiscal year 2022/2023.

1)	Real Estate Taxes	\$7,380,781
2)	Personal Property Replacement Taxes	\$120,000
3)	Fees	\$7,715,332
4)	Interest Income	\$18,906
5)	Donations	\$0
6)	Grants/Foundation	\$0
7)	Reimbursements	\$0
8)	Non-Referendum Bonds	\$1,164,000
9)	Contract Financing	\$0
10)	Miscellaneous Income	\$131,760
11)	Fund Transfer	\$446,100
	TOTAL	<u>\$16,976,879</u>

The undersigned, being the Chief Fiscal Officer of the Gurnee Park District, hereby certifies that the foregoing is an estimate of revenues to be received by the Gurnee Park District during the fiscal year 2022/2023.

Dated: 5/17/2022



Michael Szpylman  
Treasurer

## 3.6 Capital Asset Policy

### Statement of Purpose

Assets that have a value of \$10,000 or more and have a useful life of five years or more should be capitalized in the year they are acquired. Improvements done to existing assets that increase the value of the assets should also be capitalized. Normal repairs that merely maintain the asset in its present condition should be recorded as expenditure and should not be capitalized. These assets are categorized as various classes such as Land, Buildings, Improvements other than buildings, Machinery, Furniture and Other Equipment, and Vehicles.

### Administration of the Policy

#### 3.6.1 Valuation

All assets reported as capital assets should be recorded at their historical cost. Cost, for this purpose, includes not only the purchase price or cost of construction, but also any other charges incurred “to place the asset in its intended location and condition for use.”

#### 3.6.2 Capital Asset Classes

Capital assets are classified into four major groups including land, buildings, improvements other than buildings, and machinery and equipment.

The “land” account includes all land purchased or otherwise acquired by the Park District. The land account should include not only the cost of land itself, but also the cost of preparing land for its intended use. Intent, for this purpose, should be judged as of the date of acquisition.

The “buildings” account includes the value of all buildings at purchase price or construction cost. The cost should include all charges applicable to the building, including brokers or architect’s fees and interest on borrowed money during construction.

The “improvements other than buildings” account is used for permanent (i.e., non-detachable) improvements that add value to land (e.g., fences, retaining walls). This account also is used for leasehold improvements (i.e., permanent improvements the Park District makes to property it is leasing under an agreement classified as an operating lease).

The “machinery, furniture, other equipment and vehicles” accounts consists of property that does not lose its identity when removed from its location and is not changed materially or expended in use. This property should be recorded at cost, including freight, installation and other charges incurred to place the asset in use.

Donated assets should be recorded at their estimated fair market value at the date of donation. This rule applies only to donations made from outside the financial reporting entity.

### 3.6.3 Useful Life

Following is a listing of the different classes of assets and their standard useful lives.

Class	Years
Land	No limit
Buildings	30
Improvements other than buildings	5 – 20
Machinery, Furniture and Other Equipment	5 - 10
Vehicles	5

### 3.6.4 Procedure for Additions & Disposals of Assets

The Finance Department is responsible for keeping the capital asset records up to date. But the primary responsibility for providing the correct information to the Finance department and periodically verifying the accuracy of the information belongs to the Department Heads.

#### A. Additions

Additions to capital asset account group will be done on an annual basis by the Director of Business Services. All assets recorded during the current fiscal year are defined as current year additions. These should include purchases of new as well as used assets, all donated assets and assets acquired through capitalized leases. Once the capital asset list is updated reflecting current year additions, it will be given to Department Heads to verify and make corrections.

#### B. Disposals

All items sold, traded-in, scrapped, abandoned or in any way removed from service during the current fiscal reporting period are classified as disposals. Disposals must be authorized by the Board in accordance with Policy 3.2 of this Manual. When the Department Head receives an updated list of the capital assets at the end of each fiscal year, he/she should verify the information and see if all assets are still in service. If there are assets on the list that are no longer in service, they should be retired.

### 3.6.5 Depreciation

Depreciation is used to reflect the economic loss in the value of an asset. Generally Accepted Accounting Principles (GAAP) requires that the method used to allocate the cost of a capital asset over its estimated useful life be as equitable as possible to the periods during which services are obtained from the use of the asset.

In most cases, the straight line method of depreciation will be used for all assets.

## GURNEE PARK DISTRICT POLICY MANUAL

### 3.8 Fund Balance Policy

#### Statement of Purpose

The purpose of this policy is to establish the principles and parameters to which a Fund Balance target will be defined at the beginning of each budget period. This policy is established to provide financial stability, cash flow for operations, and the assurance that the District will be able to respond to emergencies with fiscal strength.

In the event that unexpected situations may cause the District to fall below the minimum level, certain steps will be followed to correct the deficiency, as outlined in the section below "Minimum Target Balances".

#### Administration of the Policy

##### 3.8.1 Definitions

Governmental Funds – are used to account for all the District’s general activities, including the collection and disbursement of earmarked monies (special revenue funds), the acquisition or construction of general capital assets (capital replacement/development fund), and the servicing of long-term debt (debt service funds). The General Fund is used to account for all activities of the District not accounted for in some other Fund.

Fund Balance – the difference between assets and liabilities in a Governmental Fund

Operating Expenditures – total expenditures minus capital and debt service.

Governmental Funds – Fund Balance will be composed of three primary categories:

1. Non-spendable Fund Balance – the portion of a Governmental Fund’s fund balance that are not available to be spent, whether short or long-term, in either form or through legal restrictions (inventories, prepaid items, land held for resale and endowments).
2. Restricted Fund Balance – the portion of a Governmental Fund’s fund balance that is subject to external enforceable legal restricts (grants, debt proceeds, tax levies).
3. Unrestricted Fund Balance – (three categories)
  - a. Committed Fund Balance – the portion of a Governmental Fund’s fund balance constrained to specific purposes by the government itself, using its highest level of decision-making authority; to be reported as

committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint.

- b. Assigned fund balance - portion of a Governmental Fund's fund balance the government intends to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority.
- c. Unassigned Fund Balance – available expendable resources that are not the object of a tentative management plan.

All Gurnee Park District funds are Governmental Funds.

### 3.8.2 Guiding Parameters

It is the District's philosophy to support long-term financial strategies, where fiscal sustainability is its first priority, while also building funds for future growth. It is essential to maintain adequate levels of fund balance to mitigate current and future risks and to ensure stable tax rates. Credit rating agencies carefully monitor levels of fund balance to evaluate the District's credit worthiness.

The following parameters will be used as part of the budget process to establish targets for the following funds:

General Fund – the unrestricted fund balance target should represent three months of operating expenditures for the budget year being prepared. Balances above the three month target may be transferred to the Capital Replacement/Development Fund with Board approval.

Recreation Fund – the unrestricted fund balance target should represent three months of operating expenditures for the budget year being prepared. Balances above the three month target may be transferred to the Capital Replacement/Development Fund with Board approval.

Capital Replacement/Development Fund – no target is established for this fund. Capital projects are funded through transfers from the General Fund and Recreation Fund as approved by the Board along with interest earned on fund balance. This fund is used to replace aging capital items as well as for the development of new capital or infrastructure. Amounts set aside for capital will be considered restricted, committed or assigned depending on the intended source/use of the funds as approved by the Board.

Social Security, IMRF, Liability Insurance and Audit Funds – these funds have a targeted fund balance of three months of operating expenditures for the budget year being prepared. These funds will be monitored and the taxes levied to support them will be adjusted to ensure they operate within the target range. It may take more than one levy cycle to ensure the funds are operating within the proper range.

Paving and Lighting Fund - the unrestricted fund balance target should represent three months of operating expenditures for the budget year being prepared. Balances above the three month target may be used for capital expenditures related to paving and lighting made out of this fund.

Debt Service (Aquatic Center) Fund – the fund balance target should represent the amount needed for the following fiscal year debt payment scheduled to be made from this fund. The fund is used to accumulate monies for the retirement of alternate revenue bonds issued for the construction of the Aquatic Center. All funds maintained in this fund are restricted for the purpose of paying debt service for the Aquatic Center.

Special Recreation Fund – no target is established for this fund. This fund is used to account for revenues derived from a specific annual property tax levy which is disbursed to the Warren Special Recreation Association to provide special recreation programs for the handicapped and impaired. This fund is also used to make ADA improvements to the Park District's park infrastructure.

Site & Construction Fund – no target is established for this fund. This fund is used to account for capital expenditures associated with acquiring, improving, and maintaining the Park District's properties and equipment. Financing is provided from the proceeds of sale of general obligation bonds, developer donations, grants and interest earned on investments.

Bond & Interest Fund – No target is established for this fund. This fund is used to accumulate monies for the Park District's retirement of general obligation bonded debt. Financing is provided by an annual tax on property levied for the purpose of retiring bonded indebtedness.

### 3.8.3 Flow Assumptions

Some projects (funds) are funded by a variety of resources, including both restricted and unrestricted (committed, assigned and unassigned). When restricted funds exist, those funds are used first, then unrestricted. For unrestricted funds, committed funds are used first, then assigned, then unassigned.

### 3.8.4 Authority/Reporting

Staff will prepare and include in the budget document a schedule that shows the status of the District's balances compared to the Targets outlined in this policy. The Executive Director of the Gurnee Park District is given authority within this policy to assign fund balance to specific projects/expenditures.

### 3.8.5 Minimum Targets

Management will monitor the major revenue collections and the amount of cash available by reviewing the monthly financial reports. During the year, if revenue projections suggest that revenue will not meet expectations and the fund target(s)

will not be met by year-end, the Executive Director will take the following actions to reach the goals established in the adopted budget:

- Review expenses with Department Heads,
- Reduce capital asset expenditures,
- Reduce operational expenditures, where appropriate, while maintaining the adopted budget goals,
- Present to the Board of Park Commissioners other expenditure control options, including those that might modify the goals established in the adopted budget.

### 3.8.6 Deviations from the Policy

Any deviations from this Policy must be approved by a majority of the Board of Park Commissioners with a plan for adhering to this Policy within a defined period of time.

**UPDATED 6/19/2018**





**Gurnee  
Park District**  
PROMOTING FUN. PRESERVING NATURE.

# **FIVE YEAR FINANCIAL PLAN**

## FISCAL YEARS 2022-2023 to 2026-2027

**Presented by:**

**Susie Kuruvilla, CPA, CPRP, Executive Director**

**Michael Szyplman, CPRE, Director of Business Services**

# GURNEE PARK DISTRICT, ILLINOIS

## Five Year Financial Plan May 1, 2022 to April 30, 2027

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### EXECUTIVE OVERVIEW

The Gurnee Park District has prepared this Five Year Financial Plan covering the current fiscal year, 2022-2023, through fiscal year 2026-27. This multi-year financial plan will be used to guide Management Staff as the District returns to pre-COVID-19 pandemic program participation and service levels.

As with the Annual Operating Budget, this Five Year Financial Plan is prepared consistent with the Park District's mission of promoting fun and preserving nature as well as the Park District vision: *As a nationwide leader in our field, be the premier provider of community driven and innovative park and recreation experiences, while maintaining financial stability.*

A core strength of the Gurnee Park District is financial stability which enabled the Park District to proactively and successfully operate through the COVID-19 pandemic. Many years of successful planning and execution has positioned the Park District to thrive during the next five years.

### COVID-19 PANDEMIC

The COVID-19 Pandemic has had a tremendous impact on Park District operations. The pandemic started in early calendar year 2020 and is still ongoing. The pandemic had the biggest impact on recreation programming, fitness and aquatic center operations. Management estimates just over \$8MM in lost revenue from March 2020 through April 30, 2022.

While the worst of the COVID-19 pandemic was behind us and recovery was occurring, operating challenges still remained in fiscal year 2021-22. With operating guideline restrictions easing throughout the fiscal year, the Park District was able to bring back many programming and service offerings. The Park District is extremely proud of the fiscal year 2021-22 operating results and how the community came back and chose to utilize our programs and services for their recreation needs. This is highlighted by the 2021-22 fees and charges revenue which consists of recreation programming, fitness operations and aquatic center operations. Fees and charges revenue reached 71% of 2018-19 levels which represents the last fiscal year not effected by the COVID-19 pandemic. The 2022-23 budget assumes fees and charges revenue at just under 90% of pre-pandemic levels with the expectation of reaching pre-pandemic levels by 2023-24.

### FINANCIAL POLICIES

The Park District operates under a series of financial policies and procedures that outline processes for financial planning, treatment of revenue streams and control of expenditures. The Park District's financial policies seek to improve the programs and services provided to our community as well as enhance the financial capability of the Park District.

The Fund Balance Policy is of particular relevance to the District's long term financial planning. The Park District has set the minimum fund balance level for all non-capital related funds at 25% of annual expenditures. Maintaining these fund balance levels ensures financial stability and gives the Park District the ability to operate successfully during non-normal times.

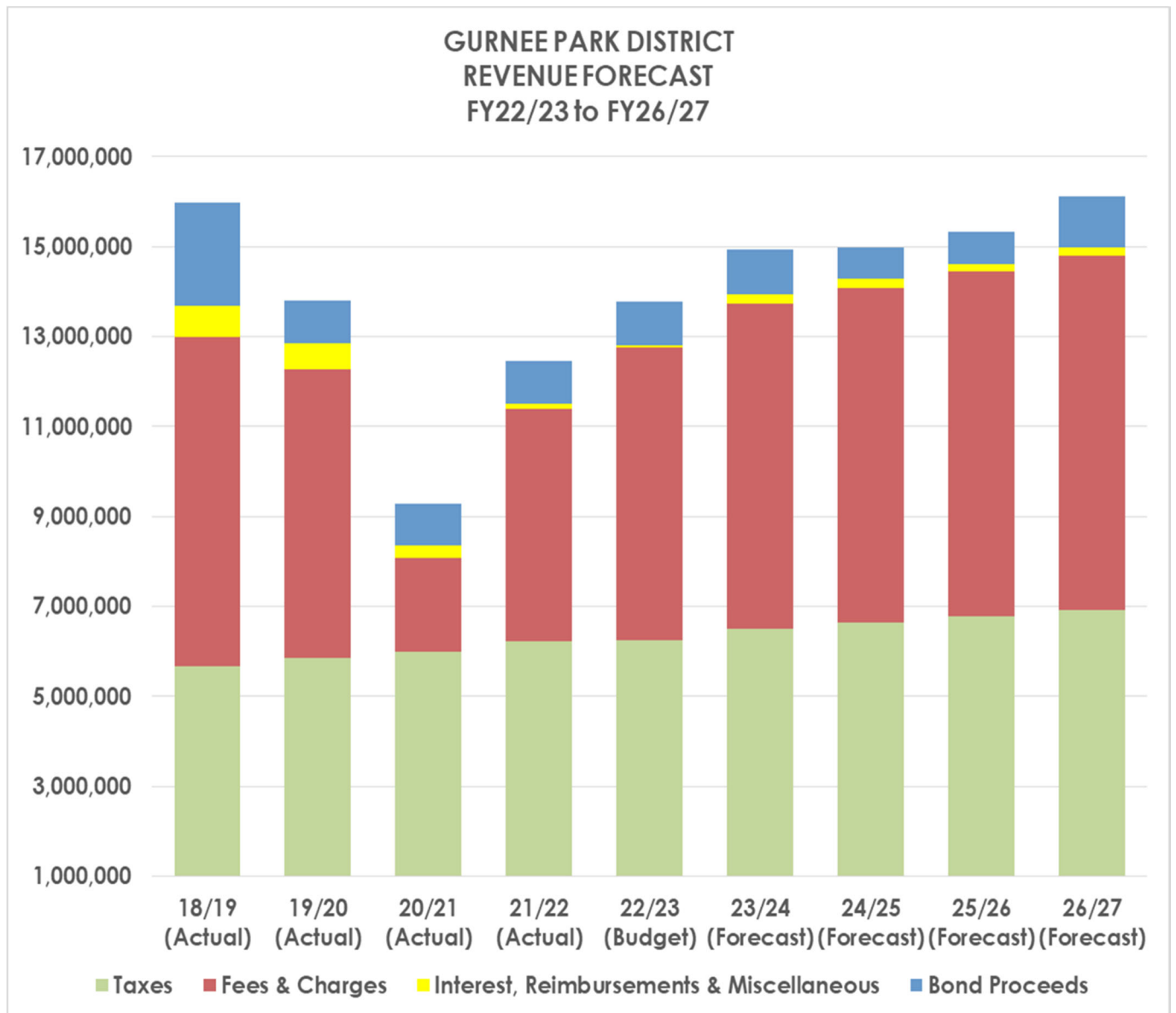
# GURNEE PARK DISTRICT, ILLINOIS

## Five Year Financial Plan May 1, 2022 to April 30, 2027

### REVENUE

The chart and graph below illustrates the forecasted revenue for the next five years (including Bond Proceeds) for the Park District as well as actual revenue for the last four fiscal years.

Revenue	18/19 (Actual)	19/20 (Actual)	20/21 (Actual)	21/22 (Actual)	22/23 (Budget)	23/24 (Forecast)	24/25 (Forecast)	25/26 (Forecast)	26/27 (Forecast)
Taxes	5,667,661	5,854,852	5,983,414	6,225,640	6,250,651	6,507,343	6,638,823	6,772,867	6,909,524
Fees & Charges	7,313,458	6,414,680	2,098,218	5,175,642	6,498,818	7,225,133	7,441,518	7,664,387	7,893,935
Interest, Reimbursements & Miscellaneous	697,287	591,902	262,813	110,157	56,180	210,683	205,595	182,501	187,224
Bond Proceeds	2,291,092	942,140	930,360	946,035	970,000	992,297	697,557	716,663	1,120,023
<b>Total Revenue</b>	<b>15,969,499</b>	<b>13,803,573</b>	<b>9,274,805</b>	<b>12,457,473</b>	<b>13,775,649</b>	<b>14,935,456</b>	<b>14,983,493</b>	<b>15,336,418</b>	<b>16,110,706</b>



## GURNEE PARK DISTRICT, ILLINOIS

### Five Year Financial Plan May 1, 2022 to April 30, 2027

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#### REVENUE (continued)

The following assumptions were used in forecasting the Park District revenue –

- **Fees & Charges (Recreation Programming, Fitness Operations and Hunt Club Park Aquatic Center Operations)** - Fiscal year 2022-23 total fees & charges revenue will reach 90% of pre-pandemic (2018-19) levels, be at pre-pandemic levels in 2023-24 and increase 3% each subsequent year. See Chart on Page 5.
- **Property Tax** - 4% increase in levy year 2022 to account for the elevated current inflation and 2% increase each subsequent year to account for normal estimated annual CPI increase. State of IL law allows for capture of CPI increase in annual tax levy.
- **Interest Income** - Conservative interest rate was used to reflect current interest rate climate. Interest calculated based on each fund's prior year ending fund balance.
- **Bond Proceeds** – 2% increase in future debt service extension base which is assuming a conservative annual increase in CPI.

The two main revenue sources for the Park District are fees for services and property taxes. Since the acquisition of FitNation, fees for services has been the largest revenue source for the District.

The impact of COVID-19 lowered our fees for services revenue and changed the revenue to 54% taxes and 46% fees for services in 2021-22. In 2022-23 the budget calls for a revenue split approaching more normal conditions at 50% fees for services and 49% taxes. Having this revenue balance between fees for services and property taxes is very important to the financial strength of the Park District. Please see the chart on the following page for an illustration of the revenue split at the Park District.

In the Recreation Fund, fees for services account for 81% of total revenue. As part of the recovery from the COVID-19 pandemic, it is a goal of the Park District to approach pre-pandemic (fiscal year 2018-19) program participation levels by the end of fiscal year 2022-23. This will position the Park District to reach pre-pandemic revenue levels by the end of fiscal year 2023-24 with continued growth expected through fiscal year 2026-27.

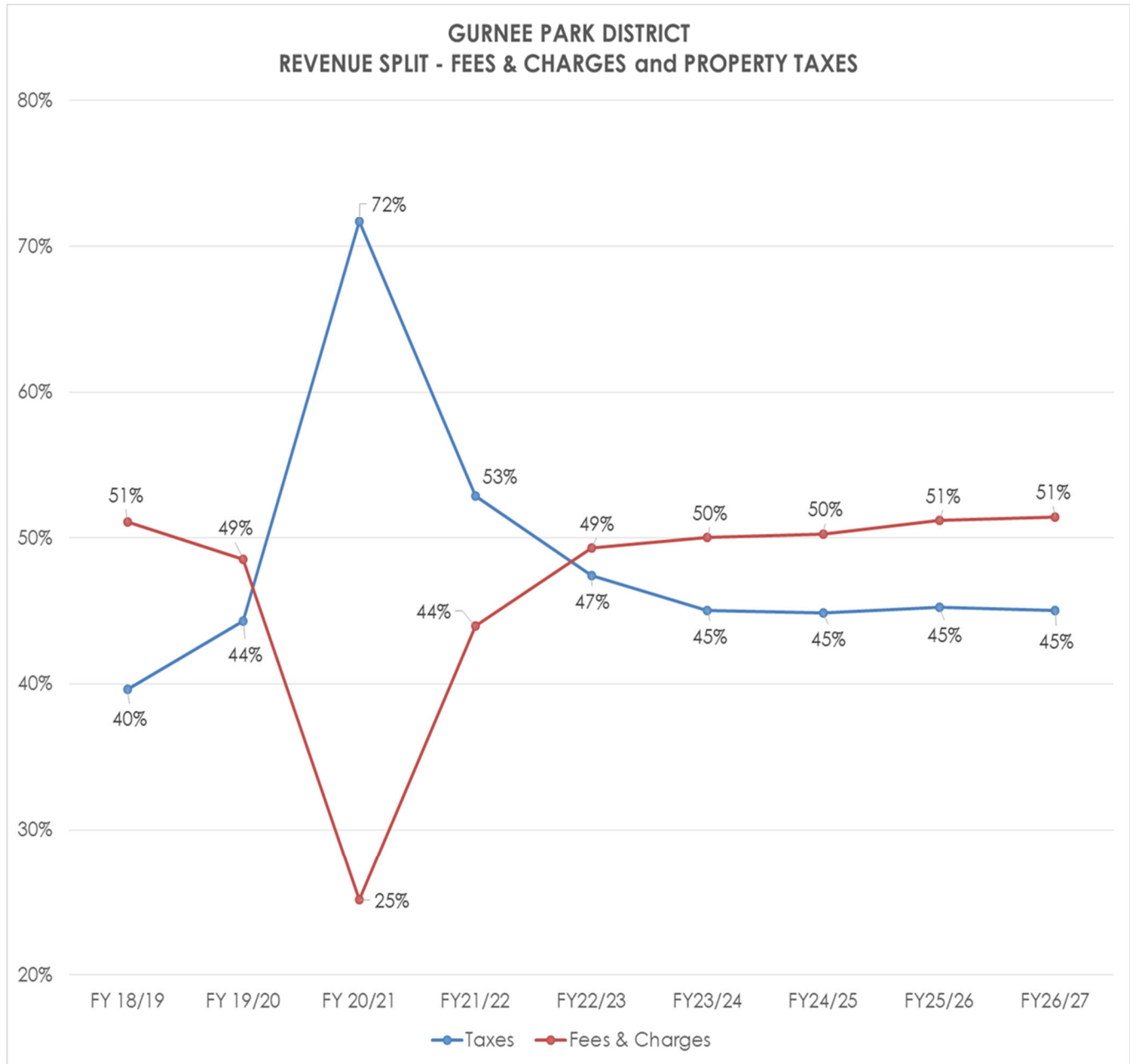
Moderate consistent growth is expected with property tax revenues to account for the very modest growth in Park District equalized assessed valuation (EAV) as well as the expected increase in CPI year over year.

Miscellaneous revenue sources are mainly through interest income and reimbursement for services performed by the Parks Team. In past years, miscellaneous revenue also included the Village of Gurnee payment toward the Hunt Club Park Aquatic Center debt. The last payment was received in fiscal year 2019-20, with the debt being paid off the following fiscal year. With interest rates improving, interest income is expected to reach pre-pandemic levels in fiscal year 2023-24. From time to time the Park District receives developer donations for new dwelling developments within the Park District boundaries. These payments are not budgeted or included in forecasting as the Park District has no control over this income source and new dwelling developments are no longer common in Gurnee.

# GURNEE PARK DISTRICT, ILLINOIS

## Five Year Financial Plan May 1, 2022 to April 30, 2027

### REVENUE (continued)



# GURNEE PARK DISTRICT, ILLINOIS

## Five Year Financial Plan May 1, 2022 to April 30, 2027

### REVENUE (continued)

Revenue from fees for services consists of recreation program revenue, fitness center operations and aquatic center operations. The chart below details each revenue program areas.

GURNEE PARK DISTRICT FIVE YEAR FINANCIAL PLAN RECREATION PROGRAMS, FITNESS OPERATIONS, and HCPAC REVENUE									
PROGRAM AREA	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Budget FY 2022/23	Forecast FY 2023/24	Forecast FY 2024/25	Forecast FY 2025/26	Forecast FY 2026/27
Athletics	381,372	321,162	99,676	338,684	387,022	387,022	398,633	410,592	422,909
Gen Youth Rec	214,833	174,118	103,655	194,266	200,833	214,833	221,278	227,916	234,754
CARE	773,312	607,522	258,588	548,348	611,396	773,312	796,511	820,407	845,019
Pre School	512,891	402,852	199,407	453,004	507,285	512,891	528,278	544,126	560,450
Day Camp	1,046,689	1,051,578	170,840	677,560	920,889	1,046,689	1,078,089	1,110,432	1,143,745
Adult Recreation	37,996	25,439	(359)	10,816	25,442	37,996	39,136	40,310	41,520
Rentals	72,134	55,427	(181)	39,811	44,920	44,920	46,268	47,656	49,085
Special Events	36,154	19,210	10,225	30,956	66,680	66,680	68,680	70,741	72,863
Aquatics	339,587	333,575	68,893	256,108	368,450	368,450	379,504	390,889	402,615
<b>Total</b>	<b>\$ 3,414,969</b>	<b>\$ 2,990,880</b>	<b>\$ 910,746</b>	<b>\$ 2,549,552</b>	<b>\$ 3,132,917</b>	<b>\$ 3,452,793</b>	<b>\$ 3,556,377</b>	<b>\$ 3,663,068</b>	<b>\$ 3,772,960</b>
Fitness Center Ops	3,325,368	2,874,423	1,187,473	1,947,418	2,677,710	3,083,425	3,175,928	3,271,206	3,369,342
HCPAC	573,121	549,376	0	644,741	652,041	652,041	671,602	691,750	712,503
<b>Grand Total</b>	<b>\$ 7,313,458</b>	<b>\$ 6,414,680</b>	<b>\$ 2,098,218</b>	<b>\$ 5,141,712</b>	<b>\$ 6,462,668</b>	<b>\$ 7,188,260</b>	<b>\$ 7,403,907</b>	<b>\$ 7,626,025</b>	<b>\$ 7,854,805</b>
Percent Difference from Previous Year		-12%	-67%	-20%	208%	11%	3%	3%	3%

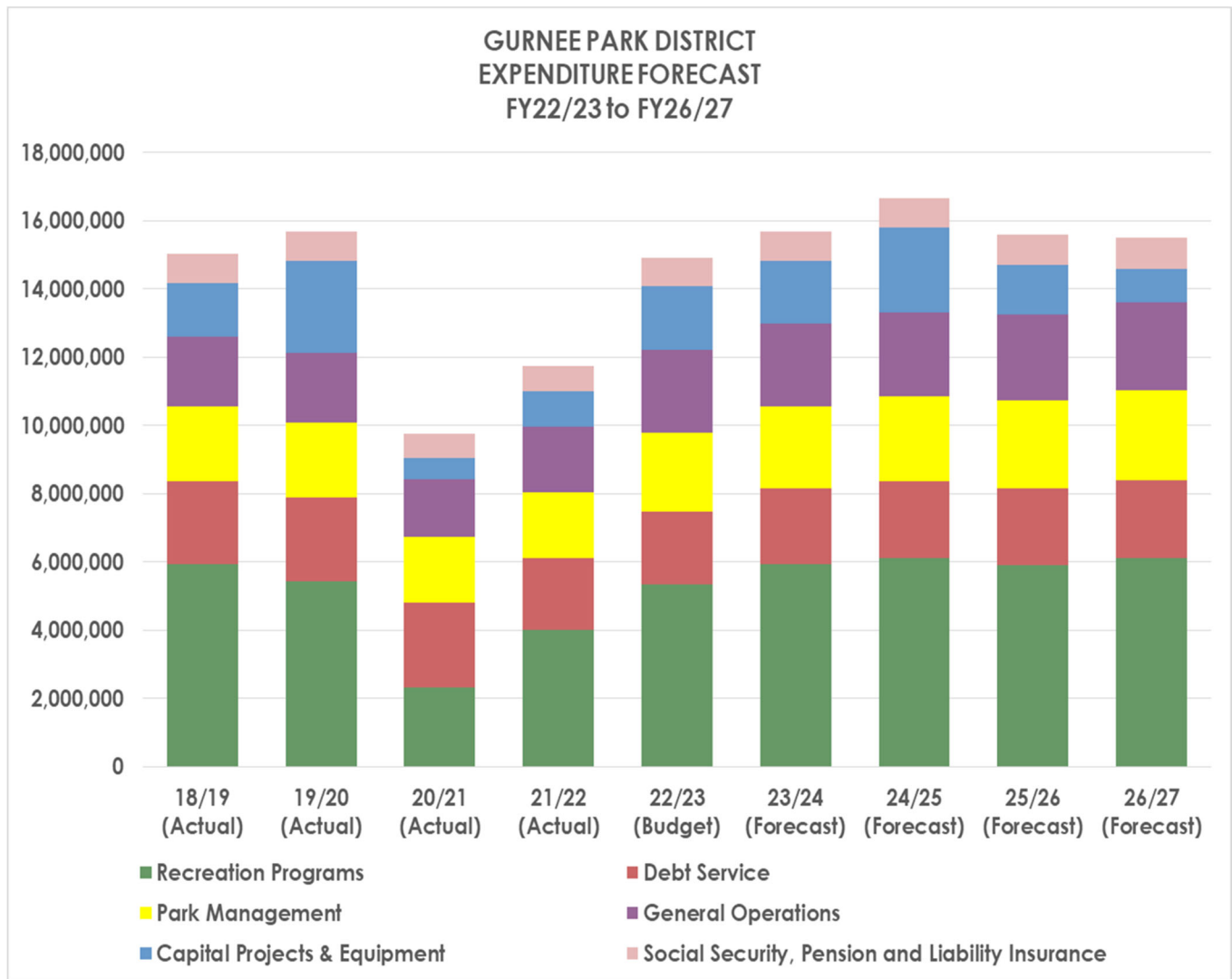
# GURNEE PARK DISTRICT, ILLINOIS

## Five Year Financial Plan May 1, 2022 to April 30, 2027

### EXPENDITURES

The chart and graph below shows the forecasted expenditures for the Park District as well as actual expenditures for the last four fiscal years.

Expenditures	18/19 (Actual)	19/20 (Actual)	20/21 (Actual)	21/22 (Actual)	22/23 (Budget)	23/24 (Forecast)	24/25 (Forecast)	25/26 (Forecast)	26/27 (Forecast)
Recreation Programs	5,935,546	5,424,534	2,336,290	4,013,069	5,341,100	5,943,649	6,129,823	5,902,082	6,111,943
Debt Service	2,439,679	2,461,330	2,484,400	2,110,248	2,137,872	2,212,994	2,241,404	2,259,300	2,275,403
Park Management	2,182,936	2,202,511	1,931,736	1,909,006	2,325,455	2,413,059	2,490,435	2,570,588	2,648,126
General Operations	2,034,642	2,046,847	1,676,604	1,926,409	2,423,752	2,430,053	2,453,481	2,514,039	2,584,923
Capital Projects & Equipment	1,576,387	2,706,777	618,790	1,044,394	1,858,085	1,831,267	2,486,473	1,463,284	958,602
Social Security, Pension and Liability Insurance	857,164	834,294	708,721	740,671	845,468	851,185	876,720	903,022	930,112
<b>Total Expenditures</b>	<b>15,026,355</b>	<b>15,676,294</b>	<b>9,756,541</b>	<b>11,743,797</b>	<b>14,931,731</b>	<b>15,682,207</b>	<b>16,678,335</b>	<b>15,612,315</b>	<b>15,509,111</b>





## GURNEE PARK DISTRICT, ILLINOIS

### Five Year Financial Plan May 1, 2022 to April 30, 2027

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#### EXPENDITURES (continued)

The following assumptions were used in forecasting the Park District expenditures –

- Fulltime and administrative part-time positions assume the current budget structure with a 3.5% increase annually.
- Employee health insurance cost assume 5% annual increase.
- Assume a 2% annual increase for utilities.
- Contractor services utilized by the Park District assume a 3% increase.
- Increase in staff training amounts to reflect more focus and resources dedicated to this endeavor.
- Computer software expenditures increased beginning in fiscal year 2022-23 to reflect the acquisition of Paycom payroll and HR software.
- Professional services are forecasted to include major initiatives listed on page 9.
- Other expenditures forecasted between a 2% and 3% increase.

With the decrease in revenue, the Park District Leadership Team successfully managed expenditures during the COVID-19 pandemic. This was accomplished while offering all programs and services allowable under the State of IL COVID operating guidelines. During the pandemic, Park District outdoor space and recreation offerings such as playgrounds and trails became an extremely popular outlet for community members.

With revenue budgeted to increase in fiscal year 2022-23 and future revenue forecasted to reach pre-pandemic levels by fiscal year 2023-24 and to grow in subsequent years, management predicts expenditures will also follow this pattern. With that said, there are several efficiencies learned while operating under pandemic conditions which the Park District staff will carry forward allowing the District to offer more with less resources.

As the premier provider of recreational opportunities in our community, Recreation Program expenditures are forecasted to increase slightly each year to correlate with the increase in fees & charges revenue.

Debt Service expenditures decreased in fiscal year 2021-22 as the last payment on the Hunt Club Park Aquatic Center was made in January 2020. Debt service payments are funded through the Park District's annual debt service property tax levy, the Park District's annual rollover bond, and fitness operations revenue. The debt service payments for FitNation are budgeted annually to be paid entirely from FitNation operating revenue.

Park Management expenditures are budgeted to increase in 2022-23 to reflect the District returning to pre-pandemic service offerings and are forecasted to increase slightly each year to reflect the anticipated increase in materials and supplies as well as utilities.

General Operations expenditures are also anticipated to increase slightly each year to support the expected increase in recreational programming and park maintenance operations.

# GURNEE PARK DISTRICT, ILLINOIS

## Five Year Financial Plan May 1, 2022 to April 30, 2027

### EXPENDITURES (continued)

Capital projects are funded through the Capital Replacement/Development Fund, prior year accumulated fund balances, and the Park District’s annual rollover bonds. Capital projects are planned out using the Board approved Five Year Capital Plan which is developed using the District’s Master Plan and annual evaluation of each park site and facility. The table below shows the estimated capital projects expenditures and available funds dedicated to capital projects for the next five years.

	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
<b>Fiscal Year Capital Projects Expenditures</b>	<b>\$1,632,700</b>	<b>\$1,619,500</b>	<b>\$2,274,000</b>	<b>\$1,250,870</b>	<b>\$750,000</b>
<b>Available Funds - Beginning Fiscal Year</b>	<b>\$3,179,751</b>	<b>\$3,475,107</b>	<b>\$3,010,845</b>	<b>\$1,617,369</b>	<b>\$1,704,219</b>
<b>Capital Funds Inflow</b>					
Interest Income	\$4,700	\$114,297	\$109,030	\$84,979	\$86,216
Annual rollover bond proceeds	\$516,250	\$537,347	\$246,857	\$700,513	\$1,103,873
ADA fund - 25% of total levy towards capital	\$77,206	\$77,094	\$74,636	\$72,229	\$74,873
Funds from Paving and Lighting Fund	\$59,900	\$26,500	\$25,000	\$30,000	\$30,000
Transfer in from Corp and Rec Funds	\$1,270,000	\$400,000	\$425,000	\$450,000	\$450,000
<b>Total Capital Funds Inflow</b>	<b>\$1,928,056</b>	<b>\$1,155,238</b>	<b>\$880,524</b>	<b>\$1,337,721</b>	<b>\$1,744,963</b>
<b>Available Funds - Fiscal Year End</b>	<b>\$3,475,107</b>	<b>\$3,010,845</b>	<b>\$1,617,369</b>	<b>\$1,704,219</b>	<b>\$2,699,182</b>

Social Security, Pension and Liability Insurance expenditures are forecasted to increase slightly each year in anticipation of part-time and seasonal staff growth needed to support the growth in recreation programming and fitness operations.

The State of Illinois minimum wage increase continues to effect the Park District. The Park District relies heavily on seasonal and part-time staff to deliver our programming and services. The minimum wage increase continues to impact these costs. Current minimum wage as of January 1, 2022 is \$12.00 per hour, up from \$8.25 in 2019, and is scheduled to increase \$1.00 every year until minimum wage reaches \$15.00 per hour in 2025.

Park District Management is always prepared to adjust expenditures as conditions effect the revenue the Park District can generate. Historically, the main operating funds of the Park District, Corporate and Recreation, achieve positive net results. Fund balance in excess of the required fund balance target in the Corporate and Recreation Fund are transferred to the Capital Replacement/Development Fund on an annual basis.

# GURNEE PARK DISTRICT, ILLINOIS

## Five Year Financial Plan May 1, 2022 to April 30, 2027

### MAJOR INITIATIVES

During the next five years, the Park District plans to complete many major initiatives. These initiatives will ensure the District remains an industry leader and is providing the highest value to the community.

The chart below lists the major initiatives.

Initiative	Timeframe	Fiscal Year	Estimated Cost
Salary Study	Summer/Fall 2022	2022/23	\$ 13,000
Community Survey	Spring 2023	2022/23	\$ 20,000
Strategic Plan	Spring/Summer 2023	2023/24	\$ 15,000
Master Plan	Spring/Summer/Fall 2023	2023/24	\$ 20,000
IAPD Distinguished Agency	Fall/Winter/Spring 2023/2024	2023/24	\$ 3,000
CAPRA	Summer/Fall 2024	2024/25	\$ 10,000
Gold Medal	Spring/Summer 2025	2025/26	\$ 7,500

### FUND BALANCE

The Park District budget is guided by the Fund Balance Policy to maintain a prudent level of financial resources to protect against revenue shortfalls or unpredicted expenditures. The fund balance policy for most funds is to have a minimum fund balance of 25% of the operating expenditures. Maintaining these fund balance levels ensures financial stability and gives the Park District the ability to operate successfully during non-normal times.

The table below outlines the fund balance forecasts for each of the Park District Funds.

FUND	FY22/23 (Budget)	FY23/24 (Plan)	FY24/25 (Plan)	FY25/26 (Plan)	FY26/27 (Plan)	Fund Balance* Target Amount	Excess* (Deficiency)	Explanation of Target Amount
CORPORATE	595,786	616,491	624,989	618,325	593,265	592,451	3,334	25% of operating expenditures
SITE & CONST (Dev donation)	40,057	40,358	40,665	40,978	40,798	-	40,057	no specified amount
SITE & CONST (bonds)	1,624	1,004	881	136,412	783,014	-	1,624	no specified amount
CAPITAL REPL / DEVL	5,472,398	5,137,796	4,004,452	4,003,671	4,423,745	-	5,472,398	no specified amount
RECREATION	1,937,693	1,960,971	1,968,954	1,957,313	1,931,279	1,930,776	6,917	25% of operating expenditures
AUDIT	8,870	9,713	10,365	10,812	11,040	8,116	753	25% of operating expenditures
PAVING & LIGHTING	14,538	13,992	16,192	14,718	14,522	9,250	5,288	25% of operating expenditures
REC FOR HANDICAPPED	225,755	297,365	227,948	179,736	108,204	-	225,755	no specified amount
LIABILITY INSURANCE	50,624	49,014	50,412	51,883	53,372	45,554	5,070	25% of operating expenditures
IMRF	103,567	86,728	89,759	92,360	94,406	85,313	18,254	25% of operating expenditures
SOCIAL SECURITY	92,989	84,323	84,053	86,422	90,435	80,500	12,489	25% of operating expenditures
BOND & INTEREST	6,712	7,058	7,199	7,343	7,490	-	6,712	no specified amount
<b>TOTAL</b>	<b>\$ 8,550,613</b>	<b>\$ 8,304,813</b>	<b>\$ 7,125,872</b>	<b>\$ 7,199,976</b>	<b>\$ 8,151,573</b>	<b>\$ 2,751,961</b>	<b>\$ 5,798,652</b>	

\* Fund balance target amounts and the corresponding excess (deficiency) represents the current fiscal year budgeted year-end fund balance compared to the target amount. The excess amount of fund balance over

**GURNEE PARK DISTRICT, ILLINOIS**

**Five Year Financial Plan  
May 1, 2022 to April 30, 2027**

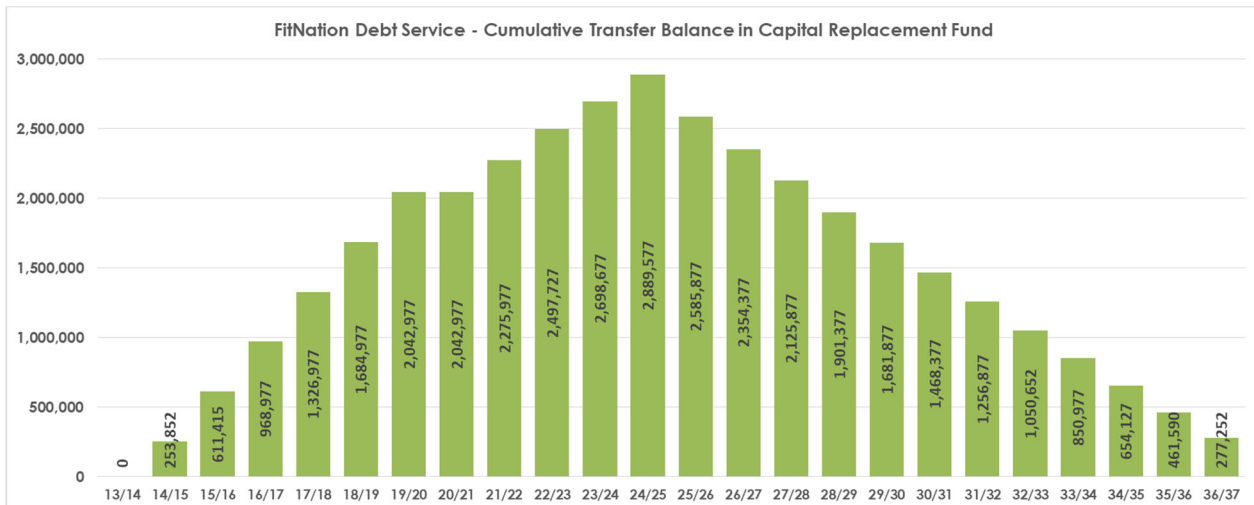
**FUND BALANCE (continued)**

fund target of \$5,798,652 is mainly due to the funds that do not have a designated target. The nature of the funds without fund balance targets are for capital projects and bond payments. These funds are not used for operational expenditures.

The Capital Replacement and Development Fund is used to accumulate funds for the replacement and development of capital assets and infrastructure. Total budgeted fund balance in the Capital Replacement and Development Fund for April 30, 2023 is \$5,472,398, of which \$2,750,699 is for general capital needs of the Park District, \$2,497,728 is reserved for future debt payments on the FitNation bonds and \$223,971 is reserved for future capital needs of the FitNation building. The primary source of funding is transfers from the Corporate and Recreation Funds. Included in the five year financial forecast are the following annual transfers into the Capital Replacement and Development Fund –

- \$100,000 general capital needs (\$50,000 each from the Corporate and Recreation Funds)
- FitNation capital needs from fitness operations revenue (22/23 - \$250,000; 23/24 - \$300,000; 24/25 - \$325,000; 25/26 - \$350,000; 26/27 - \$350,000)
- FitNation future debt service payments from fitness operations revenue (22/23 - \$221,750; 23/24 - \$200,950; 24/25 - \$190,900; 25/26 - \$0; 26/27 - \$0)

The FitNation debt payment schedule is set-up to have payment amounts increase later in the life of the bonds. Total debt service (including the remaining HCPCCC debt that is paid out of fitness operations) amortized equally over the 23 year life of the bonds is around \$855,000 per year. This amount is included in the annual FitNation operating budget with the amounts over the actual annual debt payments transferred to the Capital Replacement and Development Fund. When the annual debt payments increase to over \$855,000 annually, the difference will be paid out of the reserved amount in the Capital Replacement and Development Fund. The chart below shows the annual balance of the FitNation debt service reserve in the Capital Replacement and Development Fund through the fiscal year as the bonds are paid out.



## GURNEE PARK DISTRICT, ILLINOIS

### Five Year Financial Plan May 1, 2022 to April 30, 2027

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#### DEBT MANAGEMENT

Park District residents call for quality facilities and parks, so the District budgets capital and infrastructure expenditures for recreation activities and open space. Therefore, the costs associated with acquiring and improving many long-term capital assets are met with the issuance of debt and surplus operations. The Park District reviews existing obligation structure, current and projected surplus from operations and future liability levels before making decisions to issue new debt.

The Park District debt management is guided by the Debt Issuance and Management Policy. The issuance of each type of debt may differ and the Park District takes that into account during the selection process. Selection based on borrowing costs or the interest rate on a bond is an essential factor in determining the selection of a bond. Selection has important implications for both present and future taxpayers over the life of the debt which the Park District will take into consideration.

The Park District works with its financial advisors to determine the need of obtaining a municipal bond rating. This determination is made singularly as the need for bonds arise and will be made on an issue-by-issue basis. Consideration is given to the amount of the bond, length of the bond, local financial institutions' willingness to purchase the bond unrated at competitive rates, or any other material factors that would allow the Park Board to make the best fiscal determination on behalf of the public trust. On March 28, 2019 the Park District received a AA+ rating from Standard and Poor's for the Series 2019 bond issue, the Park District's most recent issue. Standard and Poor's stated in their Rating Rationale Report that **"Recent financial performance has been, in our view, strong. Overall finances remain, what we consider, very strong"**.

The Park District currently has three outstanding long term debt issuances –

**Series 2013 A & 2014 A General Obligation Bonds - Alternative Revenue Source (\$8,510,000 & \$1,990,000)** – On December 17, 2013 and January 21, 2014 the Park District issued a total of \$10,500,000 in general obligation alternative revenue source bonds to finance the acquisition and rehabilitation of FitNation. FitNation is a 75,000 square foot fitness center located just off Interstate 94. The FitNation space encompasses an expansive fitness floor with cardio and weight lifting machines and equipment, a large gymnasium, five lane lap pool with hot tubs, several specialized group exercise studios, childcare room, and well-appointed locker rooms with sauna and steam rooms. The Park District uses revenues from the fitness operations accumulated in the Recreation fund to pay debt service on these bonds. The combined outstanding principal balance as of April 30, 2022 is \$10,375,000.

**Series 2015 B General Obligation Refunding Park Bonds - Alternative Revenue Source (\$3,910,000)** – On June 21, 2005 the Park District issued a total of \$6,310,000 in debt certificates to finance the construction of the Hunt Club Park Community Center. On November 4, 2015 the Park District took the opportunity to refinance the Hunt Club Park Community Center debt and issued \$3,910,000 in general obligation refunding alternative revenue source bonds. The refunding will save the Park District around \$300,000 over the remaining life of the bonds. The Hunt Club Park Community Center is a 44,000 square foot facility that has a 4,000 square foot fitness center, basketball court, preschool rooms, administrative offices and a dance studio. The Park District uses revenue from fitness center operations (\$65,000)

# GURNEE PARK DISTRICT, ILLINOIS

## Five Year Financial Plan May 1, 2022 to April 30, 2027

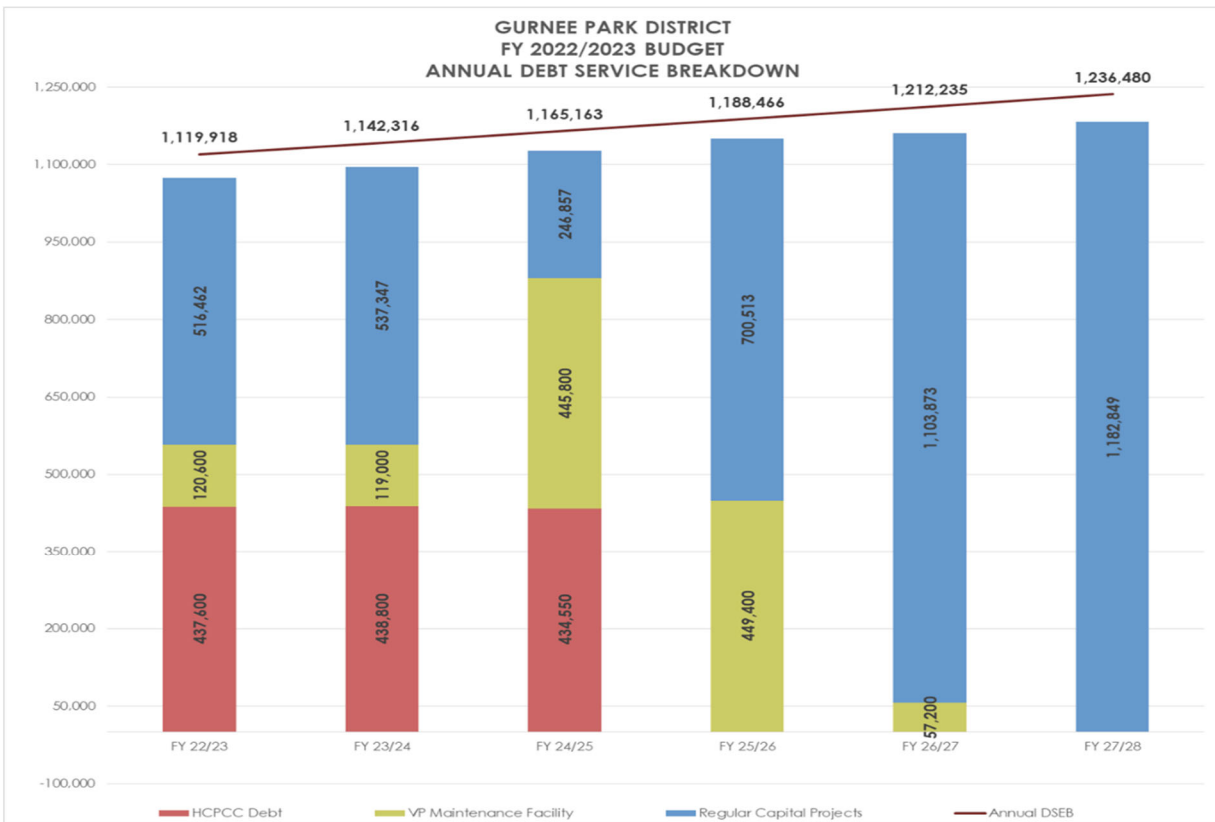
### DEBT MANAGEMENT (continued)

accumulated in the Recreation Fund and property tax revenues to pay the debt service on this bond issue. The outstanding principal balance as of April 30, 2022 is \$1,420,000.

#### Series 2019 General Obligation limited tax park bonds (\$1,205,000) –

On April 16, 2019 the Park District issued \$1,205,000 in general obligation limited tax park bonds to finance the construction of the new maintenance facility located at Viking Park. The new facility replaced the 40 year old pole barn and includes a woodworking shop, office space, work area, ample storage for parks and recreation needs, lunchroom, bathroom and laundry area. The new maintenance facility also improves the efficiency of the Parks Team to service the eastside of the District. The outstanding principal balance as of April 30, 2022 is \$1,130,000.

Pursuant to IL State Statute, the Park District is allowed an annual debt service tax extension. The annual tax extension is used to pay off the Viking Park Maintenance Facility bonds which are directly attached to the debt service tax extension. The Park District issues one year general obligation limited tax bonds annually in the amount of the annual debt service tax extension less the VP Maintenance Facility bonds. This annual bond is used to pay the annual payment on the Hunt Club Park Community Center bonds as well as fund a portion of annual ongoing capital project. The chart below illustrates the Park District's plan for the use of the allowable annual debt service extension.



## GURNEE PARK DISTRICT, ILLINOIS

### Five Year Financial Plan May 1, 2022 to April 30, 2027

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#### **DEBT MANAGEMENT (continued)**

The Park District's statutory debt limit is 2.875% of the Equalized Assessed Valuation of all taxable property located within the boundaries of the district. The Park District currently has 94% legal debt margin available. Bonds are not included in the computation of statutory indebtedness unless taxes levied to pay for such obligations are in fact extended.

#### **FINANCIAL REPORTING EXCELLENCE**

**Distinguished Budget Presentation Award** - The Government Finance Officers Association (GFOA) established the Distinguished Budget Presentation Awards Program in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal. Documents submitted to the Budget Awards Program are reviewed by selected members of the GFOA professional staff and by outside reviewers with experience in public-sector budgeting. The Gurnee Park District has received this award every year beginning with the first submission for the fiscal year 2010-2011 annual budget. The Park District plans to continue to prepare the GFOA budget document and submit for the award annually.

**Certificate of Achievement for Excellence in Financial Reporting** - The GFOA established the Certificate of Achievement for Excellence in Financial Reporting Program (COA) in 1945 to encourage and assist state and local governments to go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure and then to recognize individual governments that succeed in achieving that goal. The goal of the program is not to assess the financial health of participating governments, but rather to ensure that users of their financial statements have the information they need to do so themselves. Documents submitted to the COA Program are reviewed by selected members of the GFOA professional staff and by outside reviewers with experience in public-sector finance. The Gurnee Park District has received this award every year beginning with the first submission for the fiscal year 1998-1999 comprehensive annual financial report. The Park District plans to continue to prepare the GFOA financial report document and submit for the award annually.

#### **SUMMARY**

As a National Gold Medal winner, the Park District has a core standard of never accepting the status quo, but instead to always move forward providing excellent services and recreational opportunities to our great community while being prudent stewards of the District's finances.

The COVID-19 pandemic brought once in a life-time challenges. The Leadership Team worked extremely hard to offer recreation programming and fitness opportunities to the residents and customers of the Gurnee Park District while safely operating within the guidelines of the State re-opening plan. Even with all this hard work, the pandemic did have a tremendous impact on District operations.

## **GURNEE PARK DISTRICT, ILLINOIS**

### **Five Year Financial Plan May 1, 2022 to April 30, 2027**

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Because of the Park District's successful history of operating with financial discipline and always maintaining financial stability, we will emerge from the pandemic in the best possible financial position. As the pandemic recovery continues and eventually, COVID-19 is behind us, the Park District will be in a position to become even stronger and serve the community in a larger more efficient manner.

This five year financial plan as presented will guide the Park District to proactively and successfully operate through the COVID-19 pandemic recovery and ensure the District remains in a successful financial position through for the next five years and beyond.

At Gurnee Park District we are extremely proud of the amazing parks, recreational programs and services we provide to the community. Management is very excited about the future and our ability to raise value we provide to the community to an even higher level while maximizing efficiency.



## GLOSSARY

**ADA** – Americans with Disabilities Act, legislation that defines accessibility standards for facilities, programs and informational material.

**AED** – Automated external defibrillators, which operate automatically to restore heartbeat, are now located in all of the district's facilities.

**Annual Budget** – A plan approved by the Board of Commissioners for raising and expending monies for the recreation interests of its residents.

**Appropriations** – Amounts expended for the administration, maintenance and management of properties and programs for the Gurnee Park District.

**APRP** – Associate Park and Recreation Professional.

**B & A** – Budget and Appropriation Ordinance considered by the Board of Commissioners.

**Board of Park Commissioners** – Independent board of five individuals elected at large for alternating four year terms by the residents of the Gurnee Park District.

**ACFR** – Acronym for the Annual Comprehensive Financial Report.

**CARE** – Acronym for Children Active in Recreation Enrichment, before and after school programs for children in preschool through 8<sup>th</sup> grade.

**CPA** – Certified Public Accountant.

**CPR** – Cardiopulmonary Resuscitation consists of mouth-to-mouth respiration and chest compression and allows oxygenated blood to circulate to vital organs such as the brain and heart.

**CPRA** – Certified Park and Recreation Associate, a designation that may be used by professionals that meet certain years of experience.

**CPRE** – Certified Park and Recreation Executive, a designation that may be used by professionals that have a bachelor's or higher degree, meet certain years of experience and successfully pass an examination administered by the NRPA.

**CPRP** – Certified Park and Recreation Professional, a designation that may be used by professionals that have a bachelor's or higher degree, meet certain

years of experience and successfully pass an examination administered by the NRPA.

**Carry Over Capital Projects** – Capital projects that were appropriated and the Board or Staff believes are important enough to work on in the new fiscal year.

**Committee of the Whole** – Board of Commissioners Committee consisting of all the Board members and is chaired by the Board President. No action may be taken at a Committee of the Whole meeting.

**Cooperative Partnerships** – The park district cooperates with many nonprofit organizations including Gurnee Youth Baseball, FC Lake County, Blue Devil Swim Club, Warren Blue Devils Baseball Club, Warren Area Lacrosse, Gurnee/Warren Twp. Healthy Communities/Healthy Youth Initiative and the Lake County After School Coalition.

**EAV** – Equalized Assessed Valuation, property value on which real estate taxes are levied.

**Ellis and Associates** – A program of lifeguard training and evaluation to assure pool patron safety.

**Fund** – Fiscal and accounting tool with a self-balancing set of accounts to record revenue and expenditures.

**GAAP** – Generally accepted accounting principles.

**GASB** – Government Accounting Standards Board.

**GFOA** – Government Finance Officers' Association.

**HCPAC** - Hunt Club Park Aquatic Center, a 1500-bather capacity zero depth outdoor pool with full service concession stand and bath house, cooperatively funded with the Village of Gurnee.

**HCPCC** – Hunt Club Park Community Center, a 44,000 square foot building adjacent to the outdoor aquatic center, opened in October 2006 housing preschool rooms, dance/fitness rooms, meeting rooms, family activity and before/after school program area, gymnasium, rock climbing wall, and a community fitness center.

**IAPD** – Illinois Association of Park Districts is a statewide organization of park districts that ensures the quality of parks and recreation through education, research and advocacy.

**IMRF** – Illinois Municipal Retirement Fund is a state established retirement fund for municipal workers. Both the employee and the Park District pay into this defined benefit plan.

**Incode** – The financial/accounting/payroll software used by the Park District.

**Intergovernmental Agreement** – The Park District maintains intergovernmental agreements with several taxing bodies including the Village of Gurnee, Gurnee Grade School District 56, Woodland School District 50, Warren Township High School District 121, and SEDOL.

**IPRA** – Illinois Parks and Recreation Association is a statewide organization of park and recreation professionals that advocates the lifetime benefits of parks, recreation and conservation.

**MainTrac** – The work order, maintenance tracking and inspection software used by the Park District.

**Modified Accrual Accounting** – This basis of accounting recognizes an economic transaction or event as revenues in the operating statement when the revenues are both measurable and available to liquidate liabilities of the current period. Expenditures are generally recognized when an event or transaction is expected to draw on current expendable resources.

**NRPA** – National Recreation and Parks Association is an organization of citizen boards and professionals interested in the parks and recreation operations in the United States.

**PDRMA** – Park District Risk Management Agency, is an association of 149 park districts that pool resources in order to maximize the safe working and playing conditions of the parks while managing the risk of recreation activities.

**RecTrac** – Customer registration and membership software used by the Park District.

**SOFFI** – Customer service standards of the Park District: Serve, Ownership, Family, Fun and Integrity.

**Tax Levy** – The amount the Park District requests from the property owners, both commercial and residential, to fund the recreational activities of the community.

**Tax Rate** – The rate derived from dividing the tax levy by the EAV. The tax rate, combined for all funds, is multiplied by the equalized assessed valuation of each real estate parcel to arrive at the taxes owed by each parcel owner.

**WebTrac** – Online customer registration component of the RecTrac software used by the Park District.

**WSRA** - Warren Special Recreation Association, a partnership of Warren Township, Gurnee Park District, Wildwood Park District and Grandwood Park District dedicated to meeting the recreational needs of people with physical, mental and emotional disabilities.