



Gurnee  
Park District

Fiscal Year

2023 - 2024

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 May 1, 2023 - April 30, 2024

### 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  
Aaron Dalzot - Secretary  
Gerald P. Crews - Commissioner  
Chrissie Popper - 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, 2022**

*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, 2022.

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

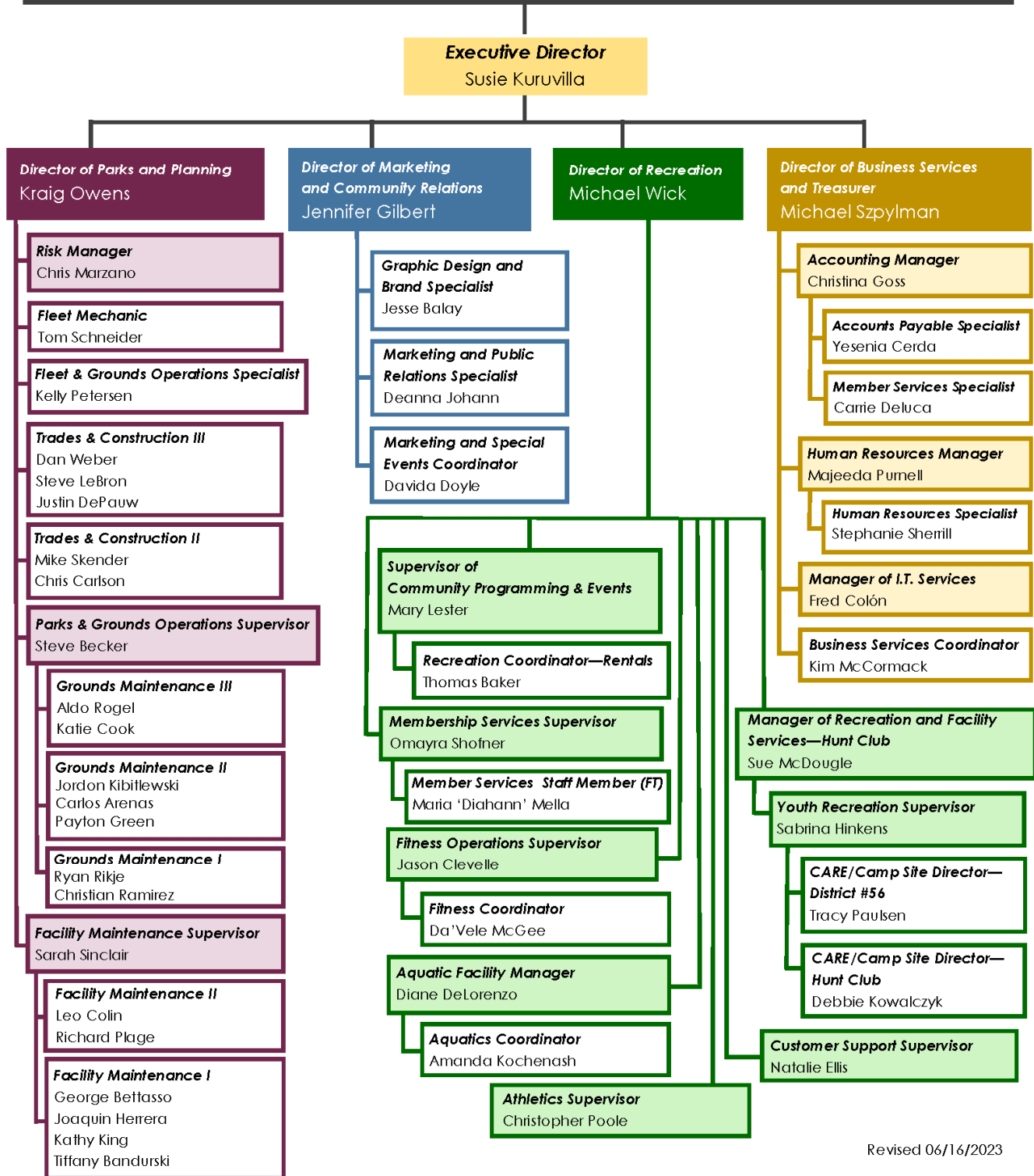
## ORGANIZATIONAL CHART

Full time Positions

### Board of Park Commissioners

Jim Goshorn, President  
Vicki Paddock, Vice President

Aaron Dalzot, Secretary  
Gerry Crews, Commissioner  
Chrissie Popper, Commissioner



Revised 06/16/2023



## Gurnee Park District Leadership Team

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

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

Fredrick Colón - Manager of IT Services

Majeeda Purnell - Human Resources Manager

Christina Goss - Accounting Manager

**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

Omayra Shofner - Membership Services Supervisor

Jason Clevelle - Fitness Operations Supervisor

Mary Lester , CPRP - Supervisor of Community Programming and Events

Chris Poole - Athletics Supervisor

Natalie Ellis - Customer Support Supervisor

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

Steve Becker, CPRP - Parks & Grounds Operations Supervisor

Sarah Sinclair - Facility Maintenance Supervisor

Chris Marzano, CPRP - Risk Manager

**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; Aaron Dalzot, Secretary; Gerald Crews and Chrissie Popper.

**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 2022 is \$1,291,477,544.

**TAX RATE** The tax rate for 2022 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 52, approximately 165 year round part time and 175 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**

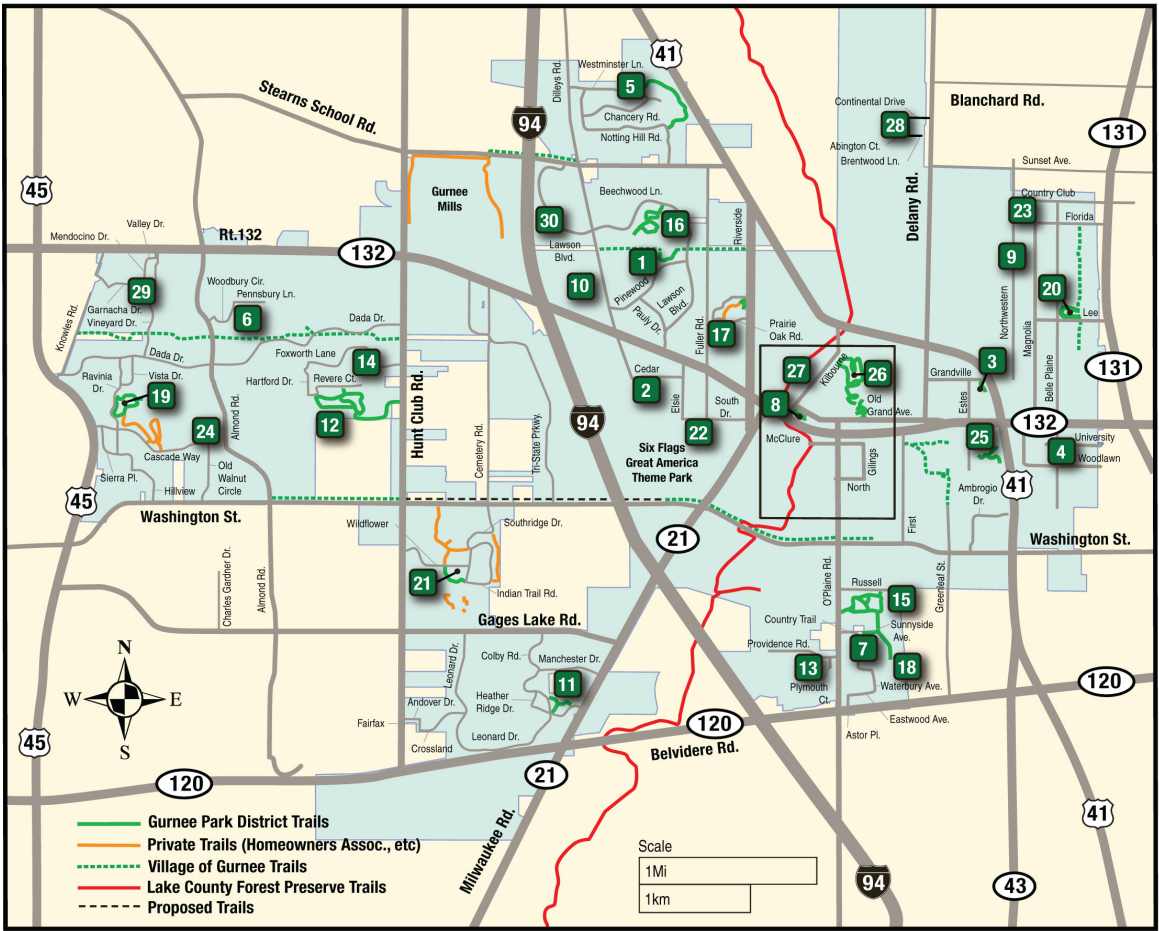
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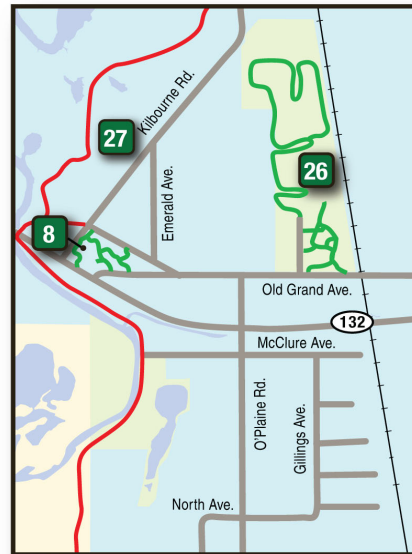
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# Map of Gurnee Park District Parks and Facilities



- |                                |                                 |
|--------------------------------|---------------------------------|
| 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 16, 2023

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 2023-2024 budget of \$16.4 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 successfully serve our residents and customers as well as achieve the annual goals for the fiscal year.

Aaron Dalzot  
Secretary

Gerald Crews  
Commissioner

Chrissie Popper  
Commissioner

During fiscal year 2022-23 many program areas returned to pre-COVID pandemic service offerings. In 2023-24 management believes the Park District will be operating entirely at 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. We have accomplished this goal. In fiscal year 2022-23, \$1.42 million was transferred into the Capital Replacement Fund from the Corporate Fund and Recreation Fund. Fiscal year 2022-23 year-end projections show Corporate and Recreation fund balance in excess of the 25% fund balance target of \$280,000 and \$170,000 respectively. These amounts are budgeted to be transferred into the Capital Replacement Fund in 2023-24.

Susie Kuruvilla, 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 2022-23**

While 2021-22 was still greatly affected by the COVID-19 pandemic, the Park District was thrilled to reach pre-pandemic service offerings and program participation levels in most areas during fiscal year 2022-23. This is highlighted by the 2022-23 fees and charges revenue which consists of recreation programming, fitness operations and aquatic center operations which reached 88% of pre-pandemic levels.

In the recreation programming area, the District is extremely excited with the success achieved in 2022-23. Revenue for recreation programs ended the fiscal year at 92% of pre-pandemic levels. Many areas reached or even exceeded pre-pandemic levels including Athletics, Dance, Special Events and Swim Lessons. By the end of fiscal year 2023-24 the District expects to be operating all recreation programming areas at pre-pandemic participation levels.

*Promoting fun. Preserving nature.*

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The Park District was excited to operate in 2022-23 with no COVID-19 restrictions in the fitness area. Fitness operations revenue reached 76% of pre-pandemic levels in 2022-23. It is projected that we will have 4,500 members to begin this fiscal year in May and grow the membership to 5,400 by the end of the year, which is just shy of pre-pandemic levels.

The Park District is poised for another successful year at Hunt Club Park Aquatic Center. In the summer of 2020, the aquatic center did not open due to COVID-19 restrictions. In 2021, revenue exceeded 2019 summer revenue by just under \$100,000. In 2022, revenue increase again by another \$40,000. It is great to see the community once again enjoying this great Park District asset.

The Park District takes pride in being a great steward of public resources and returning great value to our community members. Following the approved capital project plan the District completed many important projects in 2022-23. A few projects to highlight are –

- Kings Park – In 2022-2023 Kings Park playground underwent 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 previous playground equipment at Kings Park was purchased and installed in 2001.
- Prairie Oaks Park – The District replaced the 2-12 year old playground equipment at both Silo and Shagbark locations of the park. In addition, ADA improvements were completed at these sites. The previous playground equipment at Prairie Oaks Park was purchased and installed in 1999.
- Parks Team Equipment – Five very important Parks Team implements were replaced in 2022-23. With supply chain issues restricting vehicle purchasing, the District focused on other needed equipment replacement including two large zero turn mowers, a vehicle lift used in the mechanic shop, an upgraded pesticide sprayer, as well as replacing the well-used skid steer loader.
- Park District Website – The District began the redevelopment of the Park District website project in 2022-23. The RFP process was completed, and the vendor selection has been made. The website redevelopment will be completed in the upcoming fiscal year. 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.

During the 2022-23 fiscal year the Park District completed the first ever Equity Action Plan (“EAP”). The EAP is an accountability framework to identify, measure and sustain actions to advance equity. It is a collaborative process developed with district stakeholders and relies on systemic commitment to best serve all participants.

The first meeting for the EAP Team, consisting of the District’s Leadership Team and DEI Committee, was held on December 12, 2022. The team reviewed data gathered from staff focus groups, staff surveys and collected quantitative data. Ivette Dubiel, from Systemic Educational Equity, LLC, lead the team through the framework of an EAP and the process in getting to the completed plan. There were two additional meetings in January and February to work on the plan. The final meeting was held March 10, 2023. Following the March 10th meeting, the formal Equity Agency Plan was completed by designated Team Leaders. The plan details the Park

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District's DEI efforts to occur during the 2023-2024 fiscal year. The EAP was presented to the Board of Park Commissioners at the June 2023 meeting.

A core strength of the Gurnee Park District is financial stability which enabled the Park District to operate through the COVID-19 pandemic proactively and successfully. Fiscal year 2022-23 proved to be an extremely successful year for the Park District as most areas reached pre-pandemic service offerings and program participation levels. The community affirmed the tremendous value of the Park District through the usage of parks and facilities along with participation in District programs.

The Park District's Fiscal Year 2022-2023 Annual Budget won the Distinguished Budget Presentation Award. This was the 13th 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 2023-24**

In fiscal year 2023-24 management believes the Park District will be operating entirely at pre-pandemic service offerings and program participation levels. This is once again highlighted by the 2023-24 budget for fees and charges revenue which consists of recreation programming, fitness operations and aquatic center operations. Fees and charges revenue is budgeted at 98% of pre-pandemic revenue levels.

In the recreation programming area, the District is extremely excited to build on the success achieved in 2022-23. Revenue for recreation programs is budgeted at 102% of pre-pandemic levels. All Recreation Program areas are budgeted at or to exceed pre-pandemic levels including Athletics, Dance, Preschool, Day Camp, Special Events and Swim Lessons.

Fiscal year 2023-24 will be the second year with no COVID-19 restrictions in fitness operations. Fitness operations revenue is budgeted to reach 90% of pre-pandemic levels in 2023-24. It is projected that the District will grow fitness memberships to 5,400 by the end of the fiscal year which is just slightly below pre-pandemic levels. Management is confident that membership levels will reach and exceed pre-pandemic levels during the 2024-25 fiscal year.

The Park District is poised for a third consecutive successful year at Hunt Club Park Aquatic Center following the 2020 season closure mandated by State of IL COVID-19 guidelines. Budgeted revenue for summer of 2023 is an additional 5% increase over last summer to account for another strong attendance year and a very modest fee increase.

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At the April 18, 2023 Board meeting, management presented the 2023-24 to 2027-28 Five Year Capital Plan to the Board for approval. The capital project plan includes many important projects for fiscal year 2023-2024. A few projects to highlight are –

- **Parks Team Vehicles** – For the past several years acquiring Parks Team work trucks has been challenging due to supply chain issues. District management is confident that in fiscal year 2023-24, vehicle replacements can once again take place and has budgeted just over \$330,000 which will allow the District to catch up with the vehicle replacement schedule.
- **Concord Oaks Park** – The District will replace the 2-12 year old playground equipment at Concord Oaks Park. In addition, ADA improvements, site grading, erosion control installation, curb installation, asphalt removal and paving are all planned at the park as well. The current playground equipment at Concord Oaks Park was purchased and installed in 2005.
- **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.
- **Hunt Club Park Community Center Parking Lot** – The budget includes plans for reconstruction of the Hunt Club Park Community Center Parking Lot. The current parking lot is original to the construction of the Aquatic Center and Community Center in 2002 and 2006. The parking lot is 250,000 square feet.

Management believes that the budget as presented will lead to another financially successful year for Gurnee Park District. We are confident that this budget is the financial plan that will enable the Park District to successfully serve our residents and customers 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.

#### **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

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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 55 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. Minimal growth is expected to continue in both residential and commercial development in future years. Equalized assessed valuations (EAV) of \$1.29 billion for tax year 2022, represents a 5.6% increase from 2021. This is the eighth straight year of increase in EAV for the Park District after six straight years of decreases in EAV. The tax year 2022 EAV is still 6% lower than the tax year 2008 EAV.

In fiscal year 2023-24 management believes the Park District will be operating entirely at 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 split between the two main sources of revenue for the District, fees and charges for services and taxes. Since the acquisition of FitNation in 2013, fees for services has been the largest revenue source for the District. Fiscal Year 2022-23 year-end results show a 50/50 split between fees for services and tax revenue. In 2023-24 the budget calls for a revenue split at 51% fees for services and 47% taxes which is indicative of pre-COVID operating results. Having this revenue balance between fees for services and property taxes is very important to the financial strength of the Park District.

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. 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. We accomplished this goal and excess fund balance was transferred into the Capital Replacement Fund from the Corporate and Recreation Funds in fiscal year 2022-23 and are budgeted to be transferred in fiscal year 2023-24.

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

### **Budget Highlights**

The Park District adheres to a balanced budget policy. Under normal conditions, budgeted operating expenditures are less than budgeted operating revenue. Surplus from operations funds a portion of ongoing capital improvement needs. A total budget deficit will only be the result of discretionary spending approved by the Board for capital improvements. One-time or special purpose revenues will only be used to finance capital projects or for expenditures required by that revenue source and not to subsidize recurring personnel costs or other operating costs.

The 2023-2024 budget as presented is a balanced budget. Total budgeted revenue including other financing sources for fiscal year 2023-2024 is \$15,189,111 and total budgeted expenditures are \$16,410,098.

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While at first glance the budget does not appear to be balanced, it is due to using accumulated fund balances for various capital projects. 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. The proposed 2023-24 budget does not include using fund balances to support operational expenditures.

**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 16, 2022.

The 2023-24 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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# 2023-24 Annual Operating Budget Overview

## INTRODUCTION

The Gurnee Park District Annual Operating Budget for fiscal year 2023-24 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 16, 2023. 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 budgeting, 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 2023-24.

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 2023-24 Budget Timeline:**

March 22– April 12, 2023	Make all corrections and finalize detailed budget.
April 12, 2023	Post Budget & Appropriation Ordinance in tentative form.
April 18, 2023	Final internal operating budget is presented and approved by the Board.
April 18, 2023	The Public Hearing on the Budget and Appropriation Ordinance is called to be held on May 16, 2023 at 7:00PM.
May 16, 2023	Budget & Appropriation public hearing at 7:00PM.
May 16, 2023	Adopt Budget and Appropriation Ordinance at the regular board meeting.
June 8, 2023	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 21, 2023 meeting. At this time the Board gave additional input and provided guidance as to the final direction of the 2023-2024 fiscal year budget. At the April 18, 2023 meeting, the Board of Commissioners approves the 2023-24 fiscal year internal operating budget. Approval of the legal Budget & Appropriation Ordinance will be asked of the Board at the May 16, 2023 meeting.

The Park District was awarded the Government Finance Officers Association (GFOA) Distinguished Budget Award for the 2022-23 fiscal year budget for the thirteenth consecutive year. The Park District will again seek to win the GFOA Distinguished Budget Award for the 2023-24 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 2022 levy is a 5.5% increase from the 2021 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 \$2,975,743. The Park District is projected to have \$9,092,982 on

**Table 1 - Fund balance**

FUND	4/30/2024 Budgeted FB	Fund Balance Target	Excess * (Shortfall)
10- CORPORATE	\$ 657,531	\$ 653,820	\$ 3,711
15 - SITE & CONST (dev donation)	\$ 18,869	\$ -	\$ 18,869
16 - SITE & CONST (bonds)	\$ 1,913	\$ -	\$ 1,913
17 - CAPITAL REPL / DEVL	\$ 5,750,662	\$ -	\$ 5,750,662
20 - RECREATION	\$ 2,100,416	\$ 2,098,126	\$ 2,291
30 - AUDIT	\$ 9,880	\$ 7,958	\$ 1,922
35 - PAVING & LIGHTING	\$ 11,206	\$ 9,250	\$ 1,956
40 - REC FOR HANDICAPPED	\$ 309,122	\$ -	\$ 309,122
45 - LIABILITY INSURANCE	\$ 40,882	\$ 38,721	\$ 2,161
50 - IMRF	\$ 84,574	\$ 82,556	\$ 2,017
55 - SOCIAL SECURITY	\$ 89,033	\$ 85,313	\$ 3,720
60 - BOND & INTEREST	\$ 18,893	\$ -	\$ 18,893
<b>Total Fund Balance</b>	<b>\$ 9,092,982</b>	<b>\$ 2,975,743</b>	<b>\$ 6,117,239</b>

\* The excess amount of fund balance over fund target of \$6,117,239 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 2023/2024.

hand at the end of fiscal year 2023-24. Of this total, \$5,750,662 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.

### 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. A listing of the Park District initiatives

identified in the Strategic Plan 2017 - 2022 are included below.

With the challenges of the COVID-19 pandemic, The Park District made the decision to delay the development of the next Strategic Plan. The Park District Board and Leadership Team are confident that Strategic Plan 2017 - 2022 will continue to serve as the guide for successful operations of the District through fiscal year 2023-2024.

A major initiative for fiscal year 2023-2024 is the completion of the Park District's new Comprehensive Strategic Master Plan. The expectation is for the development of the plan to occur during most of 2023-24 with approval from the Board of Park Commissioners at the March 2024 meeting.

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

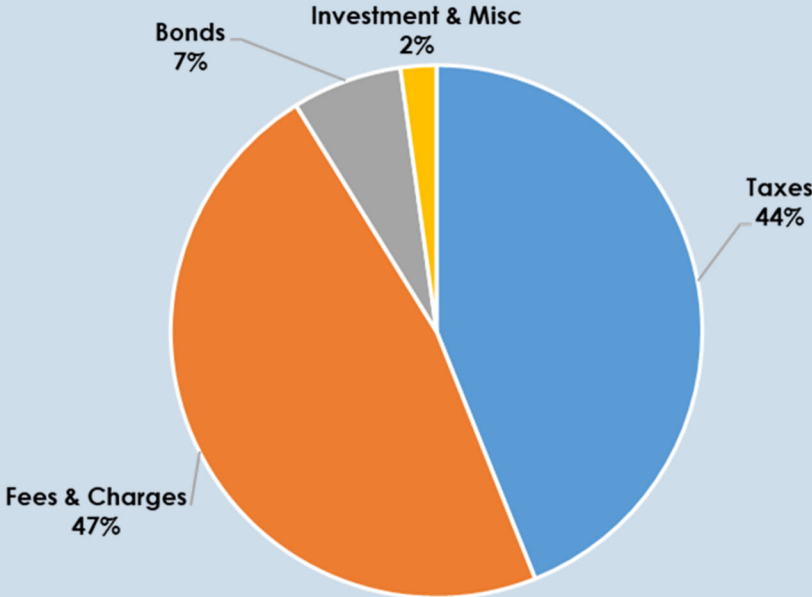
Based on the District's vision and the community needs identified through the research, an Executive Steering Committee developed the following seven strategic initiatives:

- 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

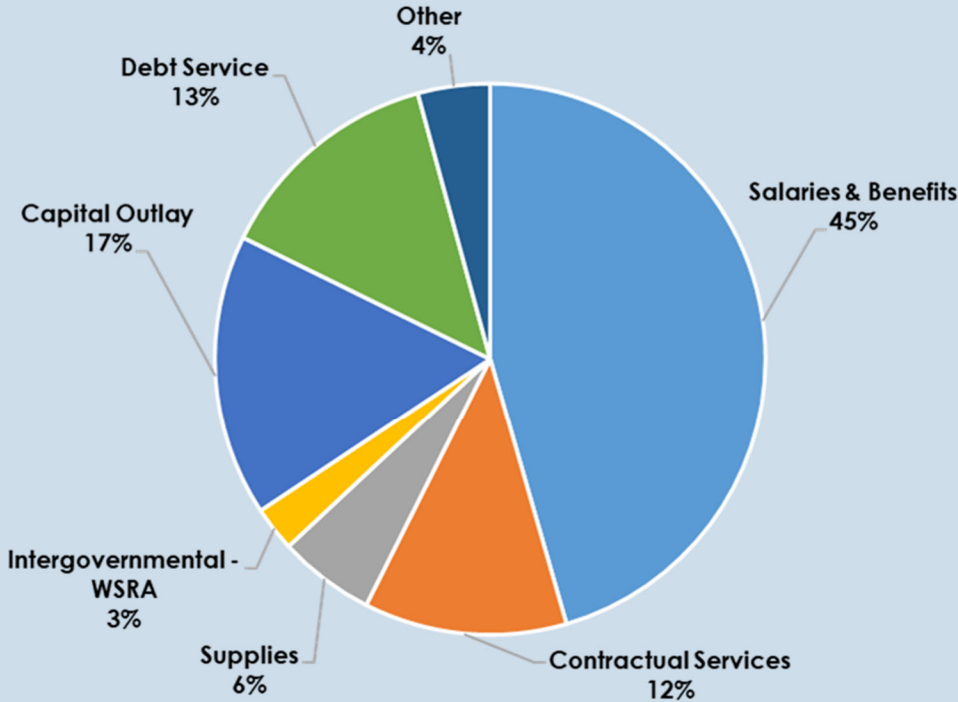


Chart 1 shows the funding sources and the major expenditure use of the 2023-24 Annual Budget. Currently, the sources are split 47% fees & charges and 44% taxes. Salaries and benefits make up the largest use of funds followed by capital outlay, debt service, and contractual services.

## 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 - .959	Grandwood Park Park District - .529
Wheeling Park District - .868	Lake Bluff Park District - .520
Waukegan Park District - .823	Buffalo Grove Park District - .509
Barrington Park District - .786	<b>Gurnee Park District - .507</b>
Deerfield Park District - .693	Grayslake Park District - .474
Foss Park District - .692	Mundelein Park District - .473
Round Lake Area Park District - .635	Vernon Hills Park District - .460
Park District of Highland Park - .612	

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

Employer	2022		
	Employees	Rank	% of Total Village Employment
Six Flags Great America / Hurricane Harbor	3,900	1	24.10%
Woodland School District 50	800	2	4.94%
Warren Township High School District 121	490	3	3.03%
Nosco Inc.	400	4	2.47%
Gurnee School District 56	370	5	2.29%
Great Wolf Lodge	360	6	2.22%
Gurnee Park District	340	7	2.10%
Jewel-Osco	300	8	1.85%
Wal-Mart Supercenter	284	9	1.75%
Village of Gurnee	224	10	1.38%
Sam's Club	220	11	1.36%
	<u>7,688</u>		<u>47.50%</u>

2022 Data Sources: Phone canvass of employers, Village of Gurnee Official Records, A to Z Database, 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 2023-2024 budget of \$16.4 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 successfully serve our residents and customers as well as achieve the annual goals for the fiscal year.

The total budget of \$16.4 million is a 22% increase from 2022-23 fiscal year end projected results. During fiscal year 2022-23 many program areas returned to pre-COVID pandemic service offerings. In 2023-24 management believes the Park District will be operating entirely at pre-pandemic service offerings and program participation levels. Of the \$16.4 million proposed budget, \$2,719,285 is for capital projects and \$2,213,204 is for current debt

service payments. The proposed operating budget totals \$11,477,609 which is 15% higher than the current fiscal year end projected results.

The 2023-2024 budget as presented is a balanced budget. Total budgeted revenue including other financing sources for fiscal year 2023-2024 is \$15,189,111 and total budgeted expenditures are \$16,410,098. While at first glance the budget does not appear to be balanced, it is due to using accumulated fund balances for various capital projects. 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. The proposed 2023-24 budget does not include using fund balances to support operational expenditures and is representative of pre-COVID operating conditions.

This is the fourteenth 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 thirteen 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**

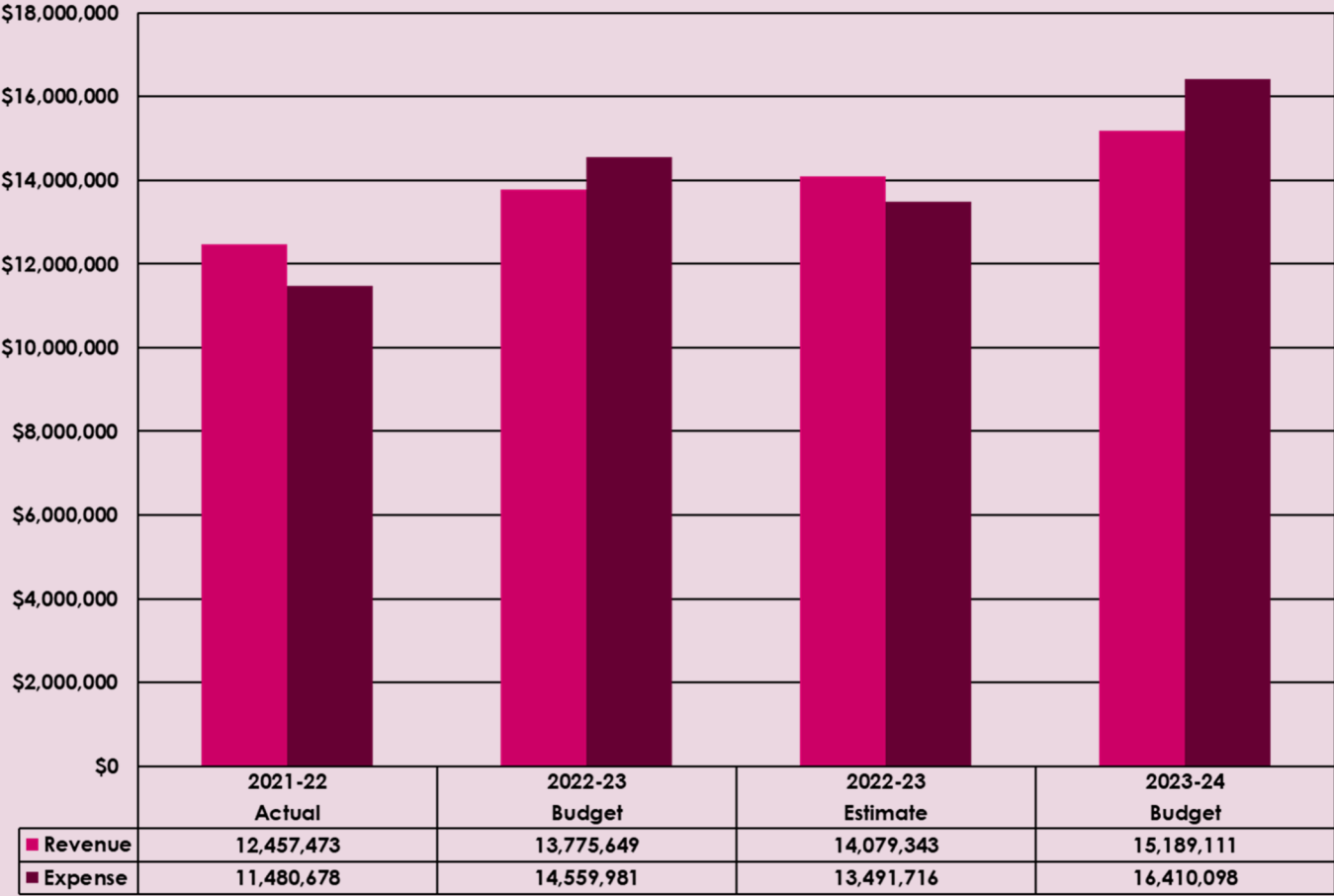


Chart 2 shows the revenues (including bond proceeds) and expenditures for the total Park District operations. All amounts in the chart above and on page 59 exclude transfers between funds.

**The Fiscal Year 2023-2024 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, 2023

**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 \$2,652,981 which is \$92,167 or 4% higher than last year's actual tax receipts. The total budgeted expenditures for the Corporate Fund are \$2,680,281, which is 9% higher than last year's budget and includes \$65,000 in capital

expenditures. Fiscal year 23-24 budget includes \$80,000 in professional services to complete the Comprehensive Strategic Master Plan as well as \$15,000 for Leadership Professional Development. Total Park Management expenditures in the Corporate Fund of \$1,353,218 are budgeted to increase 8% compared to the 22-23 budget and increase 13% compared to 22-23 year end projections. This year \$280,000 of accumulated fund balance is budgeted to be transferred to the Capital Replacement / Development Fund, which is the anticipated 22-23 year end fund

balance in excess of the 25% fund balance target amount. The budgeted year end fund balance in this fund is \$657,531, which is \$3,711 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 22-23, recreation programming, fitness operations and HCPAC revenue reached 87% of pre-COVID revenue. The 2023-24 budget calls for this fees for services revenue to reach 98% of 2018-19 (pre-COVID) revenue.



Total budgeted expenditures in the Recreation Fund are \$8,417,052 which is 16% more than 22-23 projected year end expenditures, but only 3% higher than 18-19 actual results (per-COVID). Total budgeted revenue in the Recreation Fund is \$8,868,002 which is budgeted to increase 11% compared to current fiscal year end projections, and is 104% of the total 2018-19 fiscal year revenue.

In the Recreation Fund, fees for services account for 81% of the total revenue. As part of the recovery from the COVID-19

pandemic, it is a goal of the Park District to reach pre-pandemic (fiscal year 2018-19) fees and charges revenue in fiscal year 2023-2024. Revenue from fees for services consists of recreation program revenue, fitness center operations and aquatic center operations.

Recreation program revenue is budgeted to increase 11% compared to current fiscal year end projections, and is 102% of total 2018-19 fiscal year recreation program revenue.

Fitness operations accounts for \$3 million in budgeted revenue

for the Park District, which is 18% higher than current fiscal year end projections which were dramatically affected by the pandemic, and is 90% of the total 2018-19 fiscal year fitness operations revenue.

Revenue from aquatic center operations is budgeted at a 5% increase compared to the 2022 season which was a very successful season.

Total Park Management expenditures in the Recreation Fund are budgeted 8% higher compared to the 2022-2023 budget, and increase 17%

**Table 6: Program budget analysis**

PROGRAM Area	FISCAL YEAR 2022/2023 (PROJECTED)				FISCAL YEAR 2023/2024 (BUDGET)			
	REV	EXP	NET	%	REV	EXP	NET	%
Athletics	384,574	184,856	199,717	52%	413,185	218,853	194,332	47%
Gen Youth Rec	228,058	124,523	103,536	45%	245,560	135,155	110,405	45%
CARE	641,083	307,232	333,851	52%	672,090	347,248	324,841	48%
Pre School	460,307	211,639	248,669	54%	521,481	234,053	287,428	55%
Day Camp	944,789	509,142	435,647	46%	1,074,629	579,685	494,944	46%
Adult Recreation	26,142	20,600	5,541	21%	32,604	25,943	6,661	20%
Rentals	57,962	8,323	49,639	86%	63,305	54,088	9,217	15%
Special Events	35,580	46,706	(11,127)	-31%	72,050	83,154	(11,104)	-15%
Aquatics	351,347	266,568	84,778	24%	384,955	295,268	89,687	23%
<b>Total</b>	<b>\$ 3,129,841</b>	<b>\$ 1,679,589</b>	<b>\$ 1,450,251</b>	<b>46%</b>	<b>\$ 3,479,859</b>	<b>\$ 1,973,448</b>	<b>\$ 1,506,411</b>	<b>43%</b>
Fitness Center Ops	2,524,798	2,524,798	-	0%	2,982,457	2,982,457	-	0%
HC Aquatic Center	683,130	683,130	-	0%	720,264	720,263	-	0%
<b>Grand Total</b>	<b>\$ 6,337,769</b>	<b>\$ 4,887,517</b>	<b>\$ 1,450,251</b>	<b>23%</b>	<b>\$ 7,182,579</b>	<b>\$ 5,676,168</b>	<b>\$ 1,506,411</b>	<b>21%</b>

Table 6 compares 2023-24 budget and 2022-23 year-end projected Recreation Fund program area revenues and expenditures. The revenue increase reflects all program participation levels at pre-pandemic levels.

## Budget summary as of March 31, 2023

GURNEE PARK DISTRICT							
BUDGET SUMMARY							
As of March 31, 2023							
Fund Description	Beginning Fund Balance 05/1/2022*	2022-23 Estimated Revenues	2022-23 Estimated Expenditures	Projected Fund Balance 04/30/23	2023-2024 Budgeted Revenues	2023-24 Budgeted Expenditures	Projected Fund Balance 04/30/24
Corporate	\$ 1,295,970	\$ 2,626,622	\$ 2,985,060	\$ 937,531	\$ 2,680,281	\$ 2,960,281	\$ 657,531
Site & Construction	275,474	971,184	989,146	257,512	1,018,450	1,255,180	20,782
Capital Replacement / Development	4,752,674	1,965,757	475,723	6,242,707	1,050,950	1,542,995	5,750,662
Recreation	2,660,334	7,983,016	8,372,934	2,270,416	8,868,002	9,038,002	2,100,416
Audit	8,642	33,217	31,208	10,650	31,059	31,830	9,880
Paving & Lighting	50,891	61,178	73,932	38,137	64,479	91,410	11,206
Recreation for the Handicapped	276,396	489,861	527,993	238,264	515,931	445,073	309,122
Liability Insurance	99,845	134,603	170,994	63,454	132,314	154,885	40,882
IMRF	119,302	332,484	313,246	138,540	276,259	330,225	84,574
Social Security	180,408	239,933	319,976	100,365	329,918	341,250	89,033
Bond & Interest	6,407	1,076,569	1,066,584	16,392	1,122,418	1,119,917	18,893
Debt Service (Aquatic Center)	-	-	-	-	-	-	-
<b>Total All Funds:</b>	<b>\$ 9,726,341</b>	<b>\$ 15,914,423</b>	<b>\$ 15,326,795</b>	<b>\$ 10,313,969</b>	<b>\$ 16,090,061</b>	<b>\$ 17,311,048</b>	<b>\$ 9,092,982</b>
By Operational Area		2022-23 Estimated Revenues	2022-23 Estimated Expenditures	2022-23 Estimated Surplus (deficit)	2023-2024 Budgeted Revenues	2023-24 Budgeted Expenditures	2023-24 Budgeted Surplus (Deficit)
General Operations <sup>1</sup>		\$ 7,441,545	\$ 5,229,463	\$ 2,212,082	\$ 6,706,128	\$ 6,474,754	\$ 231,374
Parks Management <sup>2</sup>		-	2,250,030	(2,250,030)	-	2,581,688	(2,581,688)
Recreation <sup>3</sup>		8,472,877	7,847,302	625,575	9,383,933	8,254,606	1,129,327
<b>Total All Areas:</b>		<b>\$ 15,914,423</b>	<b>\$ 15,326,795</b>	<b>\$ 587,628</b>	<b>\$ 16,090,061</b>	<b>\$ 17,311,048</b>	<b>\$ (1,220,987)</b>
			<b>Less: Interfund Transfers</b>		<b>\$ (900,950)</b>	<b>\$ (900,950)</b>	
			<b>Revenue/Expenditures from Operations</b>		<b>\$ 15,189,111</b>	<b>\$ 16,410,098</b>	

\* Amounts for the Beginning Fund Balance 05/01/2022 are from the District's Audited FYE2022 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.

compared to 2022-23 projected year end totals.

Included in the Recreation Fund's proposed budget under the fitness operations area is a \$200,950 transfer to the Capital Replacement / Development Fund for future FitNation debt payments. The third principal payment on the FitNation debt is due in 2023-2024 for \$165,000 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 \$250,000 transfer to the Capital Replacement / Development Fund for future FitNation building capital needs.

This year \$170,000 of accumulated fund balance is budgeted to be transferred to the Capital Replacement / Development Fund, which is the

anticipated 22-23 year end fund balance in excess of the 25% fund balance target amount. The budgeted year end fund balance in this fund is \$2,100,416, which is \$2,291 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 \$18,893. 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 2023-24

budget includes a \$280,000 transfer from the Corporate Fund and a \$170,000 transfer from the Recreation Fund. An additional \$450,950 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 \$5,750,662; \$2,967,581 is for regular capital projects, \$124,021 is for future FitNation facility capital items, and \$2,659,060 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 \$20,782. 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 \$9,880 which is \$1,922 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 \$11,206 which is \$1,956 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 \$309,122. 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 \$40,882 which is \$2,161 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 \$84,574 which is \$2,017 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 \$89,033 which is \$3,720 above the fund balance target.

**OPERATIONAL AREAS:**

The lower portion of the Budget Summary Report on page 34 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

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

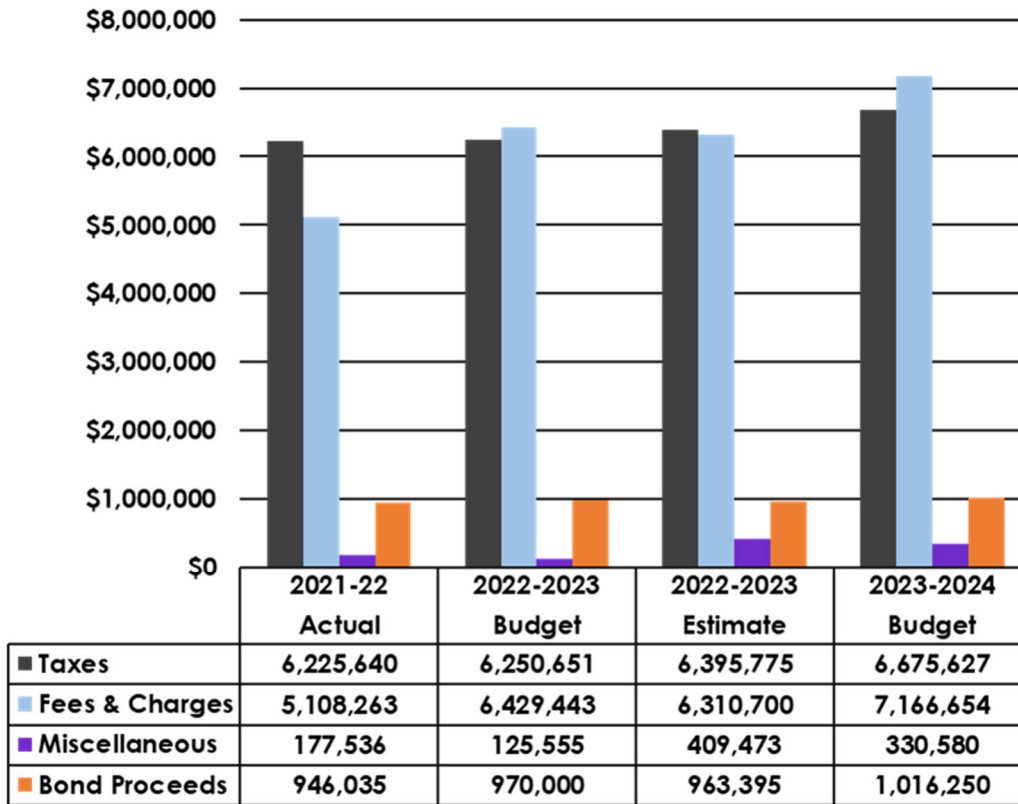


Chart 3 illustrates total revenue by major category for 2021-22, the budget and estimated revenue for 2022-23 and the budgeted revenue for 2023-24, all of which exclude fund transfers.

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 2023-24 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 2023-24 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 44% of the total park district revenue (including bond

proceeds). 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 4.4% in 2023-24 compared to 2022-23 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. During fiscal year 2022-23 many program areas returned to pre-COVID pandemic service offerings. In 2023-24 management believes the Park District will be operating entirely at pre-pandemic service offerings and program participation levels and as such expected fees and charges revenue in 2023-24 is 47% of total revenue (including bond proceeds).

The budget for fees and charges for services is \$7,166,654 which represents an increase of 14% compared to current fiscal year end projections.

Recreation program revenue is budgeted to increase 11%

compared to current fiscal year end projections, and is 102% of total 2018-19 fiscal year recreation program revenue.

Fitness operations accounts for \$3 million in budgeted revenue for the Park District, which is 18% higher than current fiscal year end projections which were dramatically affected by the pandemic, and is 90% of the total 2018-19 fiscal year fitness operations revenue.

Revenue from aquatic center operations is budgeted at a 5% increase compared to the 2022 season which was a very successful season.

### **Other Sources**

Other revenue sources are mainly through interest income and other small revenue sources. Interest rates rose consistently through fiscal year 2022-23 and while not expected for continued growth in 2023-24, rates are expected to remain strong.

## **TOTAL PARK DISTRICT EXPENDITURES**

The chart on the following page illustrates total expenditures by major category for 2021-22

through 2023-24, excluding transfers. Total Park District expenditures budgeted at \$16,410,098 for 2023-24 represents a 22% increase compared to 2022-23 year-end projections and is 13% higher than fiscal year 2018-19 which represents pre-COVID expenditure levels.

### **Salaries & Benefits**

The increase in Salaries and Benefits includes a 5% increase in salary & wages. Actual employee salary and wage increases will be based strictly on merit and comparing each employee's salary/wage to their job grade range. The 16% budgeted increase in Salaries & Benefits compared to 2022-23 year-end estimates is mainly due to all Park District program participation and services offerings being at pre-pandemic levels for the 2023-24 fiscal year. As stated in the revenue section, fees & charges revenue is budgeted to be at 98% of pre-COVID levels and increase from 2022-23 which reached 87% of pre-COVID revenue levels.

The State of Illinois minimum wage increase also continues to

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

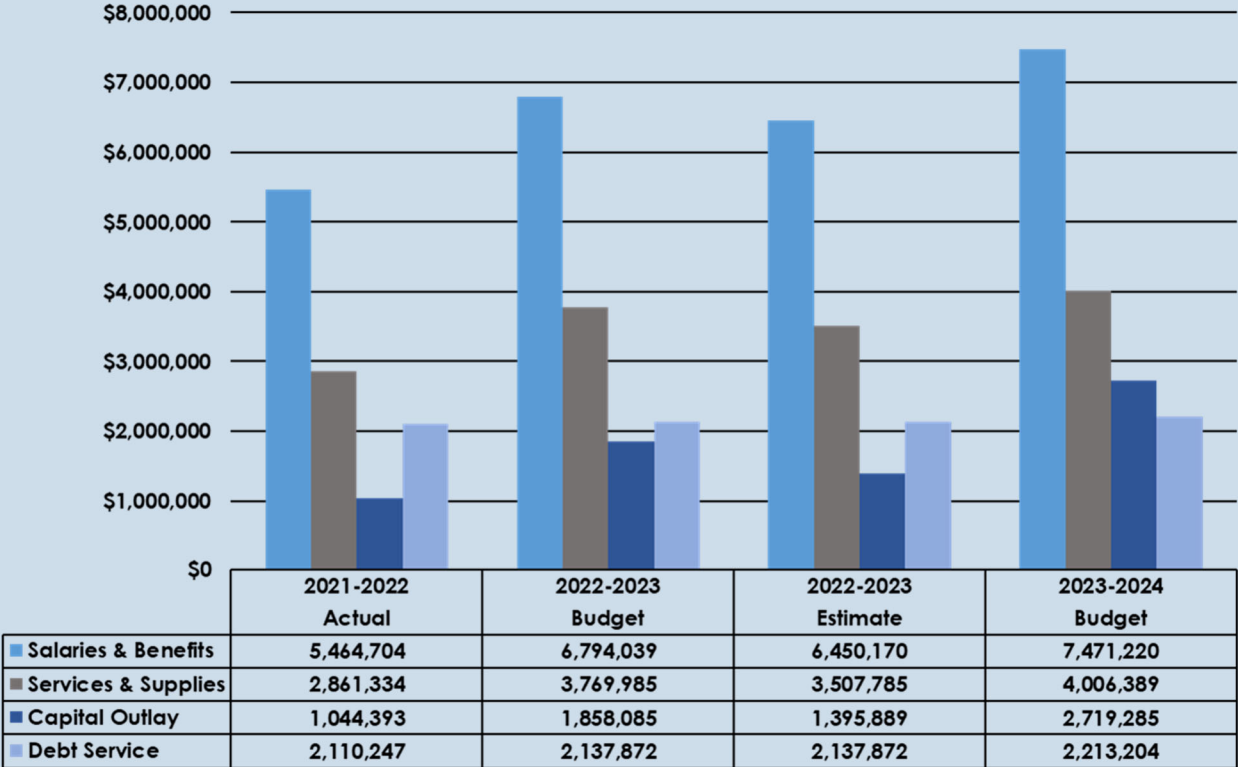


Chart 4 illustrates total expenditures by major category for 2021-22, the budget and estimated expenditures for 2022-23 and the budgeted expenditures for 2023-24, all of which exclude transfers.

effect the Park District budget. Current minimum wage as of January 1, 2023 is \$13.00 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.

**Services & Supplies**

The increase in Services and Supplies is to account for 100% program participation levels which are anticipated to return to pre-pandemic levels.

**Capital Outlay**

The 2023-24 budget includes several capital projects detailed in Appendix A. The capital projects budgeted for fiscal year 2023-24 are funded through the Capital Replacement/ Development Fund, prior year accumulated fund balances, and the Park District's annual rollover bonds.

**Debt Service**

Debt service payments are funded through the Park District's annual debt service property tax levy and fitness

operations revenue. The debt service payments for FitNation due in fiscal year 2023-2024 are budgeted to be paid entirely from FitNation operating revenue. This has been achieved since the acquisition of FitNation in 2013.

## 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 2021-22 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 was to remain above our fund balance target levels in our two main operating funds, Corporate and Recreation. We have accomplished this goal. In fiscal year 2022-23, \$1.42 million was transferred into the Capital Replacement Fund from the Corporate Fund (\$700,000) and Recreation Fund (\$720,000). Fiscal year 2022-23 year-end projections show Corporate and Recreation fund balance in excess of the 25% fund balance target of \$280,000 and \$170,000 respectively. These amounts are budgeted to be transferred into

the Capital Replacement Fund in 2023-24.

Total projected fund balance for all funds at the end of 2023-24 is \$9,092,982.

### 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 6% from 2021-22 to 2022-23 and increase slightly by 2% in 2023-24. The increase in 2023-24 is due to an increase in property tax levy, offset slightly by a small decline in miscellaneous revenue. The primary revenue source for this fund is taxes (property and replacement) which account for 99% of the revenue in the Fund. 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 \$2,680,281 from \$1,961,448. This year \$280,000 of accumulated fund

balance is budgeted to be transferred to the Capital Replacement / Development Fund, which is the anticipated 22-23 year end fund balance in excess of the 25% fund balance target amount. The budgeted fund balance at year end 2023-24 is \$657,531 which is \$3,711 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. Fiscal



Year 2021-22 started the COVID recovery with fees & charges revenue ending the year at 70% of pre-COVID revenue. Fiscal year 2022-2023 saw many program areas return to pre-pandemic participation levels during the year and fees & charges revenue is projected to reach 87% of pre-COVID revenue. In fiscal year 2023-24, management believes the Park District will be operating entirely at pre-pandemic service offerings and program participation levels with fees & charges revenue budgeted at 98% of pre-COVID revenue.

This year \$170,000 of accumulated fund balance is budgeted to be transferred to the Capital Replacement / Development Fund, which is the anticipated 22-23 year end fund balance in excess of the 25% fund balance target amount. The budgeted fund balance at year end 2023-24 is \$2,100,416 which is \$2,291 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 2023-24 is \$18,893.

**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 2023-24 budget includes a \$280,000 transfer from the Corporate fund and a \$170,000 transfer from the Recreation fund. \$130,677 is budgeted from interest on investments. The proposed budgeted year end fund balance in this fund is \$5,750,662; \$2,967,581 is for regular capital projects, \$124,021 is for future FitNation facility capital items, and \$2,659,060 is for future FitNation debt payments. There is no fund balance target in this fund.

**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,. The primary revenue sources for these funds are taxes, bond proceeds and interest income. These funds account for \$565,479 of the Park District's total budgeted fund balance.

**TOTAL GOVERNMENTAL FUNDS**

The Park District adheres to a balanced budget policy. Under normal conditions, budgeted operating expenditures are less than budgeted operating revenue. Surplus from operations funds a portion of ongoing capital improvement needs. A total budget deficit will only be the result of discretionary spending approved by the Board for capital improvements. The 2023-24 budget reflects the Park District returning to full pre-pandemic operating conditions.

**(Article continues on page 48)**

**GURNEE PARK DISTRICT**

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

Major and Nonmajor Funds

2021-2024 Summary

	Major Corporate Fund		
	2021-22 Actual	2022-23 Estimate	2023-24 Budget
<b>Revenues</b>			
Taxes	\$ 2,461,865	\$ 2,560,814	\$ 2,652,981
Fees & Charges	-	-	-
Grants / Intergovernmental	-	-	-
Investment Income	1,299	34,959	17,700
Donations and Miscellaneous	5,493	30,849	9,600
<b>Total Revenues</b>	<b>\$ 2,468,657</b>	<b>\$ 2,626,622</b>	<b>\$ 2,680,281</b>
<b>Expenditures</b>			
Salaries and Benefits	\$ 1,365,701	\$ 1,472,820	\$ 1,728,439
Contractual Services	249,157	362,122	507,905
Supplies	145,631	197,824	204,435
Intergovernmental - WSRA	-	-	-
Capital Outlay	81,335	93,138	65,000
Debt Service	-	-	-
Other	119,624	159,156	174,502
<b>Total Expenditures</b>	<b>\$ 1,961,448</b>	<b>\$ 2,285,060</b>	<b>\$ 2,680,281</b>
<b>Surplus (Deficit)</b>	<b>\$ 507,208</b>	<b>\$ 341,561</b>	<b>\$ 0</b>
<b>Other Sources (Uses)</b>			
Bond Proceeds	\$ -	\$ -	\$ -
Transfers Between Funds In (Out)	-	(700,000)	(280,000)
<b>Total Other Sources (Uses)</b>	<b>-</b>	<b>(700,000)</b>	<b>(280,000)</b>
<b>Net Surplus (Deficit)</b>	<b>\$ 507,208</b>	<b>\$ (358,439)</b>	<b>\$ (280,000)</b>
<b>Fund Balance</b>			
May 1	\$ 788,762	\$ 1,295,970	\$ 937,531
April 30	\$ 1,295,970	\$ 937,531	\$ 657,531

**GURNEE PARK DISTRICT**

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

Major and Nonmajor Funds

2021-2024 Summary

	Major Recreation Fund		
	2021-22 Actual	2022-23 Estimate	2023-24 Budget
<b>Revenues</b>			
Taxes	\$ 1,446,644	\$ 1,484,791	\$ 1,561,073
Fees & Charges	5,108,263	6,310,700	7,166,654
Grants / Intergovernmental	-	-	-
Investment Income	2,250	76,844	49,250
Donations and Miscellaneous	97,210	110,681	91,025
<b>Total Revenues</b>	<b>\$ 6,654,367</b>	<b>\$ 7,983,016</b>	<b>\$ 8,868,002</b>
<b>Expenditures</b>			
Salaries and Benefits	\$ 3,519,062	\$ 4,333,490	\$ 5,060,186
Contractual Services	962,023	1,093,677	1,233,600
Supplies	476,914	670,391	721,971
Intergovernmental - WSRA	-	-	-
Capital Outlay	45,518	112,125	225,500
Debt Service	572,438	633,688	654,488
Other	302,967	394,482	521,308
<b>Total Expenditures</b>	<b>\$ 5,878,923</b>	<b>\$ 7,237,854</b>	<b>\$ 8,417,052</b>
<b>Surplus (Deficit)</b>	<b>\$ 775,445</b>	<b>\$ 745,162</b>	<b>\$ 450,950</b>
<b>Other Sources (Uses)</b>			
Bond Proceeds	\$ -	\$ -	\$ -
Transfers Between Funds In (Out)	(263,119)	(1,135,079)	(620,950)
<b>Total Other Sources (Uses)</b>	<b>(263,119)</b>	<b>(1,135,079)</b>	<b>(620,950)</b>
<b>Net Surplus (Deficit)</b>	<b>\$ 512,326</b>	<b>\$ (389,917)</b>	<b>\$ (170,000)</b>
<b>Fund Balance</b>			
May 1	\$ 2,148,008	\$ 2,660,334	\$ 2,270,416
April 30	\$ 2,660,334	\$ 2,270,416	\$ 2,100,416

## GURNEE PARK DISTRICT

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

Major and Nonmajor Funds

2021-2024 Summary

	Major Bond and Interest Fund		
	2021-22 Actual	2022-23 Estimate	2023-24 Budget
<b>Revenues</b>			
Taxes	\$ 1,058,418	\$ 1,071,628	\$ 1,119,918
Fees & Charges	-	-	-
Grants / Intergovernmental	-	-	-
Investment Income	144	4,942	2,500
Donations and Miscellaneous	-	-	-
<b>Total Revenues</b>	<b>\$ 1,058,562</b>	<b>\$ 1,076,569</b>	<b>\$ 1,122,418</b>
<b>Expenditures</b>			
Salaries and Benefits	\$ -	\$ -	\$ -
Contractual Services	-	-	-
Supplies	-	-	-
Intergovernmental - WSRA	-	-	-
Capital Outlay	-	-	-
Debt Service	1,101,860	1,066,584	1,119,917
Other	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,101,860</b>	<b>\$ 1,066,584</b>	<b>\$ 1,119,917</b>
<b>Surplus (Deficit)</b>	<b>\$ (43,298)</b>	<b>\$ 9,985</b>	<b>\$ 2,501</b>
<b>Other Sources (Uses)</b>			
Bond Proceeds	\$ -	\$ -	\$ -
Transfers Between Funds In (Out)	-	-	-
<b>Total Other Sources (Uses)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Surplus (Deficit)</b>	<b>\$ (43,298)</b>	<b>\$ 9,985</b>	<b>\$ 2,501</b>
<b>Fund Balance</b>			
May 1	\$ 49,705	\$ 6,407	\$ 16,392
April 30	\$ 6,407	\$ 16,392	\$ 18,893

**GURNEE PARK DISTRICT**

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

Major and Nonmajor Funds

2021-2024 Summary

	Major Capital Replacement / Development Fund		
	2021-22 Actual	2022-23 Estimate	2023-24 Budget
<b>Revenues</b>			
Taxes	\$ -	\$ -	\$ -
Fees & Charges	-	-	-
Grants / Intergovernmental	-	-	-
Investment Income	2,753	130,677	150,000
Donations and Miscellaneous	50,000	-	-
Total Revenues	\$ 52,753	\$ 130,677	\$ 150,000
<b>Expenditures</b>			
Salaries and Benefits	\$ -	\$ -	\$ -
Contractual Services	-	-	-
Supplies	-	-	-
Intergovernmental - WSRA	-	-	-
Capital Outlay	210,069	475,723	1,542,995
Debt Service	-	-	-
Other	-	-	-
Total Expenditures	\$ 210,069	\$ 475,723	\$ 1,542,995
Surplus (Deficit)	\$ (157,316)	\$ (345,046)	\$ (1,392,995)
<b>Other Sources (Uses)</b>			
Bond Proceeds	\$ -	\$ -	\$ -
Transfers Between Funds In (Out)	263,119	1,835,079	900,950
Total Other Sources (Uses)	263,119	1,835,079	900,950
Net Surplus (Deficit)	\$ 105,803	\$ 1,490,033	\$ (492,045)
<b>Fund Balance</b>			
May 1	\$ 4,646,871	\$ 4,752,674	\$ 6,242,707
April 30	\$ 4,752,674	\$ 6,242,707	\$ 5,750,662

**GURNEE PARK DISTRICT**

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

Major and Nonmajor Funds

2021-2024 Summary

	Nonmajor Governmental Funds *		
	2021-22 Actual	2022-23 Estimate	2023-24 Budget
<b>Revenues</b>			
Taxes	\$ 1,258,713	\$ 1,278,543	\$ 1,341,655
Fees & Charges	-	-	-
Grants / Intergovernmental	-	-	-
Investment Income	845	15,390	9,005
Donations and Miscellaneous	17,542	5,131	1,500
<b>Total Revenues</b>	<b>\$ 1,277,100</b>	<b>\$ 1,299,064</b>	<b>\$ 1,352,160</b>
<b>Expenditures</b>			
Salaries and Benefits	\$ 579,940	\$ 643,860	\$ 682,595
Contractual Services	214,742	228,564	212,595
Supplies	-	-	-
Intergovernmental - WSRA	390,275	401,568	430,073
Capital Outlay	707,471	714,902	885,790
Debt Service	435,950	437,600	438,800
Other	-	-	-
<b>Total Expenditures</b>	<b>\$ 2,328,379</b>	<b>\$ 2,426,494</b>	<b>\$ 2,649,853</b>
<b>Surplus (Deficit)</b>	<b>\$ (1,051,279)</b>	<b>\$ (1,127,430)</b>	<b>\$ (1,297,693)</b>
<b>Other Sources (Uses)</b>			
Bond Proceeds	\$ 946,035	\$ 963,395	\$ 1,016,250
Transfers Between Funds In (Out)	-	-	-
<b>Total Other Sources (Uses)</b>	<b>946,035</b>	<b>963,395</b>	<b>1,016,250</b>
<b>Net Surplus (Deficit)</b>	<b>\$ (105,244)</b>	<b>\$ (164,035)</b>	<b>\$ (281,443)</b>
<b>Fund Balance</b>			
May 1	\$ 1,116,200	\$ 1,010,956	\$ 846,922
April 30	\$ 1,010,956	\$ 846,921	\$ 565,479

\* 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

2021-2024 Summary

	Total Governmental Funds		
	2021-22 Actual	2022-23 Estimate	2023-24 Budget
<b>Revenues</b>			
Taxes	\$ 6,225,640	\$ 6,395,775	\$ 6,675,627
Fees & Charges	5,108,263	6,310,700	7,166,654
Grants / Intergovernmental	-	-	-
Investment Income	7,292	262,812	228,455
Donations and Miscellaneous	170,244	146,661	102,125
Total Revenues	\$ 11,511,438	\$ 13,115,948	\$ 14,172,861
<b>Expenditures</b>			
Salaries and Benefits	\$ 5,464,704	\$ 6,450,170	\$ 7,471,220
Contractual Services	1,425,923	1,684,363	1,954,101
Supplies	622,545	868,215	926,406
Intergovernmental - WSRA	390,275	401,568	430,073
Capital Outlay	1,044,393	1,395,889	2,719,285
Debt Service	2,110,247	2,137,872	2,213,204
Other	422,592	553,639	695,810
Total Expenditures	\$ 11,480,678	\$ 13,491,716	\$ 16,410,098
Surplus (Deficit)	\$ 30,761	\$ (375,767)	\$ (2,237,237)
<b>Other Sources (Uses)</b>			
Bond Proceeds	\$ 946,035	\$ 963,395	\$ 1,016,250
Transfers Between Funds In (Out)	-	-	-
Total Other Sources (Uses)	946,035	963,395	1,016,250
Net Surplus (Deficit)	\$ 976,796	\$ 587,628	\$ (1,220,987)
<b>Fund Balance</b>			
May 1	\$ 8,749,545	\$ 9,726,341	\$ 10,313,969
April 30	\$ 9,726,341	\$ 10,313,969	\$ 9,092,982

Excluding capital expenditures and debt service expenditures as well as bond proceeds and grants, the District would be budgeting a \$2.7 million surplus for 2023-24, compared to a projected \$3.2 million surplus in 2022-23. 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 revenue provide 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)**

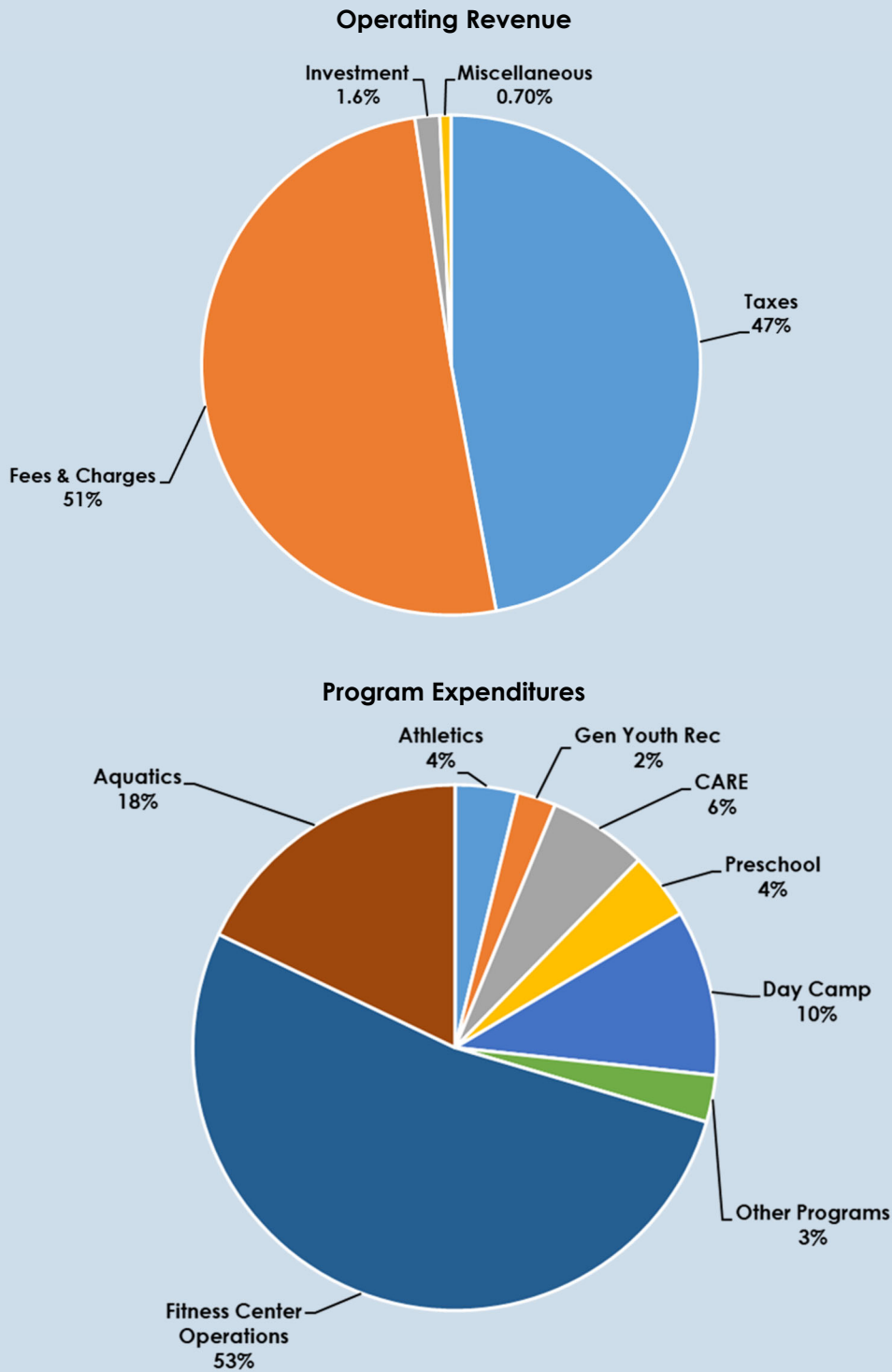


Chart 5 shows the revenue from operations excluding bond proceeds and intergovernmental sources. Operating revenues are obtained primarily through taxes, fees and charges, and investments. Program Expenditures are shown by major category.

## 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.

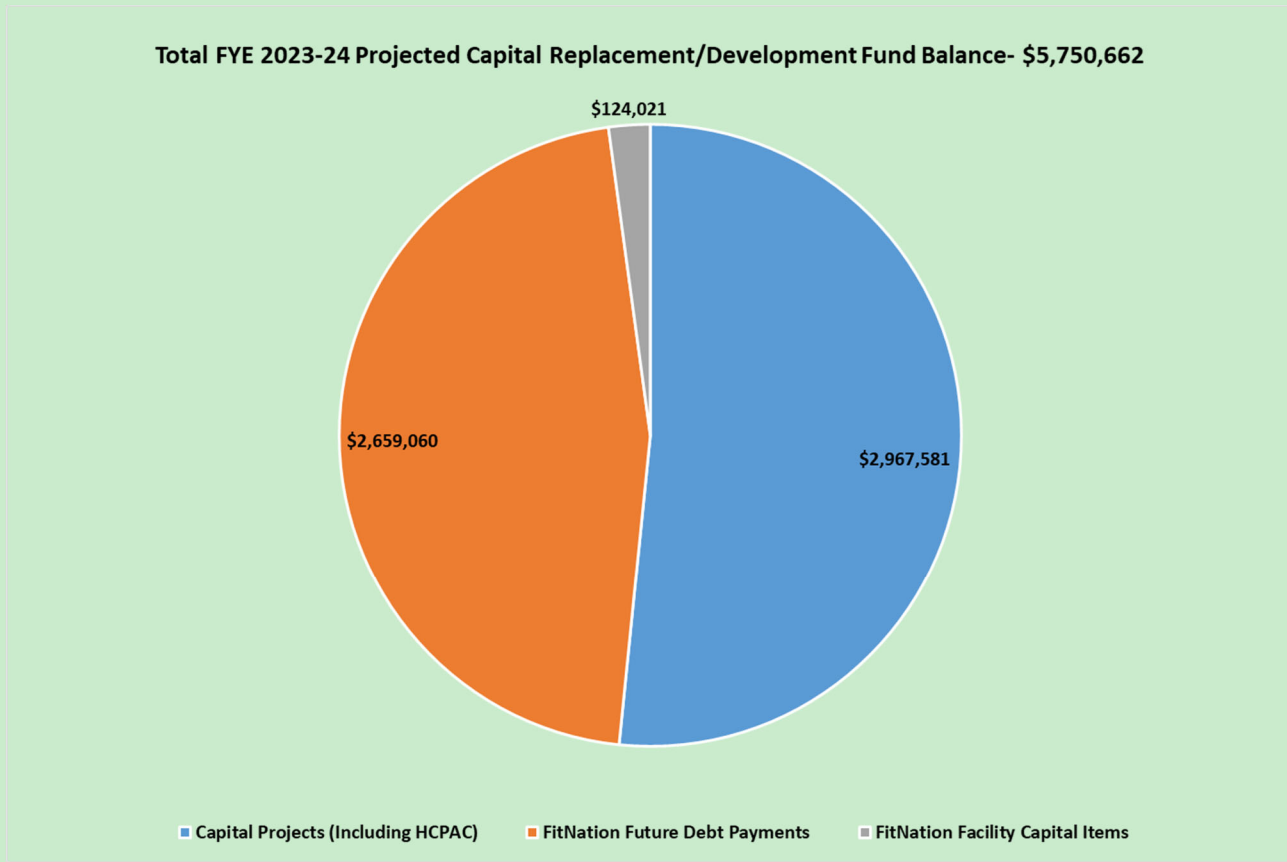
FUND	FY23/24 (Budget)	Fund Balance Target Amount	Excess (Deficiency)	Explanation of Target Amount
CORPORATE	657,531	653,820	3,711	25% of operating expenditures
SITE & CONST (Dev donation)	18,869	-	18,869	no specified amount
SITE & CONST (bonds)	1,913	-	1,913	no specified amount
CAPITAL REPL / DEVL P	5,750,662	-	5,750,662	no specified amount
RECREATION	2,100,416	2,098,126	2,291	25% of operating expenditures
AUDIT	9,880	7,958	1,922	25% of operating expenditures
PAVING & LIGHTING	11,206	9,250	1,956	25% of operating expenditures
REC FOR HANDICAPPED	309,122	-	309,122	no specified amount
LIABILITY INSURANCE	40,882	38,721	2,161	25% of operating expenditures
IMRF	84,574	82,556	2,017	25% of operating expenditures
SOCIAL SECURITY	89,033	85,313	3,720	25% of operating expenditures
BOND & INTEREST	18,893	-	18,893	no specified amount
DEBT SERVICE (Aquatic Center)	-	-	-	Closed by Board vote July 2021
<b>TOTAL</b>	<b>\$ 9,092,982</b>	<b>\$ 2,975,743</b>	<b>\$ 6,117,239</b>	

FUND	FY 19/20 (Actual)	FY 20/21 (Actual)	FY 21/22 (Actual)	FY 22/23 (Projected)
CORPORATE	990,828	788,762	1,295,970.11	937,531
SITE & CONST (Dev donation)	189,118	154,312	120,865.12	119,669
SITE & CONST (bonds)	119,597	260,982	154,609.26	137,843
CAPITAL REPL / DEVL P	4,792,278	4,646,871	4,752,673.92	6,242,707
RECREATION	2,084,217	2,148,008	2,660,333.65	2,270,416
AUDIT	9,857	8,203	8,641.77	10,650
PAVING & LIGHTING	16,115	28,544	50,890.55	38,137
REC FOR HANDICAPPED	148,978	228,886	276,395.57	238,264
LIABILITY INSURANCE	88,955	68,102	99,844.63	63,454
IMRF	124,456	154,870	119,301.52	138,540
SOCIAL SECURITY	106,197	212,301	180,407.63	100,365
BOND & INTEREST	42,445	49,705	6,407.31	16,392
DEBT SERVICE (Aquatic Center)	518,242	-	-	-
<b>TOTAL</b>	<b>\$ 9,231,281</b>	<b>\$ 8,749,545.48</b>	<b>\$ 9,726,341.04</b>	<b>\$ 10,313,969</b>

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

FUND	FY 14/15 (Actual)	FY 15/16 (Actual)	FY 16/17 (Actual)	FY 17/18 (Actual)	FY 18/19 (Actual)
CORPORATE	658,789	645,201	683,839	753,750	694,163
SITE & CONST (Dev donation)	80,512	199,287	378,265	456,683	371,104
SITE & CONST (bonds)	193,123	286,494	175,534	142,683	1,329,392
CAPITAL REPL / DEVL	2,880,075	2,649,655	3,142,031	4,087,425	5,021,262
RECREATION	1,900,969	2,003,930	2,047,713	2,008,607	2,123,047
HUNT CLUB PARK AQUATIC CENTER	823,439	735,863	627,230	561,073	-
AUDIT	16,028	12,088	7,766	8,083	8,160
PAVING & LIGHTING	70,891	76,006	14,269	24,919	24,324
REC FOR HANDICAPPED	53,044	109,569	95,185	164,139	139,925
LIABILITY INSURANCE	80,554	67,109	60,260	66,424	59,162
IMRF	45,275	117,231	140,585	97,635	119,410
SOCIAL SECURITY	94,697	104,905	109,322	118,106	138,762
BOND & INTEREST	42,334	50,890	7,087	16,592	27,223
DEBT SERVICE (Aquatic Center)	652,123	656,960	662,647	671,255	690,069
<b>TOTAL</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 Replacement/Development Fund balance at the end of fiscal year 2023-24.



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

Tax Levy Year	<u>2022</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>
<u>Equalized Assessed Valuation</u>	<u>\$ 1,291,477,544</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>
Total Tax Levy:	\$ 6,544,924	\$ 6,202,656	\$ 6,076,253	\$ 5,927,376	\$ 5,782,628
Corporate	0.196	0.197	0.194	0.186	0.192
Recreation	0.118	0.117	0.117	0.105	0.103
Audit	0.002	0.003	0.003	0.002	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	0.021	0.027	0.022	0.027	0.026
Liability	0.010	0.011	0.015	0.015	0.020
Social Security	0.026	0.020	0.019	0.027	0.024
Debt Service	0.088	0.088	0.088	0.087	0.088
<b>Total Tax Rate:</b>	<b><u>0.507</u></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>
Tax Levy Year	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
<u>Equalized Assessed Valuation</u>	<u>\$ 1,125,748,618</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>
Total Tax Levy:	\$ 5,636,038	\$ 5,510,232	\$ 5,430,826	\$ 5,386,891	\$ 5,313,301
Corporate	0.185	0.191	0.193	0.196	0.191
Recreation	0.101	0.102	0.105	0.108	0.105
Audit	0.003	0.003	0.002	0.002	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	0.030	0.026	0.033	0.036	0.031
Liability	0.019	0.019	0.019	0.016	0.018
Social Security	0.030	0.030	0.032	0.033	0.029
Debt Service	0.089	0.089	0.093	0.095	0.092
<b>Total Tax Rate:</b>	<b><u>0.501</u></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>

The tax levy in the stated year is collected in the following year, for example, 2022 taxes levied from ordinance 22/23-2, passed November 15, 2022, are collected in calendar year 2023.

## 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 2013.

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 has continued every year since. In 2021 there was a 1.4% increase in EAV reflecting the increase in CPI. In 2022 EAV increased 5.6% reflecting the legal maximum 5% CPI increase as well as very modest new construction. With the increase in EAV above 5%, the District's tax rate decreased slightly by 0.11%. The 2022 EAV

still reflects a 6% decrease from the 2008 EAV.

The Board of Commissioners and staff discuss the tax levy every fall. The following timeline was used for the 2022 tax levy:

**October 18, 2022:** Determine Truth-in-Taxation hearing was not needed.

**November 15, 2022:** Truth-in-Taxation Hearing and Adopt Tax Levy Ordinance.

**November 16, 2022:** File Tax Levy Ordinance with Lake County.

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

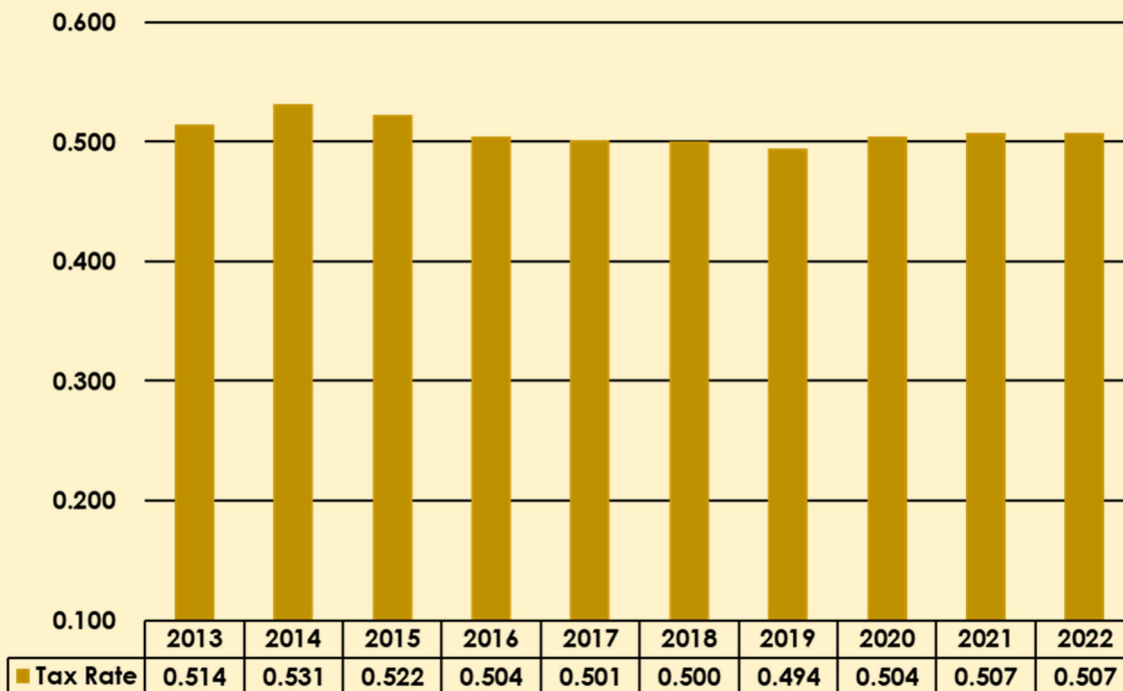


Chart 4 shows the Tax Levy Rate for the last ten years.

## 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 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, 2023 is \$10,235,000.

### **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, 2023 is \$960,000.

### **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, 2023 is \$1,055,000.

**Series 2022 General Obligation Limited Tax Park Bonds (\$963,395)**

– On November 29, 2022 the Park District issued a total of \$963,395 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, 2020 and 2021 the bonds were sold in the open market because of the favorable interest rates offered. 2022 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 2023 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 2023-24. Bonds are not included in the computation of statutory indebtedness unless taxes levied to pay for such obligations are in fact extended.

Debt limit	Amount	Percent
	<hr/>	
Assessed Valuation - 2022 Levy	\$ 1,291,477,544	
Legal Debt Limit - 2.875% of EAV	37,129,979	100.00%
Amount of Debt Applicable to Limit	2,018,395	5.44%
	<hr/>	
Legal Debt Margin	\$ 35,111,584	94.56%

**Ratio of bonded debt to assessed value**

Fiscal Year	Net General Obligation Debt	EAV	Ratio of Bonded Debt to Assessed Value	Population	Per Capita
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
2023	\$13,306,083	\$1,291,477,544	1.030%	33,706	\$395

**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		General Obligation	
	Source Bonds		Bonds	
	Principal	Interest	Principal	Interest
2024	640,000	453,288	1,043,395	76,522
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>\$ 11,195,000</b>	<b>\$ 3,809,946</b>	<b>\$ 2,018,395</b>	<b>\$172,922</b>

The annual debt service require-  
ing principal and interest are

ments to maturity, includ-  
shown above.

## Total District

### MAJOR BUDGET CHANGES

#### REVENUE

The total 2023-24 budgeted revenue of \$15.2 million is an 8% increase from 2022-23 year end estimates. The main source of revenue increase is fees & charges which is directly related to the full recovery from the negative impact of the COVID-19 pandemic on Park District operations. During fiscal year 2022-23 many program areas returned to pre-COVID pandemic service offerings. In 2023-24 management believes the Park District will be operating entirely at pre-pandemic service offerings and program participation levels. Revenue changes for the 2023-24 budget include:

#### Tax Receipts

Tax Revenue is proposed to increase slightly (4%) to \$6,675,627 compared to 2022-23 year-end estimates. The increase in property tax revenue is due to the increase in CPI as well as a slight increase in EAV mainly due to new construction in the Village of

### Total Park District Staffing

Headcounts	2022-23 Budget	2022-23 Y/E Estimate	2023-24 Proposed
Full-Time Positions	45	50	52
Part-Time	218	163	165
Seasonal	90	163	175
<b>Total</b>	<b>353</b>	<b>376</b>	<b>392</b>

*All of the employment additions shown above from 2022-23 budget to 2023-24 proposed are related to the full recovery from the negative impact of COVID-19 on Park District operations. Management believes 2023-24 will return to full pre-pandemic program participation levels and services offerings. In the recreation programming area, staffing is proposed for full participation levels at optimal weather conditions. Actual staff is hired based on need.*

Gurnee.

#### 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. With the COVID-19 pandemic recovery underway in 2021-22, fees and charges revenue was 41% of total revenue. With many

program participation and service offerings returning to normal levels in 2022-23, fees and charges are projected to account for 45% of total revenue in 2022-23. Fees and charges revenue is budgeted to account for 47% of total revenue in 2023-24 as the entire District returns to normal program participation levels. Fees and charges for services revenue is budgeted to increase 14% compared to 2022-23 year end estimates, and is budgeted at 98% of 2018-19 year end actual revenue which was

**Gurnee Park District**  
Annual Budget Summary  
Fiscal Year 2023-24

<b>Total District</b>	<b>2021-22 Actual</b>	<b>2022-23 Budget</b>	<b>2022-23 Estimate</b>	<b>2023-24 Budget</b>	<b>Budget vs. Current Year Estimate</b>
Tax Receipts	6,225,640	6,139,592	6,395,775	6,675,627	279,852
Fees & Charges	5,108,263	6,420,563	6,310,700	7,166,654	855,954
Bond Proceeds	946,035	927,000	963,395	1,016,250	52,855
Grants / Intergovernmental	-	-	-	-	-
Investment Income	7,292	40,770	262,812	228,455	(34,357)
Donations & Miscellaneous	170,244	118,180	146,661	102,125	(44,536)
<b>Total Revenue*</b>	<b>\$ 12,457,473</b>	<b>\$ 13,646,105</b>	<b>\$ 14,079,343</b>	<b>\$ 15,189,111</b>	<b>\$ 1,109,767</b>
Salaries & Benefits	5,464,704	6,532,569	6,450,170	7,471,220	1,021,050
Contractual Services	1,425,923	1,638,532	1,684,363	1,954,101	269,737
Supplies	622,545	808,449	868,215	926,406	58,191
Intergovernmental - WSRA	390,275	413,221	401,568	430,073	28,505
Capital Outlay	1,044,393	1,359,000	1,395,889	2,719,285	1,323,395
Debt Service	2,110,247	2,110,247	2,137,872	2,213,204	75,333
Other	422,592	618,357	553,639	695,810	142,171
<b>Total Expenditures*</b>	<b>\$ 11,480,678</b>	<b>\$ 13,480,376</b>	<b>\$ 13,491,716</b>	<b>\$ 16,410,098</b>	<b>\$ 2,918,383</b>
<b>Net Surplus / (Deficit)</b>	<b>\$ 976,796</b>	<b>\$ 165,730</b>	<b>\$ 587,628</b>	<b>\$ (1,220,987)</b>	<b>\$ (1,808,616)</b>

\* Total Revenue and Total Expenditures do not include transfers between funds (\$900,950 in 2023-24; \$1,835,080 in 2022-23; \$263,119 in 2021-22)

## TOTAL DISTRICT

the last fiscal year not affect by the COVID-19 pandemic.

Fitness operations accounts for \$3 million in budgeted revenue for the Park District, which is 18% higher than current fiscal year end projections which were negatively affected by the pandemic, and is 90% of the total 2018-19 fiscal year fitness operations revenue.

Revenue from aquatic center operations is budgeted at a 5% increase compared to the 2022 season, which was a very successful season.

### **Bond Proceeds**

Bond proceeds are budgeted to increase \$52,855 or 5%, in 2023-24 compared to 2022-23 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 decrease \$34,357 or 13% compared to 2022-23 year end estimates. The decrease in anticipated interest income is due to taking a conservative approach to the interest rates available in 2023-24. Rates

increased dramatically during 2022-23 and the District is projecting rates will come back down a bit in the upcoming fiscal year.

### **Donations and Miscellaneous**

Donations and Miscellaneous are budgeted to decrease 30% in 2023-24 compared to 2022-23 year end estimates.

Miscellaneous revenue in 2022-23 includes a health insurance net position return from the provider which is not expected in 2023-24.

## **EXPENDITURES**

### **Salaries and Benefits**

The proposed budget is \$1,021,050 (16%) higher than 2022-23 year end estimates. The increase in Salaries and Benefits includes a 5% increase in salary & wages. Actual employee salary and wage increases will be based strictly on merit and comparing each employee's salary/wage to their job grade range. The 16% budgeted increase in Salaries & Benefits compared to 2022-23 year-end estimates is mainly due to all Park District program participation and services

offerings being at pre-pandemic levels for the 2023-24 fiscal year. As stated in the revenue section, fees & charges revenue is budgeted to be at 98% of pre-COVID levels.

The State of Illinois minimum wage increase also continues to effect the Park District budget. Current minimum wage as of January 1, 2023 is \$13.00 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.

### **Contractual Services**

The proposed budget is \$269,737 (16%) higher than 2022-23 year end estimates. The increase is mainly due to the full COVID-19 pandemic recovery with the expectation of 2023-24 returning to normal operating conditions.

### **Supplies**

The proposed budget is \$58,191 (7%) higher than 2022-23 year end estimates due to the expectation of 2023-24 returning to normal operating conditions and budgeting for optimal weather conditions and program participation in the recreation programming areas.

### **Intergovernmental - WSRA**

The proposed budget is increased \$28,505 (7%) from the 2022-23 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 \$1,323,395 (95%) higher than 2022-23 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 \$75,333 (4%) compared to prior year end estimates.

### **Other**

Other Expenditures are budgeted

\$142,171 (26%) higher than prior year end estimates, due to the expectation of 2023-24 returning to normal operating conditions and budgeting for optimal weather conditions and program participation in the recreation programming areas.

### **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 2023-24 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 2022-2023 fiscal year as reported to the Park District Board at the May 2023 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 2023-24 - Annual Goals

1. Introduce Gurnee Park District's Green Canopy Initiative.
2. Complete Concord Park/Playground Rehabilitation.
3. Re-establish Safety Committee and Enhance Overall District Safety Culture.
4. Fully Integrate MSDSONline.com so that all employees have internet based access to Safety Data Sheets.
5. Create a master preventative maintenance schedule/calendar for all facilities.
6. Complete Comprehensive Strategic Master Plan.
7. Complete RecTrac conversion to hosted service.
8. Implement Intelitrac (RecTrac iDashBoard).
9. Complete PDRMA Cyber Security Process.
10. Complete DEI Equity Agency Plan initiatives.
11. Formalize financial resources allocated for DEI efforts
12. Build DEI core value into the Park District.
13. Develop and administer additional staff benefits that strengthen the District's recruitment and retention efforts.
14. Full buildout of Paycom Learn and Performance Module.
15. Host three aquatic special events each at Hunt Club Park Aquatic Center and FitNation.
16. Allow community members the opportunity to come in and observe a lifeguard training.
17. Allow lifeguard team members the opportunity to conduct their own Inservice trainings for the team.
18. Continue to develop the relationship with Gurnee Fire Department and Gurnee Police Department for training and education of the entire aquatic team.
19. Schedule three preschool tours per month that provide an opportunity for visiting child to engage in preschool activities.
20. Present three free preschool parent workshops during school year.
21. Streamline rental processes into RecTrac moving towards a paperless system.
22. Re-establish facility rentals at Hunt Club Park Community Center .
23. Set skill standards for dance classes showing progressions needed to move to the next level.
24. Offer ethnic dance class/workshop each season to coincide with holidays during those months.
25. Develop Fall dance classes that conclude with a performance that focuses on an excerpt from the holiday classic the Nutcracker.
26. Partner with the Village of Gurnee to offer a Fall Festival in September on the west side of Village.
27. Create a Go Gurnee Reboot event titled "It's a Walk in the Park" that will assist residents in meeting and continuing to walk with neighbors at their area park.
28. Include two new ethnic concerts/entertainment within the "Sounds of Summer" Concert Series.
29. During two CARE and Camp trainings include interactive activity that encourages open discussion to get more staff "buy in".
30. Incorporate DISC analysis in one CARE and Camp staff training which will allow staff to understand and embrace differences and strengthen our area culture.

31. Redesign the storage space at Spaulding CARE by utilizing the cabinet space in the kitchen and add additional storage in lunchroom area to make it more accommodating for kids to access supplies.
32. Expand HS intramural offerings. Offer league in addition to the winter basketball session.
33. Enhance relationships with area schools and improve recruiting strategy for engaging school aged children.
34. Offer one adult athletic tournament during the fiscal year.
35. Establish relationship with one outside athletic group that we are not currently working with for program and/or rental expansion.
36. Review and update soccer rental fee structure.
37. Offer one organized cricket program.
38. Lay out and execute plan for CAPRA to be complete and ready for evaluation.
39. Enhance team building opportunity for Rec team staff - Schedule two offsite events for 23-24.
40. Research one technological advancement for recreation department and propose for 24-25 budget if appropriate.
41. Complete Distinguished Agency application and ensure we are on pace to meet accreditation at IPRA 2025.
42. Enhance training for staff centered around dealing with children with behavioral issues.
43. Complete Fitness Center Member Services training manual.
44. Create and implement fitness member retention plan to include member engagement events.
45. Grow fitness personal training staff to 6-8 active trainers allowing us to meet budgeted revenue.
46. Identify and Facilitate 1-2 Professional Development opportunities for Fitness Operations Coordinator, Group Exercise Coordinator and Fitness Equipment Technician.
47. Complete full fitness strength equipment replacement and turnover plan for Hunt Club and FitNation.
48. Establish a five year equipment replacement plan for all fitness cardio equipment.
49. Grow personal training to meet the budgeted revenue goal of \$48,000.
50. Reach budgeted goal of 5,400 fitness members.
51. Provide options for the front remodel space and include business plan for each idea.
52. Overhaul Gurnee Park District, FitNation, Go Gurnee and Gurnee Days Websites.
53. Explore updating FitNation and Park District apps with possible integration with GPD websites.
54. Update Crisis Communication Plans and train staff.
55. Hire drone photographer to get new footage of facilities and major parks.
56. Rewrite all recreation program descriptions for best use of keywords, sales strategy and conciseness.
57. Recruit a Marketing Intern for Summer 2023 Season.
58. Secure \$50,000 in sponsorship to cover specified special events.
59. Complete Communication Standards update and train staff.
60. Publish a Gurnee Park District mission report digitally with promotion in Fall Preview Mailer.
61. Identify and hire Interior Designers for Hunt Club Park Community Center updates.
62. Recruit and retain high quality, diverse staff committed to DEI.

### 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 programs due to the COVID-19 pandemic. 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 COVID-19 pandemic recovery underway in 2021-22, fees and charges revenue was 44% of total revenue. With many program participation and service offerings returning to normal levels in 2022-23, fees and charges are projected to account for 48% of total revenue in 2022-23. Fees and charges revenue is budgeted to account for 51% of total revenue in 2023-24 and is 98% 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 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Projected 2022	Budget 2023
Taxes	\$ 5,369,403	5,447,353	5,487,201	5,551,943	5,667,661	5,854,852	5,983,414	6,225,640	6,395,775	6,675,627
Charges for Services	6,777,010	7,359,080	7,358,172	7,228,763	7,239,559	6,364,180	2,046,578	5,108,263	6,310,700	7,166,654
Investment Income	30,886	47,815	65,684	127,197	245,184	255,460	24,001	7,292	262,812	228,455
Miscellaneous	565,234	621,045	708,190	566,081	526,002	386,942	290,452	170,243	146,661	102,125
<b>Total</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>11,511,438</b>	<b>13,115,948</b>	<b>14,172,861</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	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Athletics	4,863	5,035	4,624	4,450	4,244	3,702	3,074	667	4,581	4,351
Youth Recreation	2,327	2,213	1,747	1,700	1,610	3,149	3,050	392	986	2,592
Early Childhood/Preschool/CARE	1,221	1,152	1,390	1,421	1,393	1,323	1,584	94	2,201	2,398
Day Camp	3,731	3,833	3,913	3,853	3,879	3,783	3,274	-	3,895	4,299
Aquatics	3,736	3,716	3,141	2,738	2,758	1,231	821	290	876	1,226
Arts/Special Events	2,391	2,704	2,307	2,281	2,177	1,947	1,728	230	1,995	2,246
Adult Programming	1,318	1,217	1,146	961	807	1,341	1,779	736	1,358	999
<b>Total Program Registrations</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>	<b>18,111</b>

## Fitness Membership Monthly Reporting

	2022								2023			
	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Active Fitness Memberships - end of last month	3,618	3,664	3,712	3,785	3,749	3,717	3,737	3,965	4,126	4,231	4,357	4,522
Suspended (on Hold) Fitness Members	156	142	66	77	110	113	132	80	162	174	96	138
New members	245	253	249	246	207	263	394	234	377	333	318	238
Cancellations	174	179	234	240	203	171	148	121	157	190	211	194
Active Members - end of month	3,664	3,712	3,785	3,749	3,717	3,737	3,965	4,126	4,231	4,357	4,522	4,505
Net active members change - previous month	46	48	73	(36)	(32)	20	228	161	105	126	165	(17)
Budget Membership	3,621	3,741	3,875	4,014	4,151	4,278	4,404	4,554	4,847	4,982	5,211	5,211
Difference from Budget	43	(29)	(90)	(265)	(434)	(541)	(439)	(428)	(616)	(625)	(689)	(706)
Active Group X memberships	474	486	492	498	495	477	485	494	482	488	497	510
Active Childcare memberships	146	157	155	151	149	140	155	168	178	180	185	189
Student memberships	210	332	348	76	12	-	33	282	268	10	-	-
Avg Membership Rate (included GX and CC)	\$42.69	\$42.57	\$42.68	\$42.48	\$43.18	\$44.06	\$44.09	\$43.28	\$43.50	\$43.19	\$43.67	\$43.92
<b>Usage Breakdown</b>												
<b>Total visits</b>	<b>25,731</b>	<b>28,766</b>	<b>28,357</b>	<b>28,229</b>	<b>23,711</b>	<b>25,555</b>	<b>27,292</b>	<b>29,693</b>	<b>36,747</b>	<b>33,294</b>	<b>37,618</b>	<b>33,421</b>
Members	24,733	27,639	27,289	27,058	22,845	24,556	25,949	28,096	34,855	31,622	35,600	31,924
Daily paid visits	447	491	486	443	349	398	652	936	940	902	1,004	720
Hotel Guests	41	24	35	26	11	11	11	6	28	8	14	42
Guests of members	-	-	-	57	31	20	83	123	43	11	117	26
Childcare Visits	510	612	547	645	475	570	597	532	881	751	883	709

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										
	2013	2014	2015	2016	2017	2018	2019	2021	2022	2023*
Scheduled Operating Days	98	97	104	98	88	89	90	83	82	82
Days Closed	16	12	15	3	8	10	10	9	9	N/A
Actual Operating Days	82	85	89	95	80	79	80	74	73	N/A
Days Partially Closed	20	25	24	17	16	10	N/A	7	11	N/A
% of Days Open	83.7%	87.6%	85.6%	96.9%	90.9%	88.8%	88.9%	89.2%	89.0%	N/A
Available Operational Hours	839.00	825.50	842.00	810.00	647.00	635.00	635.00	613.00	606.00	695.00
Actual Operational Hours	634.50	643.00	655.00	719.00	530.75	546.00	560.00	563.00	550.00	N/A
% of Time Open	75.6%	77.9%	77.8%	88.8%	82.0%	86.0%	88.2%	91.8%	90.8%	N/A
Avg. High Temp (in degrees F)	76.8	77.8	77.8	82.2	80.1	82.0	79.0	82.9	84.1	N/A
Daily Fees (Attendance)	8,108	7,399	8,190	10,294	8,437	6,988	6,491	12928	10,674	10,650
Guest Passes (Attendance)	1,517	1,411	2,282	2,050	2,208	2,358	2,155	1636	2,117	1,900
Prepaid (Attendance)		974	1,873	1,435	331	3,193	5,529	6624	7,249	7,360
Camp (Attendance)	8,522	8,003	8,768	8,818	9,848	11,981	10,393	9170	11,069	11,000
Pass Usage (Attendance)	39,778	33,902	32,984	33,837	26,591	27,200	23,854	23269	21,700	21,900
B-Days, Rentals, Ext. Camps (Attendance)	2,264	3,043	485	1,025	422	858	743	291	583	590
Total Attendance	60,189	54,732	54,582	57,459	47,837	55,225	49,165	53259	53,392	53,400
Average Daily Attendance	734	644	613	605	598	699	615	720	731	651
Total # of Pass Holders	5,148	4,514	3,990	3,739	3,585	3,529	3,262	3003	3,319	3,319
Total # of Applications (Households)	1,769	1,540	1,364	1,274	1,236	1,253	1,144	1054	1,161	1,161
Average Pass Holders per Household	2.9	2.9	2.9	2.9	2.9	2.8	2.9	2.8	2.9	2.9
Avg visit per pass holder, per season	7.7	7.5	8.3	9.0	7.4	7.7	7.3	7.7	6.5	6.6
Avg visit per household, per season	22.5	22.0	24.2	26.6	21.5	21.7	20.9	22.1	18.7	18.9
Resident Pass Holders	2,944	2,579	2,372	2,069	1,878	1,715	1,585	1498	1,652	1,646
Non-Resident Pass Holders	2,204	1,935	1,618	1,670	1,707	1,814	1,677	1505	1,667	1,673
% of Pass Holders - Resident	57.2%	57.1%	59.4%	55.3%	52.4%	48.6%	48.6%	49.9%	49.8%	49.6%
% of Pass Holders - Non-Resident	42.8%	42.9%	40.6%	44.7%	47.6%	51.4%	51.4%	50.1%	50.2%	50.4%
\$ per Operating Day - Admissions	\$1,120	\$1,155	\$1,386	\$1,214	\$1,238	\$1,919	\$1,952	\$2,425	\$3,322	\$3,012
\$ per Operating Day - Concessions	\$875	\$852	\$822	\$804	\$922	\$1,064	\$940	\$959	\$1,396	\$1,280
\$ per Operating Day - Other	\$9	\$5	\$8	\$7	\$10	\$17	\$15	\$18	\$8	\$8
\$ per Operating Day - Total Revenue	\$7,170	\$6,541	\$6,051	\$5,721	\$6,322	\$7,255	\$6,867	\$8,713	\$9,358	\$8,784
\$ from Admissions / Daily Fee Atten.	\$11.33	\$11.72	\$12.26	\$9.83	\$11.29	\$11.48	\$12.95	\$9.50	\$12.10	\$12.40
\$ from Camp Transfer / Camp Atten.	\$3.52	\$3.75	\$3.99	\$3.97	\$4.32	\$4.43	\$5.11	\$3.76	\$4.97	\$5.36
\$ from Season Pass Sales / Pass Atten	\$9.31	\$9.89	\$8.71	\$8.11	\$9.73	\$9.18	\$9.53	\$10.09	\$11.92	\$13.00
\$ from Concessions / Total Attendance	\$1.19	\$1.32	\$1.34	\$1.33	\$1.54	\$1.48	\$1.53	\$1.50	\$1.91	\$1.97
Total \$ / Total Attendance	\$9.56	\$10.08	\$9.76	\$9.00	\$10.42	\$11.73	\$9.63	\$12.11	\$12.79	\$13.49

\*Due to the COVID-19 pandemic, the Aquatic Center did not open for the 2020 season. The 2023 column represents budget amounts.

The increase in Total \$ / Total Attendance budgeted for 2023 compared to the 2022 is mainly due to small price increases at the Aquatic Center.

# 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 Staff

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

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

**Manager of IT Services** – Fredrick Colón

**Human Resources Manager** - Majeeda Purnell

**Accounting Manager** - Christina Goss

**Business Services Coordinator** – Kim McCormack

**Accounts Payable Specialist** – Yesenia Cerda

**Membership Services Specialist** - Carrie Deluca

**Human Resources Specialist** - Stephanie Sherrill

**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

	2022-23		2022-23	2023-24
Headcounts	Budget		Y/E Estimate	Proposed
Full-Time Positions	12		13	13
Part-Time	2		0	0
Seasonal	0		0	1
<b>Total</b>	<b>14</b>		<b>13</b>	<b>14</b>

*In 2022-23, two part-time Business Services positions were transitioned into one fulltime position based on operational needs, Payroll Specialist and HR Coordinator were transitioned into HR Specialist. The 2023-24 budget also includes an intern in the Marketing Department.*

## 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

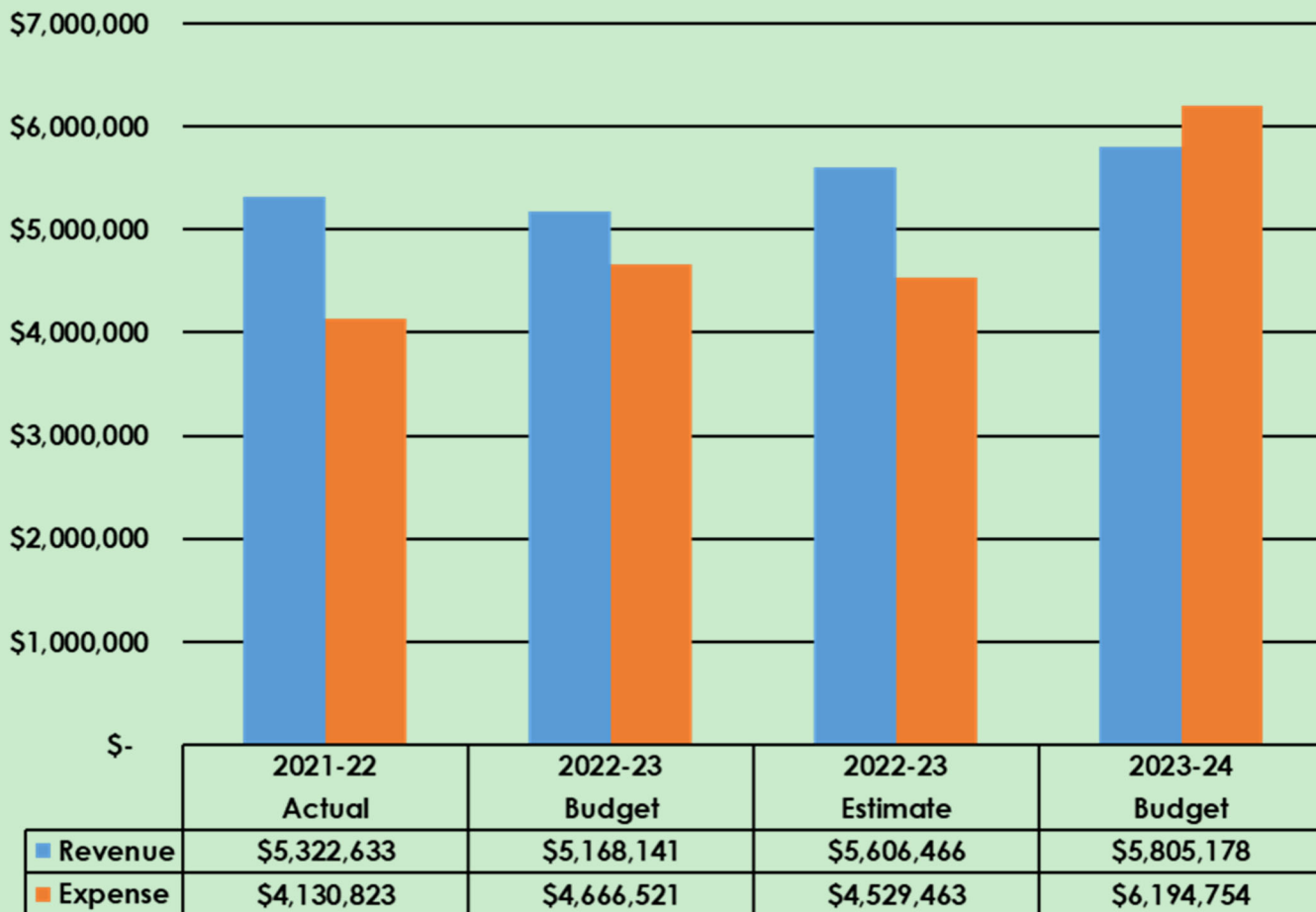
## GENERAL OPERATIONS

The General Operations area manages the following:

### Administration

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

**Chart 6: General Operations**



**Chart 6 shows General Operations Revenue and Expenditure actuals for 2021-22; Budgeted amounts for 2022-23, Estimates for 2022-23; and budgeted amounts for 2023-24 (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

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.

### 2022-23 Accomplishments

All 2022-23 accomplishments can be found in the twelve month goals and objectives report for the 2022-2023 fiscal year as reported to the Park District Board at the May 2023 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

1. Complete Comprehensive Strategic Master Plan.
2. Complete RecTrac conversion to hosted service.
3. Implement Intelitrac (RecTrac iDashBoard).
4. Complete PDRMA Cyber Security Process.
5. Complete DEI Equity Agency Plan initiatives.
6. Formalize financial resources allocated for DEI efforts
7. Build DEI core value into the Park District.
8. Develop and administer additional staff benefits that strengthen the District's recruitment and retention efforts.
9. Full buildout of Paycom Learn and Performance Module.
10. Lay out and execute plan for CAPRA to be complete and ready for evaluation.
11. Research one technological advancement for recreation department and propose for 24-25 budget if appropriate.
12. Complete Distinguished Agency application and ensure we are on pace to meet accreditation at IPRA 2025.
13. Overhaul Gurnee Park District, FitNation, Go Gurnee and Gurnee Days Websites.
14. Explore updating FitNation and Park District apps with possible integration with GPD websites.
15. Update Crisis Communication Plans and train staff.
16. Hire drone photographer to get new footage of facilities and major parks.
17. Rewrite all recreation program descriptions for best use of keywords, sales strategy and conciseness.
18. Recruit a Marketing Intern for Summer 2023 Season.
19. Secure \$50,000 in sponsorship to cover specified special events.
20. Complete Communication Standards update and train staff.
21. Publish a Gurnee Park District mission report digitally with promotion in Fall Preview Mailer.
22. Identify and hire Interior Designers for Hunt Club Park Community Center updates.
23. Recruit and retain high quality, diverse staff committed to DEI.

## MAJOR BUDGET CHANGES

### REVENUE

Revenue is budgeted to increase \$198,713 or 4% from 2022-23 year end estimates.

#### Tax Receipts

Tax Receipts are budgeted to increase by 4% to \$4,306,130 compared to 2022-23 tax receipts. The increase is attributed to the increase in property tax levy due to the increase in CPI offset by re-allocation of property tax revenue between funds..

#### Bond Proceeds

Bond proceeds are budgeted to increase \$52,855 (5%) in 2023-24 compared to 2022-23 year end estimates due to the January 2023 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 2022-23 and none

budgeted for 2023-24.

#### Interest Income

Interest income is budgeted \$5,828 or 3% lower than 2022-23 year end estimates. The decrease in anticipated interest income is due to taking a conservative approach to the interest rates available in 2023-24. Rates increased dramatically during 2022-23 and the District is projecting rates will come back down a bit in the upcoming fiscal year.

#### Donations and Miscellaneous

Donations and Miscellaneous are budgeted to decrease \$24,880 or 69% in 2023-24 compared to 2022-23 year end estimates. Miscellaneous revenue in 2022-23 includes a health insurance net position return from the provider which is not expected in 2023-24.

### EXPENDITURES

#### Salaries and Benefits

Salaries and benefits are budgeted \$159,389 or 12% higher than 2022-2023 year-end estimates. The increase in Salaries and Benefits includes a 5% increase in salary & wages

which will be distributed strictly based on merit and comparing each employee's salary/wage to their job grade range. 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 seasonal position planned for 2023-24. 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 full service offerings and recreation programming levels, the District overall payroll will increase which will result in increased pension and payroll tax costs.

#### Contractual Services

A \$121,312 (25%) increase from 2022-23 estimates is budgeted. The increase is mainly due to costs associated with the Comprehensive Strategic Master Plan project, adding back police park patrol services that were canceled during COVID, 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 \$2,128 (18%) more than 2022-23 estimates to reflect increased administrative cost needed to support the District as service offerings return to full pre-pandemic levels.

### **Capital Outlay**

Budgeted capital outlay is \$1,313,584 higher than 2022-23 year end estimates. Details of the District's Capital Outlay can be found in Appendix A.

### **Debt Service**

The proposed budget is \$54,533 (4%) higher than 2022-23 year end estimates as planned in the debt service repayment schedules. FitNation bond payments are budgeted to be paid out of recreation operations using fitness operations revenue.

### **Other**

Other expenditures are budgeted \$14,346 (18%) higher than 2022-23 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 full pre-pandemic levels.

### **Overall**

Total revenues are budgeted to increase 4% in 2023-24 compared to the 2022-23 year end estimates mainly due to budgeted increases in tax receipts and bond proceeds. Tax receipts account for 79% of total revenue in General Operations while bond proceeds account 18% of total revenue . Both tax receipts and bond proceeds are expected to increase compared to the previous year due mainly to the increase in CPI. Total expenditures are budgeted to increase 37% compared to the 2022-23 year end estimates due mainly to a significant increase in capital projects as well as supporting the Park District service offerings returning to full pre-pandemic levels.



**Gurnee Park District**  
Annual Budget Summary  
Fiscal Year 2023-24

<b>General Operations</b>	<b>2021-22 Actual</b>	<b>2022-23 Budget</b>	<b>2022-23 Estimate</b>	<b>2023-24 Budget</b>	<b>Budget vs. Current Year Estimate</b>
Tax Receipts	4,298,723	4,195,071	4,424,558	4,601,123	176,566
Fees & Charges	-	-	-	-	-
Bond Proceeds	946,035	927,000	963,395	1,016,250	52,855
Grants / Intergovernmental	-	-	-	-	-
Investment Income	4,841	35,470	182,533	176,705	(5,828)
Donations & Miscellaneous	73,034	10,600	35,980	11,100	(24,880)
<b>Total Revenue*</b>	<b>\$ 5,322,633</b>	<b>\$ 5,168,141</b>	<b>\$ 5,606,466</b>	<b>\$ 5,805,178</b>	<b>\$ 198,713</b>
Salaries & Benefits	1,230,204	1,372,929	1,298,091	1,457,481	159,389
Contractual Services	366,036	465,388	492,258	613,570	121,312
Supplies	8,349	15,500	11,572	13,700	2,128
Intergovernmental - WSRA	-	-	-	-	-
Capital Outlay	942,236	1,189,825	1,145,201	2,458,785	1,313,584
Debt Service	1,537,810	1,537,810	1,504,184	1,558,717	54,533
Other	46,189	85,070	78,156	92,502	14,346
<b>Total Expenditures**</b>	<b>\$ 4,130,823</b>	<b>\$ 4,666,521</b>	<b>\$ 4,529,463</b>	<b>\$ 6,194,754</b>	<b>\$ 1,665,291</b>
<b>Net Surplus / (Deficit)</b>	<b>\$ 1,191,810</b>	<b>\$ 501,620</b>	<b>\$ 1,077,003</b>	<b>\$ (389,576)</b>	<b>\$ (1,466,578)</b>

\* Total Revenue does not include transfers between funds (\$900,950 in 2023-24; \$1,835,079 in 2022-23; \$263,119 in 2021-22)

\*\* Total Expenditures do not include transfers between funds (\$280,000 in 2023-24; \$700,000 in 2022-23; \$0 in 2021-21)

# Parks Management

## Parks Management Staff

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

**Risk Manager** - Chris Marzano, CPRP

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

**Grounds Maintenance III** - Katie Cook

**Grounds Maintenance III** – Aldo Rogel

**Grounds Maintenance II** – Carlos Arenas

**Grounds Maintenance II** - Jordan Kibitlewski

**Grounds Maintenance II** - Payton Green

**Grounds Maintenance I** - Ryan Rikje

**Grounds Maintenance I** - Christian Ramirez

**Facility Maintenance Supervisor** – Sarah Sinclair

**Facility Maintenance II** – Leo Colin

**Facility Maintenance II** – Richard Plage

**Facility Maintenance I** – Joaquin Herrera

**Facility Maintenance I** – Kathy King

**Facility Maintenance I** – George Bettasso

**Facility Maintenance I** - Tiffany Bandurski

**Fleet Mechanic** – Tom Schneider

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

**Facility Operations**

**Trades & Construction III** – Dan Weber

**Trades & Construction III** - Justine DePauw

**Trades & Construction III** - Steve LeBron

**Trades & Construction II** - Chris Carlson

**Trades & Construction II** - Mike Skender

## 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)

Headcounts	2022-23	2022-23	2023-24
	Budget	Y/E Estimate	Proposed
Full-Time Positions	21	23	24
Part-Time	23	18	18
Seasonal	10	8	9
<b>Total</b>	<b>54</b>	<b>49</b>	<b>51</b>

Based on operational needs of the Park District, certain part-time Parks Management positions were transitioned to fulltime during the 2022-23 fiscal year. Also, in 2022-23 a fulltime Risk Manager position was added to the Parks Management team.

**Chart 7: Parks Management**

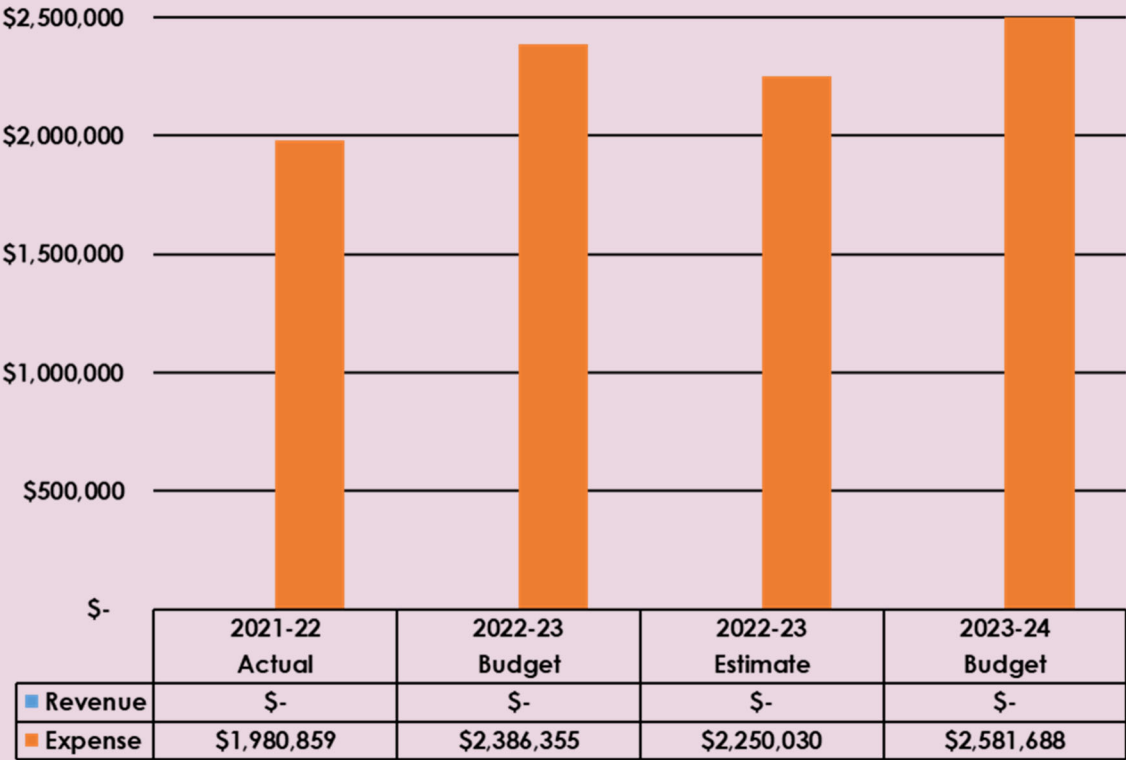


Chart 7 shows Parks Management expenditure actuals for 2021-22; budgeted amounts for 2022-23, estimates for 2022-23; and budgeted amounts for 2023-24

**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**

1. Introduce Gurnee Park District's Green Canopy Initiative.
2. Complete Concord Park/Playground Rehabilitation.
3. Re-establish Safety Committee and Enhance Overall District Safety Culture.
4. Fully Integrate MSDSONline.com so that all employees have internet based access to Safety Data Sheets.

**Gurnee Park District**  
Annual Budget Summary  
Fiscal Year 2023-24

<b><u>Parks Management</u></b>	<b>2021-22 Actual</b>	<b>2022-23 Budget</b>	<b>2022-23 Estimate</b>	<b>2023-24 Budget</b>	<b>Budget vs. Current Year Estimate</b>
Tax Receipts	-	-	-	-	-
Fees & Charges	-	-	-	-	-
Bond Proceeds	-	-	-	-	-
Grants / Intergovernmental	-	-	-	-	-
Investment Income	-	-	-	-	-
Donations & Miscellaneous	-	-	-	-	-
Total Revenue	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Salaries & Benefits	1,368,985	1,683,955	1,573,179	1,851,223	278,044
Contractual Services	249,752	265,900	237,184	265,030	27,846
Supplies	259,107	326,600	331,168	336,935	5,767
Intergovernmental - WSRA	-	-	-	-	-
Capital Outlay	29,579	27,900	27,499	46,500	19,001
Debt Service	-	-	-	-	-
Other	73,436	82,000	81,000	82,000	1,000
Total Expenditures	<u>\$ 1,980,859</u>	<u>\$ 2,386,355</u>	<u>\$ 2,250,030</u>	<u>\$ 2,581,688</u>	<u>\$ 331,658</u>
Net Surplus / (Deficit)	<u><u>\$ (1,980,859)</u></u>	<u><u>\$ (2,386,355)</u></u>	<u><u>\$ (2,250,030)</u></u>	<u><u>\$ (2,581,688)</u></u>	<u><u>\$ (331,658)</u></u>

accident prevention.

**Specialty Maintenance**

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

**2022-23 Accomplishments**

All 2022-23 accomplishments can be found in the twelve month goals and objectives report for the 2022-2023 fiscal year as reported to the Park District Board at the May 2023 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 \$278,044 higher than 2022-23 year end estimates which represents an 18% increase. The increase in Salaries and Benefits includes a 5% increase in salary & wages which will be distributed strictly based on merit and comparing each employee's salary/wage to their job grade

range. Also as mentioned in the employee headcount chart on page 75, a fulltime Risk Manager position was added to the Parks Management team during 2022-23; a full year of this position is included in the 2023-24 budget. The increase in Salaries and Benefits also reflects the Park District returning to full service offerings in fiscal year 2023-24 which will require more part-time staff hours.

**Contractual Services**

Contractual services are budgeted \$27,846 (12%) over 2022-23 estimates. The budget increase reflects the increased need for Park Management services as the District returns to full pre-pandemic service levels and recreational program offerings as well as the increased costs of many contracted services.

**Supplies**

Supplies are budgeted \$5,767 (2%) higher than 2022-23 estimates. The budget increase reflects the increased in costs for supplies needed in the Parks Management area.

**Capital Outlay**

Capital Outlay is budgeted with a \$19,000 increase compared to the 2023-24 year end estimates which represents equipment purchases necessary to provide required services.

**Other**

Other expenditures are budgeted \$1,000 higher than prior year end estimates. To account for higher costs.

**Overall**

The total Park Management budget is \$331,658 (15%) higher than the 2022-23 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 Poole

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

**Rental Coordinator** - Thomas Baker

**Member Services Supervisor** - Omayra Shofner

**Member Services Staff** - Maria Mella

**Fitness Operations Supervisor** - Jason Clevelle

**Fitness Coordinator** - Da'Vele McGee

**Customer Support Supervisor** - Natalie Ellis

	2022-23	2022-23	2023-24
Headcounts	Budget	Y/E Estimate	Proposed
Full-Time Positions	12	14	15
Part-Time	195	145	146
Seasonal	80	155	166
<b>Total</b>	<b>287</b>	<b>314</b>	<b>327</b>

Three additional fulltime staff are proposed in Recreation compared to the prior year budget based on operational needs as the District returns to full program participation levels. The increase in part-time and seasonal staff is also due to the Park District returning to full programming offering and service levels.

**Chart 8: Recreation**

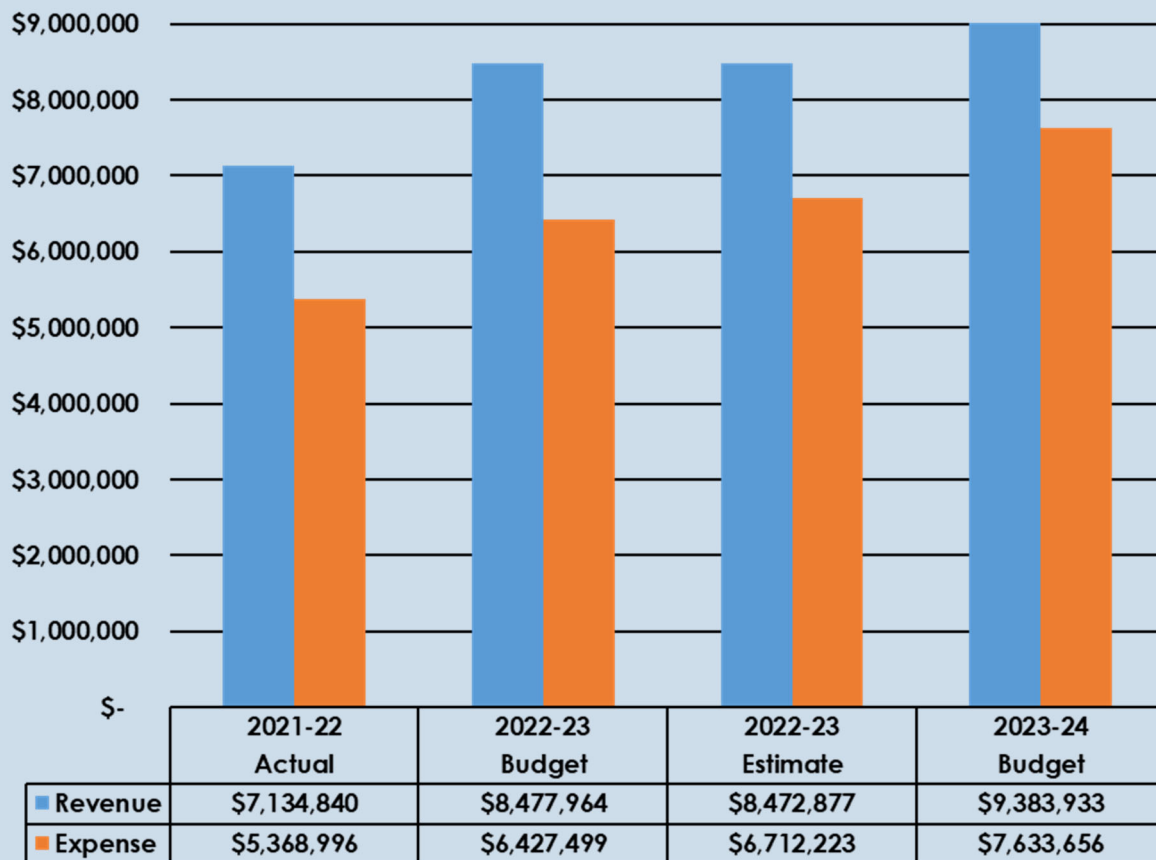


Chart 8 shows Recreation area Revenue and Expenditure actuals for 2021-22; Budgeted amounts for 2022-23, Estimates for 2022-23; and Budgeted amounts for 2023-24 (Less transfers)

**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, as well as various smaller themed events throughout the year. Gurnee Park District also plans, hosts, and runs 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, several rooms at the Hunt Club Park Community Center, 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.

**2022-23 Accomplishments**

All 2022-23 accomplishments can be found in the twelve month goals and objectives report for the 2022-2023 fiscal year as reported to the Park District Board at the May 2023 Board meeting and used by the Board of Commissioners to measure the performance of the Park District in this document as Appendix F.

**2022-23 Goals**

1. Host three aquatic special events each at Hunt Club Park Aquatic Center and FitNation.
2. Allow community members the opportunity to come in and observe a lifeguard training.
3. Allow lifeguard team members the opportunity to conduct their own Inservice trainings for the team.
4. Continue to develop the relationship with Gurnee Fire Department and Gurnee Police Department for training and education of the entire aquatic team.
5. Schedule three preschool tours per month that provide an opportunity for visiting child to engage in preschool activities.
6. Present three free preschool parent workshops during school year.
7. Streamline rental processes into RecTrac moving towards a paperless system.
8. Re-establish facility rentals at Hunt Club Park Community Center .
9. Set skill standards for dance classes showing progressions needed to move to the next level.
10. Offer ethnic dance class/workshop each season to coincide with holidays during those months.
11. Develop Fall dance classes that conclude with a performance that focuses on an excerpt from the holiday classic the Nutcracker.
12. Partner with the Village of Gurnee to offer a Fall Festival in September on the west side of Village.
13. Create a Go Gurnee Reboot event titled "It's a Walk in the Park" that will assist residents in meeting and continuing to walk with neighbors at their area park.
14. Include two new ethnic concerts/entertainment within the "Sounds of Summer" Concert Series.

15. During two CARE and Camp trainings include interactive activity that encourages open discussion to get more staff “buy in”.
16. Incorporate DISC analysis in one CARE and Camp staff training which will allow staff to understand and embrace differences and strengthen our area culture.
17. Redesign the storage space at Spaulding CARE by utilizing the cabinet space in the kitchen and add additional storage in lunchroom area to make it more accommodating for kids to access supplies.
18. Expand HS intramural offerings. Offer league in addition to the winter basketball session.
19. Enhance relationships with area schools and improve recruiting strategy for engaging school aged children.
20. Offer one adult athletic tournament during the fiscal year.
21. Establish relationship with one outside athletic group that we are not currently working with for program and/or rental expansion.
22. Review and update soccer rental fee structure.
23. Offer one organized cricket program.
24. Enhance team building opportunity for Rec team staff - Schedule two offsite events for 23-24.
25. Research one technological advancement for recreation department and propose for 24-25 budget if appropriate.
26. Enhance training for staff centered around dealing with children with behavioral issues.
27. Complete Fitness Center Member Services training manual.
28. Create and implement fitness member retention plan to include member engagement events.
29. Grow fitness personal training staff to 6-8 active trainers allowing us to meet budgeted revenue.
30. Identify and Facilitate 1-2 Professional Development opportunities for Fitness Operations Coordinator, Group Exercise Coordinator and Fitness Equipment Technician.
31. Complete full fitness strength equipment replacement and turnover plan for Hunt Club and FitNation.
32. Establish a five year equipment replacement plan for all fitness cardio equipment.
33. Grow personal training to meet the budgeted revenue goal of \$48,000.
34. Reach budgeted goal of 5,400 fitness members.
35. Provide options for the front remodel space and include business plan for each idea.

## MAJOR BUDGET CHANGES

### REVENUE

Total revenue is budgeted to increase by \$911,055 (11%) compared to 2022-23 year end estimates. The COVID-19 pandemic had the biggest negative impact on recreation programming at the Park District. During fiscal year 2022-23 many program areas returned to pre-COVID pandemic service offerings. In 2023-24 management believes the Park District will be operating entirely at pre-pandemic service offerings and program participation levels.

### Tax Receipts

Tax Receipts are budgeted to increase by \$103,286 (5%) to \$2,074,504 which is due to the increase in CPI. State law caps the increase in tax levy to 5% even if CPI is greater.

### Fees and Charges

There is a budgeted increase in fees and charges of \$855,954 compared to 2022-23 year end estimates. Revenue from fees for services consists of recreation program revenue, fitness center operations and aquatic center

operations.

Recreation program revenue is budgeted to increase 11% compared to current fiscal year end projections, and is 102% of total 2018-19 fiscal year recreation program revenue.

Fitness operations accounts for \$3 million in budgeted revenue for the Park District, which is 18% higher than current fiscal year end projections which were dramatically affected by the pandemic, and is 90% of the total 2018-19 fiscal year fitness operations revenue.

Revenue from aquatic center operations is budgeted at a 5% increase compared to the 2022 season which was a very successful season.

### Interest Income

Interest income is budgeted to decrease \$28,528 compared to 2022-23 year end estimates. The decrease in anticipated interest income is due to taking a conservative approach to the interest rates available in 2023-24. Rates increased dramatically during 2022-23 and the District is projecting rates will come back down a bit in the upcoming

fiscal year.

### Donations and Miscellaneous

Donations and Miscellaneous revenue is budgeted to decrease \$19,656 or 18% compared to 2022-23 year end estimates. Miscellaneous revenue in 2022-23 includes a health insurance net position return from the provider which is not expected in 2023-24

## EXPENDITURES

### Salaries & Benefits

Salaries and benefits are budgeted \$583,617 (16%) higher than 2022-23 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 recreation program wages are budgeted at 100% program participation which is anticipated to return to full pre-pandemic levels. Lastly, The State of Illinois minimum wage increase also continues to heavily effect the Recreation area. Current minimum wage as of January 1, 2023 is \$13.00 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.

### **Contractual Services**

A \$120,580 (13%) increase in contractual services over 2022-23 estimates is due to 3rd party contractual recreation program expenditures increased based on 100% budgeted program participation which is anticipated to return to pre-pandemic levels.

### **Supplies**

The proposed budget is \$50,296 (10%) higher than 2022-23 estimates based on program participation anticipated to return to pre-pandemic levels as well as to account for rising costs.

### **Intergovernmental - WSRA**

The proposed budget is increased \$28,505 (7%) from the 2022-23 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 \$9,190 less than the 2022-23 year end estimate. In 2022-23, capital spending in fitness operations was slightly higher than normal needed to make up for the previous couple years which were basically frozen due to the COVID-19 negative impact on fitness operations.

### **Debt Service**

The proposed budget is \$20,800 (3%) 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 \$126,825 (32%) higher than 2022-23 estimates due to program participation anticipated to return to pre-pandemic levels as well as to account for rising costs. 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 \$911,055 (11%) compared to 2022-23 year end estimates due to program participation anticipated to return to normal levels. Total budgeted expenditures are \$921,433 (14%) higher than 2022-23 year end estimates to account for offering increased recreation programming. Total net results for the Recreation area are budgeted at \$1.75 million. Management believes 2023-2024 will operate at full 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 2023-24

<u>Recreation</u>	<b>2021-22 Actual</b>	<b>2022-23 Budget</b>	<b>2022-23 Estimate</b>	<b>2023-24 Budget</b>	<b>Budget vs. Current Year Estimate</b>
Tax Receipts	1,926,917	1,944,521	1,971,218	2,074,504	103,286
Fees & Charges	5,108,263	6,420,563	6,310,700	7,166,654	855,954
Bond Proceeds	-	-	-	-	-
Grants / Intergovernmental	-	-	-	-	-
Investment Income	2,450	5,300	80,278	51,750	(28,528)
Donations & Miscellaneous	97,210	107,580	110,681	91,025	(19,656)
Total Revenue*	<u>\$ 7,134,840</u>	<u>\$ 8,477,964</u>	<u>\$ 8,472,877</u>	<u>\$ 9,383,933</u>	<u>\$ 911,055</u>
Salaries & Benefits	2,865,514	3,475,686	3,578,900	4,162,517	583,617
Contractual Services	810,135	907,244	954,921	1,075,500	120,580
Supplies	355,089	466,349	525,475	575,771	50,296
Intergovernmental - WSRA	390,275	413,221	401,568	430,073	28,505
Capital Outlay	72,578	141,275	223,190	214,000	(9,190)
Debt Service	572,438	572,438	633,688	654,488	20,800
Other	302,967	451,287	394,482	521,308	126,825
Total Expenditures**	<u>\$ 5,368,996</u>	<u>\$ 6,427,499</u>	<u>\$ 6,712,223</u>	<u>\$ 7,633,656</u>	<u>\$ 921,433</u>
Net Surplus / (Deficit)	<u>\$ 1,765,844</u>	<u>\$ 2,050,465</u>	<u>\$ 1,760,655</u>	<u>\$ 1,750,277</u>	<u>\$ (10,378)</u>

\*\* Total Revenue does not include transfers between funds (\$170,000 in 2023-24; \$720,000 in 2022-23; \$0 in 2021-22)

\*\* Total Expenditures do not include transfers between funds (\$450,950 in 2023-24; \$415,079 in 2022-23; \$263,119 in 2021-22)

**Capital Improvement Plan  
Fiscal Year 2023-24**

**Overview**

This section is a summary of the Gurnee Park District's capital improvement plan. On April 18, 2023 the Park District Board approved a five year Capital Project Plan for fiscal years 2023-24 through 2027-28. The Plan has anticipated amounts for all projects recommended by the staff. The total Capital Project Plan for 2023-24 is budgeted at \$2,411,635. A detailed list begins on page A-6.

Miscellaneous capital items and current fiscal year carry over items are also included in the 2023-24 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.

On March 21, 2017 the Park District Board of Commissioners approved the Gurnee Park District Strategic Plan 2017 - 2022. With the challenges of the COVID-19 pandemic, The Park District made the decision to delay the development of the next Strategic Plan and Master Plan. The Park District Board and Leadership Team are confident that Strategic Plan 2017 - 2022 and the current Master Plan will continue to serve as the guide for successful operations of the District through fiscal year 2023-2024.



A major initiative for fiscal year 2023-2024 is the completion of the Park District's new Comprehensive Strategic Master Plan. The expectation is for the development of the plan to occur during most of 2023-24 with approval from the Board of Park Commissioners at the March 2024 meeting.

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 provide proper technology to deliver our services and offerings to the community and is budgeting \$20,000 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 2023-2024 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**

Concord Oaks Park – There is \$85,000 included in the budget for Concord Oaks Park. The District will replace the 2-12 year old playground equipment at Concord Oaks Park. In addition, ADA improvements, site grading, erosion control installation, curb installation, asphalt removal and paving are all planned at the park as well. The current playground equipment at Concord Oaks Park was purchased and installed in 2005.

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 - \$59,600 is budgeted for pathway, parking lot, concrete and surfacing repairs at Viking Park, Hunt Club Neighborhood Park, Vineyard Park as well as various parking lot restriping.

Hunt Club Park Community Center Parking Lot – The budget includes \$600,000 for reconstruction of the Hunt Club Park Community Center Parking Lot. The current parking lot is original to the construction of the

Aquatic Center and Community Center in 2002 and 2006. The parking lot is 250,000 square feet.

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.

Prairie Oaks Park - \$12,000 is budgeted to patch and paint the signature silo at Prairie Oaks Park.

Tree Canopy Project – There is \$12,500 budgeted to plant several trees throughout various parks. This will be a multi-year effort with money budgeted for the next several years. Many trees were lost in the last few years to various diseases.

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 \$43,000.

Sports Court Surfacing - \$98,305 is included in the 2023-24 budget for sports court resurfacing at various parks. No sports court surfacing work was completed in 2021-22 and many of the projects scheduled for 2022-23 had to be carried over to 2023-24 because of contractor scheduling.

### **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. \$100,000 is included in the 2023-24 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 HVAC - \$50,000 is budgeted to replace the main RTU units at Viking Park Community Center.

Viking Park Community Center Office Flooring - \$24,000 is included in the 2023-24 budget to replace all flooring in the office spaces within Viking Park Community Center. All office space flooring at the Community Center is very dated, wore out and currently carries a lot of allergens.

Hunt Club Park Aquatic Center - \$29,500 is budgeted in 2023-2024 to replace sections of the fence and exterior painting at the Hunt Club Park Aquatic Center.

FitNation – There is \$346,000 included in the 2023-24 Capital Project plan for FitNation facility improvements. November 2023 will mark the 10 year anniversary of Gurnee Park District owning FitNation. Many upgrades to the facility are planned throughout the year. These projects are funded from a transfer made to the Capital Replacement/Development Fund from the Recreation Fund fitness operations revenue.

Contingency – There is \$250,000 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**

For the past several years acquiring Parks Team work trucks has been challenging due to supply chain issues. District management is confident that in fiscal year 2023-24, vehicle replacements can once again take place and has budgeted \$331,730 which will allow the District to catch up with the vehicle replacement schedule.

### **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 2023-24 budget for miscellaneous capital items is \$307,650.

GURNEE PARK DISTRICT

22/23 Carryover

FIVE YEAR CAPITAL PROJECT PLAN (FYE 2023/24 - 2027/28)

April 18, 2023

Project description	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28
<b>Parks Department Vehicle and Equipment</b>					
Replacement - P-15 Ford F-350 (2WD) Dump (2011)	\$65,000				
Replacement - P- 16 Ford E-350 Cargo Van (2009) for Ford F-250 w/ Service Body (2022)	\$35,000				
Replacement - Batwing Woods Mower (2011)					
Replacement - Batwing Woods Mower (2012)		\$30,000			
Replacement - Scissor Lift Hunt Club (Purchased 2006 Used)		\$35,000			
Replacement- P-12 Ford F-350 (2WD) Dump (2011)	\$47,730				
Replacement - P-17 Ford F-250 (2WD) Toolbox (2013)	\$54,000				
Replacement - Pesticide Sprayer (2005)					
Replacement - Scag Cheetah Zero Turn Mower (2013)					
Replacement- P-23 Ford F-350 (2WD) Dump Truck (2013)	\$65,000				
Replacement- P-27 Ford F-150 (2WD) (2014)	\$65,000				
Replacement- P-28 Ford F-150 (2014)(2WD)		\$45,000			
Replacement CASE 435 (2009)					
Replacement - P-18 Ford F-450 Diesel Dump Truck					\$95,000
Replacement - P-29 Ford F-150 (2WD) (2016)			\$40,000		
Replacement - P-20 Ford F-250 (4WD) (2015)				\$45,000	
Replacement - P-24 Ford F-250 (2WD) (2016)				\$55,000	
<b>Total Vehicle and Equipment</b>	<b>\$331,730</b>	<b>\$110,000</b>	<b>\$40,000</b>	<b>\$100,000</b>	<b>\$95,000</b>
<b>Playground Replacements/Improvements</b>					
Misc Improvements - all parks	\$28,000	\$29,000	\$30,000	\$30,000	\$30,000
Prairie Oakes Playground (Silo)					
Timberwoods Park Playground					
Kings Park Playground					
Hunt Club Neighborhood Park		\$300,000			
Prairie Oaks Park (Shagbark)					
VPCC Parks (5-12 & 2-5)		\$450,000			
VPCC Preschool Playground		\$125,000			
Concord Oaks Playground	\$75,000				
Churchill Playground			\$200,000		
Hunt Club Preschool				\$180,000	
O'Plaine Community Park Playgorund					\$300,000
<b>Total Playground Improvements</b>	<b>\$103,000</b>	<b>\$904,000</b>	<b>\$230,000</b>	<b>\$210,000</b>	<b>\$330,000</b>

GURNEE PARK DISTRICT  
 FIVE YEAR CAPITAL PROJECT PLAN (FYE 2023/24 - 2027/28)  
 April 18, 2023

22/23 Carryover

Project description	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28
<b>ADA Improvements</b>					
ADA Misc	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Prairie Oaks Playground Equipment					
Timberwoods Park Playground Equipment					
Timberwoods Park Playground Surfacing					
Kings Park Playground					
Kings Park Surfacing					
Hunt Club Neighborhood Park Equipment		\$25,000			
Hunt Club Neighborhood Park Surfacing		\$50,000			
Prairie Oaks Park (Shagbark)					
VPCC Park Playground Equipment Purchase		\$25,000			
VPCC Park Playground Surfacing		\$75,000			
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)			\$100,000		
Churchill Equipment			\$25,000		
Ravinia Surfacing Replacement (Pour in place and turf)				\$150,000	
Hunt Club Preschool Equipment				\$25,000	
Hunt Club Preschool Surfacing				\$75,000	
O'Plaine Community Park Playground Equipment					\$25,000
O'Plaine Community Park Playground Surfacing					\$75,000
<b>Total ADA Improvements</b>	<b>\$15,000</b>	<b>\$180,000</b>	<b>\$180,000</b>	<b>\$255,000</b>	<b>\$105,000</b>
<b>Sports Court Surfacing</b>					
Betty Russell Tennis Court Color Coating	\$28,500				
Hunt Club Park Neighborhood Basketball Court	\$6,806				\$28,000
O'Plaine Park Basketball Court	\$1,200				\$13,500
O'Plaine Park Pickleball Court		\$50,000			
Ravinia Park Basketball Color Coating	\$5,430				\$12,000
South Park	\$3,800				\$12,500
Viking Basketball	\$11,595				\$19,500
Viking Park Tennis Court	\$2,820	\$150,000			
Viking Park Picnic Area Asphalt	\$6,200				\$7,000
Churchill Hunt Park	\$4,197				\$7,500
Concord Oaks Park	\$4,350				\$13,000
Southridge Park	\$4,810				\$8,500

**GURNEE PARK DISTRICT**  
**FIVE YEAR CAPITAL PROJECT PLAN (FYE 2023/24 - 2027/28)**  
**April 18, 2023**

22/23 Carryover

<b>Project description</b>	<b>FY 23/24</b>	<b>FY 24/25</b>	<b>FY 25/26</b>	<b>FY 26/27</b>	<b>FY 27/28</b>
Timberwoods Park	\$4,705				\$8,500
Hunt Club Basketball and Pickleball	\$7,392				
Cedar Park	\$6,500				
Christine Thompson Tennis and Pickleball			\$20,000		
Westgate Park			\$7,000		
Betty Russell Park Basketball			\$7,000		
Vineyard Park			\$7,000		
Chittenden Park			\$7,000		
<b>Total Sports Court Surfacing</b>	<b>\$98,305</b>	<b>\$200,000</b>	<b>\$48,000</b>	<b>\$0</b>	<b>\$130,000</b>
<b>Asphalt Surfaces/Pathways</b>					
Hunt Club Community Park Patching Parking Lot					
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	\$ 10,000.00			
Hunt Club Park Neighborhood Walkway Replacement				\$250,000	
Prairie Oaks side walk replacement.					
Timberwoods Park Parking Lot and Pathway Resurfacing					
Vineyard Park	\$9,600				
University Parking Lots					
O'Plaine Community Park Walking Path Replacement			\$250,000		
Shaw Park Parking Lot and Pathway Resurfacing				\$40,000	
Concord Oaks Pathway	\$15,000				
Parking Lot Restriping - Various Parks	\$10,000				
HCMS - Asphalt & Concrete Replacement			\$175,000		
Providence Oak Trails					\$40,000
<b>Total Asphalt Surfaces/Pathways</b>	<b>\$659,600</b>	<b>\$240,000</b>	<b>\$425,000</b>	<b>\$290,000</b>	<b>\$40,000</b>
<b>Facility Improvements</b>					
HVAC Delta System to replace Tracer Summit Controls.	\$100,000				
HVAC Viking Park 4 Ton Split System and 5 Ton RTU Replacement	\$50,000				
VPCC Roof (Replace Shingled Sections)		\$75,000			
HCPCC Exterior Painting		\$60,000			
VPCC Flooring (Business Services, Marketing and Front Office Suites, Activity Room #4)	\$24,000				
HCPCC Flooring ( Front offices, Fishbowl and registration desk)		\$25,000			
HCPCC Front Exterior Sliding Door Replacment			\$18,500		

**GURNEE PARK DISTRICT**  
**FIVE YEAR CAPITAL PROJECT PLAN (FYE 2023/24 - 2027/28)**  
**April 18, 2023**

22/23 Carryover

<b>Project description</b>	<b>FY 23/24</b>	<b>FY 24/25</b>	<b>FY 25/26</b>	<b>FY 26/27</b>	<b>FY 27/28</b>
Prairie Oaks Silo - Patch and paint silo	\$12,000				
HVAC HCPCC RTU 5 Replacement	\$30,000				
HCPAC Pool Paint	\$17,500				
HCPAC Fence	\$12,000				
HCPAC Exterior Painting			\$54,000		
<b>Total Facility Improvements</b>	<b>\$245,500</b>	<b>\$160,000</b>	<b>\$72,500</b>	<b>\$0</b>	<b>\$0</b>
<b>Miscellaneous Capital</b>					
Park Rules Sign Replacements	\$10,000				
Viking Park Softball backstop and dugout replacements	\$130,000				
O'Plaine - West Baseball Field Netting			\$75,000		
Tree Canopy Project	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
O'Plaine Pickleball Shade Structure		\$40,000			
Land Acquisition	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000
Computer Equipment	\$20,000	\$20,000	\$20,000	\$20,000	
Website redevelopment	\$75,000				
Contingency	\$250,000	\$100,000	\$100,000	\$100,000	\$100,000
<b>Total Miscellaneous</b>	<b>\$612,500</b>	<b>\$287,500</b>	<b>\$322,500</b>	<b>\$247,500</b>	<b>\$227,500</b>
<b>Grand Total General Projects</b>	<b>\$2,065,635</b>	<b>\$2,081,500</b>	<b>\$1,318,000</b>	<b>\$1,102,500</b>	<b>\$927,500</b>
<b>Available funds</b>					
Prior year fund balances	\$4,060,353	\$3,298,485	\$1,738,083	\$1,390,287	\$1,658,548
Annual rollover bond proceeds	\$561,300	\$280,088	\$734,408	\$1,138,447	\$1,218,114
ADA fund - 25% of total levy towards capital (less inclusion expense)	\$83,358	\$85,025	\$86,725	\$88,460	\$90,229
Funds from Paving and Lighting fund available for paving	\$54,410	\$23,000	\$23,000	\$23,000	\$23,000
Transfer in from Corp and Rec	\$450,000	\$100,000	\$100,000	\$100,000	\$100,000
Interest Income	\$154,700	\$32,985	\$26,071	\$20,854	\$24,878
<b>Total Annual Inflow</b>	<b>\$1,303,767</b>	<b>\$521,097</b>	<b>\$970,205</b>	<b>\$1,370,761</b>	<b>\$1,456,221</b>
<b>Total available funds</b>	<b>\$5,364,120</b>	<b>\$3,819,583</b>	<b>\$2,708,287</b>	<b>\$2,761,048</b>	<b>\$3,114,769</b>
<b>Estimate Fund Balance - FY End (Regular Capital Projects)</b>	<b>\$3,298,485</b>	<b>\$1,738,083</b>	<b>\$1,390,287</b>	<b>\$1,658,548</b>	<b>\$2,187,269</b>

GURNEE PARK DISTRICT  
 FIVE YEAR CAPITAL PROJECT PLAN (FYE 2023/24 - 2027/28)  
 April 18, 2023

22/23 Carryover

<u>Project description</u>	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28
<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		
Main Gym Work	\$210,000				
Demo empty tenant space	\$25,000				
Exterior painting	\$40,000				
Turf replacement and addition	\$50,000				
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>\$346,000</b>	<b>\$475,000</b>	<b>\$355,000</b>	<b>\$430,870</b>	<b>\$10,000</b>
<b>Available funds</b>					
Prior year fund balance	\$220,021	\$124,021	(\$100,979)	(\$205,979)	(\$336,849)
Transfer in from Fitness Operations	\$250,000	\$250,000	\$250,000	\$300,000	\$350,000
<b>Total available funds</b>	<b>\$470,021</b>	<b>\$374,021</b>	<b>\$149,021</b>	<b>\$94,021</b>	<b>\$13,151</b>
<b>Estimate Fund Balance - FY End (FitNation Capital Projects)</b>	<b>\$124,021</b>	<b>(\$100,979)</b>	<b>(\$205,979)</b>	<b>(\$336,849)</b>	<b>\$3,151</b>
<b>Grand Total All Projects</b>	<b>\$2,411,635</b>	<b>\$2,556,500</b>	<b>\$1,673,000</b>	<b>\$1,533,370</b>	<b>\$937,500</b>



**GURNEE PARK DISTRICT**  
**Miscellaneous Capital Items - Fiscal Year 2023-24**

FUND	DESCRIPTION	Budget Amount
Corporate Fund	Marketing Camera Lense	\$ 2,000
	IT Switch/Router replacement	33,000
	Equipment replacement as needed	10,000
	VPCC Floor Machine	6,500
	Sundek VP Circle Drive Bathrooms	3,500
	Holiday Lights for VPCC	5,000
	Other Equipment as Needed	5,000
Recreation Fund	Office chairs for staff	3,200
	10 Walkie Talkies for VP Special Events	1,200
	8 sets of CPR manikins for teaching CPR classes	4,000
	Order a new lighting Character for Holiday Lights	1,500
	Make big light up wings for Holiday Lights	800
	new first aid bench	650
	New podium	300
	Carry case for art displays	2,600
	15-8' Rectangle Tables for Special Events	1,350
	10 Stanchions for Special Events	1,200
	10 Replacement 60" Round Tables	1,200
	HCPAC FunBrella Canopy	2,500
	HCPAC FunBrella Frames	7,500
	Sundek HCPAC Public Bathrooms	3,500
	HCPCC - Replace Coaxial Cable	7,500
	Two FN Front Vestibule/Entrance Logo Mats	10,000
	O'Plaine Pickle Ball Windscreen Replacement	4,000
	FN Front Awaning	6,000
	General Replacement Preschool Rooms, misc equipment/toys	2,500
	General Replacement CARE/Camp, misc equipment/toys	2,500
	2 - 4'x6' Qwik Goal soccer goals	2,000
	Recarpet Preschool Room #4	3,500
	Recreation Programming equipment as needed	9,000
	Fitness equipment	140,000
	Swim school equipment	7,000
Site and Construction Fund	Professional Services	17,150

**Grand Total \$ 307,650**

**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% - 44% for indirect costs\*
- Services available to the community with some limitations to participation

**PRIVATE**

- No Subsidy
- Covers all direct costs with net revenue 45% 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 15, 2022

**Budget and Appropriations Ordinance  
Fiscal Year 2023-24**

**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 23/24-1, which was passed by the Board of Commissioners on May 16, 2023 and filed with the Lake County, Illinois Clerk's Office on June 8, 2023.

BUDGET AND APPROPRIATION ORDINANCE  
2023/2024  
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, 2023, AND  
ENDING ON THE 30<sup>TH</sup> DAY OF APRIL, 2024.

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 16<sup>th</sup> day of May, 2023, 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, 2023, and ending April 30, 2024 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, 2023, and ending on the 30th day of April, 2024.

	<u>BUDGET</u>	<u>APPROPRIATION</u>
<b>CORPORATE FUND</b>		
<b>Administration:</b>		
Salaries	\$601,620	\$721,944
Contractual/Legal/Professional Services	\$374,075	\$448,890
Insurance Benefits	\$173,266	\$207,919
Utilities	\$26,900	\$32,280
Materials & Supplies	\$13,700	\$16,440
Capitalized Equipment	\$45,000	\$54,000
Other Expenses	\$92,502	\$111,002
<b>Total for Administration</b>	<b>\$1,327,063</b>	<b>\$1,592,475</b>
<b>Park Management:</b>		
Salaries	\$769,020	\$922,824
Contractual Services	\$64,500	\$77,400
Insurance Benefits	\$184,533	\$221,440

Utilities	\$42,430	\$50,916
Materials & Supplies	\$190,735	\$228,882
Capitalized Equipment	\$20,000	\$24,000
Other Expenses	\$82,000	\$98,400
<b>Total for Park Management</b>	<b>\$1,353,218</b>	<b>\$1,623,862</b>

**CORPORATE FUND TOTAL** **\$2,680,281** **\$3,216,337**

**Income:**

Real Estate Tax Levy	\$2,502,981	\$3,003,577
Other	\$177,300	\$212,760
Fund Transfer	-\$280,000	-\$336,000
<b>CORPORATE FUND INCOME</b>	<b>\$2,400,281</b>	<b>\$2,880,337</b>

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

Contractual/Legal/Professional Services	\$1,000	\$1,200
Capital Outlay:		
New Equipment	\$0	\$0
Park Development / Building		
Improvements	\$100,000	\$120,000
Land Acquisitions	\$0	\$0
Other Expenses	\$0	\$0
<b>SITE &amp; CONSTRUCTION FUND TOTAL</b>	<b>\$101,000</b>	<b>\$121,200</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	\$331,730	\$398,076
Park Development / Building		
Improvements	\$347,500	\$417,000
Land Acquisitions	\$0	\$0
<b>Total Capital Outlay</b>	<b>\$699,230</b>	<b>\$839,076</b>
Debt Retirement	\$410,000	\$492,000
Other Expenses	\$28,800	\$34,560

<b>SITE &amp; CONST. FUND (BONDS) TOTAL</b>	<b>\$1,154,180</b>	<b>\$1,385,016</b>
<b>Income:</b>		
Bond Proceeds	\$1,016,250	\$1,219,500
Other	\$2,000	\$2,400
<b>TOTAL SITE &amp; CON FUND (BONDS) INCOME</b>	<b>\$1,018,250</b>	<b>\$1,221,900</b>

## **CAPITAL REPLACEMENT / DEVELOPMENT FUND**

Contractual Services	\$0	\$0
Capital Outlay:		
Land Acquisition	\$115,000	\$138,000
New Equipment	\$75,000	\$90,000
Park Improvements	\$73,495	\$88,194
Building Improvements	\$1,279,500	\$1,535,400
<b>CAPITAL REPLACEMENT / DEVELOPMENT FUND TOTAL</b>	<b>\$1,542,995</b>	<b>\$1,851,594</b>
<b>Income:</b>		
Other	\$150,000	\$180,000
Fund Transfer	\$900,950	\$1,081,140
<b>TOTAL FUND INCOME</b>	<b>\$1,050,950</b>	<b>\$1,261,140</b>

## **RECREATION FUND**

<b>Administration:</b>		
Salaries	\$721,250	\$865,500
Contractual/Professional	\$207,877	\$249,453
Insurance Benefits	\$188,954	\$226,744
Utilities	\$43,000	\$51,600
Materials & Supplies	\$26,000	\$31,200
Capitalized Equipment	\$20,000	\$24,000
Other Expenses	\$102,600	\$123,120
<b>Total for Administration</b>	<b>\$1,309,681</b>	<b>\$1,571,617</b>
<b>Park Management:</b>		
Salaries	\$730,470	\$876,564
Contractual Services	\$81,350	\$97,620
Insurance Benefits	\$167,199	\$200,639
Utilities	\$76,750	\$92,100
Materials & Supplies	\$146,200	\$175,440
Capitalized Equipment	\$26,500	\$31,800

<b>Total for Park Management</b>	<b>\$1,228,469</b>	<b>\$1,474,163</b>
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**Programs:**

Salaries	\$3,122,127	\$3,746,552
Contractual Services	\$551,758	\$662,110
Insurance Benefits	\$130,186	\$156,223
Utilities	\$272,865	\$327,438
Materials & Supplies	\$549,771	\$659,725
Capitalized Equipment	\$429,000	\$514,800
Debt Service	\$855,438	\$1,026,525
Other Operating Expenses	\$418,708	\$502,449
<b>Total for Programs</b>	<b>\$6,329,852</b>	<b>\$7,595,823</b>

<b>RECREATION FUND TOTAL</b>	<b>\$8,868,002</b>	<b>\$10,641,603</b>
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**Income:**

Real Estate Tax Levy	\$1,511,073	\$1,813,288
Fees & Charges	\$7,166,654	\$8,599,985
Other	\$190,275	\$228,330
Fund Transfer	-\$170,000	-\$204,000
<b>TOTAL RECREATION FUND INCOME</b>	<b>\$8,698,002</b>	<b>\$10,437,603</b>

**AUDIT FUND**

Auditing Services	\$31,830	\$38,196
<b>AUDIT FUND TOTAL</b>	<b>\$31,830</b>	<b>\$38,196</b>

**Income:**

Real Estate Tax Levy	\$31,054	\$37,265
Other	\$5	\$6
<b>TOTAL AUDIT FUND INCOME</b>	<b>\$31,059</b>	<b>\$37,271</b>

**PAVING & LIGHTING FUND**

Paving Expense	\$54,410	\$65,291
Lighting Expense	\$37,000	\$44,400
<b>PAVING &amp; LIGHTING FUND TOTAL</b>	<b>\$91,410</b>	<b>\$109,691</b>

**Income:**

Real Estate Tax Levy	\$64,179	\$77,015
Other	\$300	\$360
<b>TOTAL PAVING &amp; LIGHTING FUND INCOME</b>	<b>\$64,479</b>	<b>\$77,375</b>

## RECREATION FOR HANDICAPPED FUND

Payment to WSRA	\$385,073	\$462,087
ADA Inclusion Services	\$45,000	\$54,000
ADA Improvements	\$15,000	\$18,000
<b>RECREATION FOR HANDICAPPED TOTAL</b>	<b>\$445,073</b>	<b>\$534,087</b>

Income:		
Real Estate Tax Levy	\$513,431	\$616,117
Other	\$2,500	\$3,000
<b>TOTAL INCOME</b>	<b>\$515,931</b>	<b>\$619,117</b>

## LIABILITY INSURANCE FUND

Unemployment Insurance	\$0	\$0
Tort Liability Insurance	\$34,313	\$41,175
Property Insurance	\$53,735	\$64,483
Workers' Comp. Insurance	\$66,837	\$80,204
<b>LIABILITY INS. FUND TOTAL</b>	<b>\$154,885</b>	<b>\$185,862</b>

Income:		
Real Estate Tax Levy	\$130,614	\$156,737
Other	\$1,700	\$2,040
<b>TOTAL LIABILITY INS. FUND INCOME</b>	<b>\$132,314</b>	<b>\$158,777</b>

## IMRF FUND

IMRF Fund Contribution	\$330,225	\$396,270
<b>IMRF FUND TOTAL</b>	<b>\$330,225</b>	<b>\$396,270</b>

Income:		
Real Estate Tax Levy	\$272,759	\$327,310
Other	\$3,500	\$4,200
<b>TOTAL IMRF FUND INCOME</b>	<b>\$276,259</b>	<b>\$331,510</b>

## SOCIAL SECURITY FUND

Social Security Contribution	\$341,250	\$409,500
<b>SOCIAL SECURITY FUND TOTAL</b>	<b>\$341,250</b>	<b>\$409,500</b>

Income:		
Real Estate Tax Levy	\$329,618	\$395,542



Other	\$300	\$360
<b>TOTAL SS FUND INCOME</b>	<b>\$329,918</b>	<b>\$395,902</b>

**BOND & INTEREST FUND**

Debt Retirement	\$1,043,395	\$1,252,074
Other Expenses	\$76,522	\$91,826
<b>BOND &amp; INTEREST FUND TOTAL</b>	<b>\$1,119,917</b>	<b>\$1,343,900</b>

**Income:**

Real Estate Tax Levy	\$1,119,918	\$1,343,902
Other	\$2,500	\$3,000
<b>TOTAL BOND &amp; INTEREST FUND INCOME</b>	<b>\$1,122,418</b>	<b>\$1,346,902</b>

## SUMMARY OF FUNDS

	<b>BUDGET</b>	<b>APPROPRIATION</b>
CORPORATE	\$2,680,281	\$3,216,337
SITE & CONSTRUCTION (DEV DONATION)	\$101,000	\$121,200
SITE & CONSTRUCTION (BONDS)	\$1,154,180	\$1,385,016
CAPITAL REPLACE / DEVELOP	\$1,542,995	\$1,851,594
RECREATION	\$8,868,002	\$10,641,603
AUDIT	\$31,830	\$38,196
PAVING & LIGHTING	\$91,410	\$109,691
RECREATION FOR HANDICAPPED	\$445,073	\$534,087
LIABILITY	\$154,885	\$185,862
IMRF	\$330,225	\$396,270
SOCIAL SECURITY	\$341,250	\$409,500
BOND & INTEREST	\$1,119,917	\$1,343,900
TOTAL FOR ALL FUNDS	\$16,861,048	\$20,233,256

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, 2023, and ending April 30, 2024, for the respective purposes set forth.

All unexpended balances of the appropriations for the fiscal year ending April 30, 2023, 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 \$10,313,969;
- (b) An estimate of the cash expected to be received during the fiscal year from all sources is \$18,768,073;
- (c) An estimate of the expenditures contemplated for the fiscal year is \$20,233,256;
- (d) The estimated cash expected to be on hand at the end of the fiscal year is \$8,848,786;
- (e) An estimate of the amount of taxes to be received during the fiscal year:

Real Estate Taxes	<u>\$7,770,752</u>
Personal Property Replacement Tax	<u>\$240,000</u>
TOTAL	<u>\$8,010,752</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 16th day of May, 2023.

AYES:

NAYS:

ABSENT AND NOT VOTING:

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President

ATTEST:

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Secretary

STATE OF ILLINOIS)  
 )  
COUNTY OF LAKE )

I, the undersigned, 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 2023 and ending on the 30<sup>th</sup> of April 2024” 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 16th day of May, 2023 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 16th day of May, 2023.

\_\_\_\_\_  
Secretary, Board of Park Commissioners  
Gurnee Park District

(seal)

ESTIMATE OF REVENUES FOR FISCAL YEAR 2023/2024  
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 2023/2024.

1)	Real Estate Taxes	\$7,770,752
2)	Personal Property Replacement Taxes	\$240,000
3)	Fees	\$8,599,985
4)	Interest Income	\$274,146
5)	Donations	\$0
6)	Grants/Foundation	\$0
7)	Reimbursements	\$4,320
8)	Non-Referendum Bonds	\$1,219,500
9)	Contract Financing	\$0
10)	Miscellaneous Income	\$118,230
11)	Fund Transfer	\$541,140
	TOTAL	<u>\$18,768,073</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 2023/2024.

Dated: 5/16/2023

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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**



# **FIVE YEAR FINANCIAL PLAN**

## FISCAL YEARS 2023-2024 to 2027-2028

**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, 2023 to April 30, 2028

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### EXECUTIVE OVERVIEW

The Gurnee Park District has prepared this Five-Year Financial Plan covering the current fiscal year, 2023-2024, through fiscal year 2027-28. 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 have positioned the Park District to thrive during the next five years.

### COVID-19 PANDEMIC RECOVERY

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

During fiscal year 2022-23 many program areas returned to pre-COVID pandemic service offerings. In 2023-24 management believes the Park District will be operating entirely at pre-pandemic service offerings and program participation levels. The Park District is extremely proud of the fiscal year 2022-23 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 2022-23 fees and charges revenue which consists of recreation programming, fitness operations and aquatic center operations. Recreation programming revenue reached 92% of 2018-19 levels which represents the last fiscal year not effected by the COVID-19 pandemic. Aquatic center revenue exceeded 2018-19 by 20% while fitness revenue reached 76% of pre-COVID revenue. Fiscal year 2023-24 fees and charges revenue is expected to reach full pre-pandemic levels.

### 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.

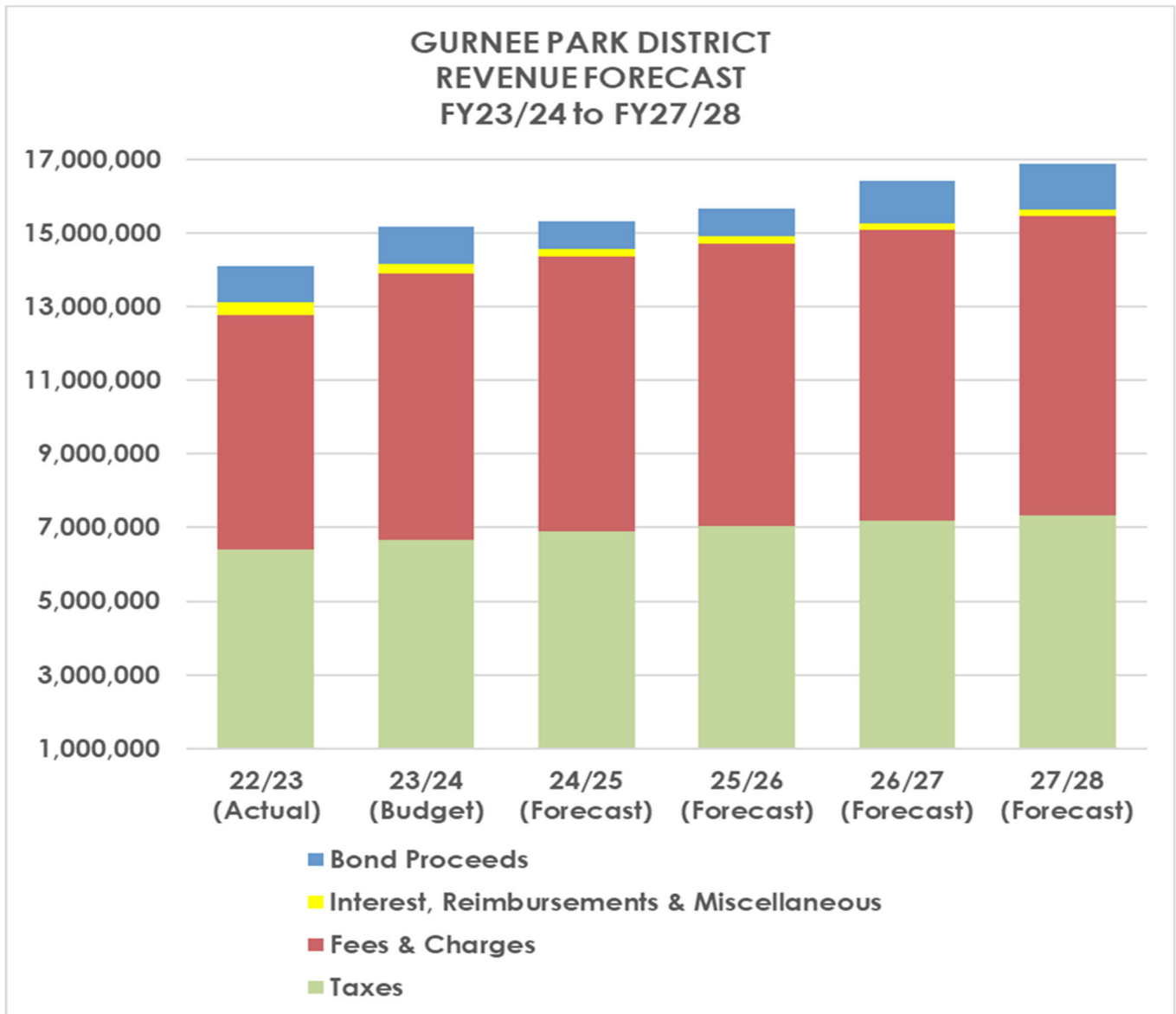
# GURNEE PARK DISTRICT, ILLINOIS

## Five Year Financial Plan May 1, 2023 to April 30, 2028

### REVENUE

The chart and graph below illustrate the forecasted revenue for the next five years (including Bond Proceeds) for the Park District as well as actual 2022-23.

Revenue	22/23 (Actual)	23/24 (Budget)	24/25 (Forecast)	25/26 (Forecast)	26/27 (Forecast)	27/28 (Forecast)
Taxes	6,395,775	6,675,627	6,902,742	7,042,063	7,184,105	7,325,587
Fees & Charges	6,381,120	7,237,779	7,454,361	7,677,428	7,907,177	8,143,806
Interest, Reimbursements & Miscellaneous	356,466	259,455	226,797	197,332	186,768	187,616
Bond Proceeds	963,395	1,016,250	730,788	750,558	1,154,597	1,234,264
<b>Total Revenue</b>	<b>14,096,757</b>	<b>15,189,111</b>	<b>15,314,687</b>	<b>15,667,382</b>	<b>16,432,646</b>	<b>16,891,273</b>



## GURNEE PARK DISTRICT, ILLINOIS

### Five Year Financial Plan May 1, 2023 to April 30, 2028

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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 87% 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** - 5% increase in levy year 2023 to account for the elevated 2023 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 with a cap of 5%.
- **Interest Income** - Conservative interest rate is used to balance changes in recent 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 have been the largest revenue source for the District.

The impact of COVID-19 in fiscal year 2020-21, lowered our fees for services revenue and changed the revenue split to 72% taxes and 25% fees for services. Actual 2022-23 year-end results show a more normal 50/50 split between fees for services and tax revenue. In 2023-24 the budget calls for a revenue split at 51% fees for services and 47% taxes which is indicative of the pre-COVID operating results. 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 the total revenue. As part of the recovery from the COVID-19 pandemic, it is a goal of the Park District to reach pre-pandemic (fiscal year 2018-19) fees and charges revenue in fiscal year 2023-2024 with continued growth expected through fiscal year 2027-28.

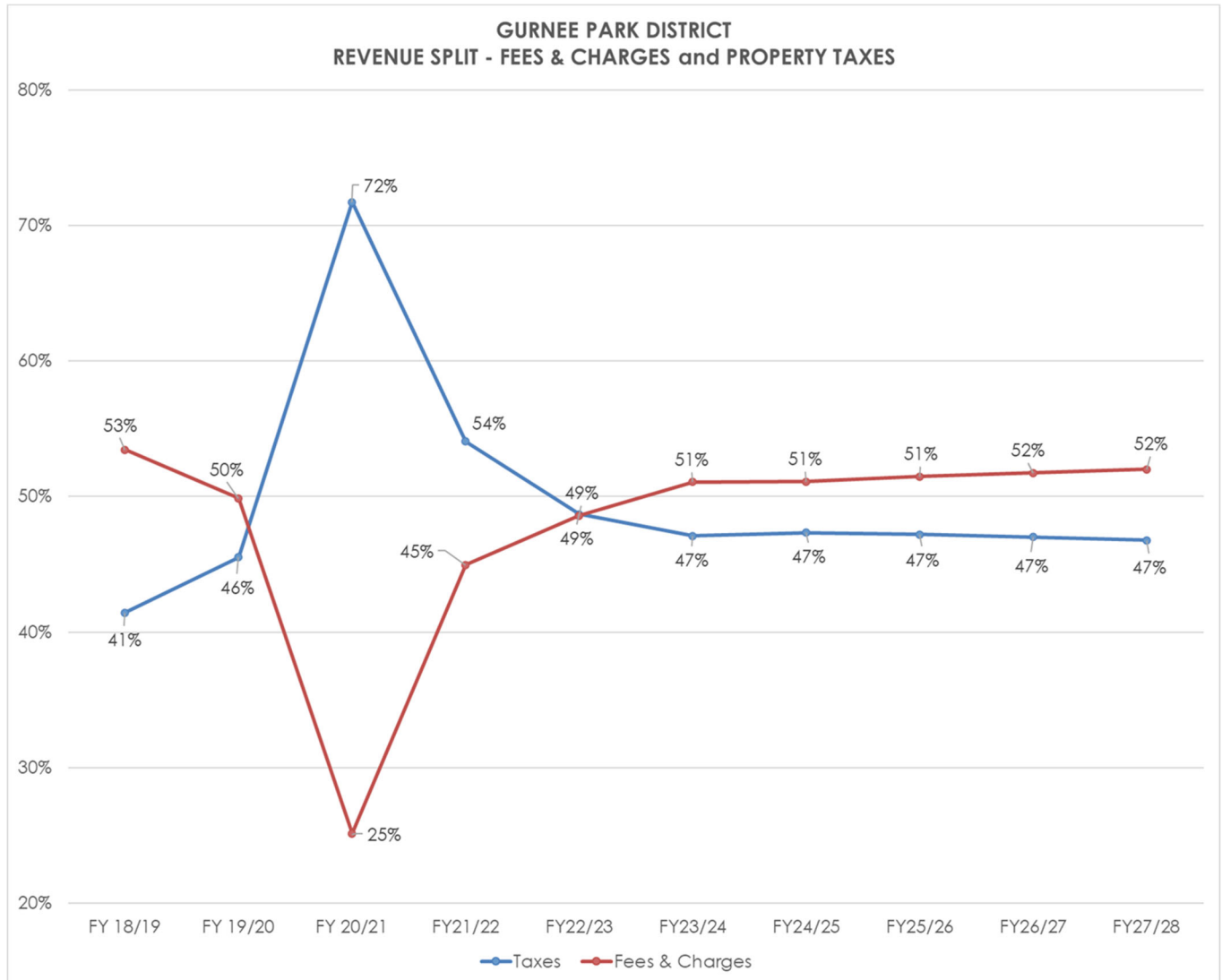
Moderate consistent growth is expected with property tax revenues to account for the very modest growth in Park District equalized assessed valuation (EAV) as well as the expected increase in CPI year over year.

Miscellaneous revenue sources are mainly through interest income. 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, 2023 to April 30, 2028

### REVENUE (continued)





**GURNEE PARK DISTRICT, ILLINOIS**

**Five Year Financial Plan  
May 1, 2023 to April 30, 2028**

**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 area.

<b>GURNEE PARK DISTRICT FIVE YEAR FINANCIAL PLAN RECREATION PROGRAMS, FITNESS OPERATIONS, and HCPAC REVENUE</b>						
<b>PROGRAM AREA</b>	<b>Actual FY 2022/23</b>	<b>Budget FY 2023/24</b>	<b>Forecast FY 2024/25</b>	<b>Forecast FY 2025/26</b>	<b>Forecast FY 2026/27</b>	<b>Forecast FY 2027/28</b>
Athletics	383,327	413,185	425,581	438,348	451,498	465,043
Gen Youth Rec	226,852	245,560	252,927	260,515	268,330	276,380
CARE	647,214	672,090	692,252	713,020	734,410	756,443
Pre School	461,445	521,481	537,125	553,239	569,836	586,931
Day Camp	944,789	1,074,629	1,106,868	1,140,074	1,174,277	1,209,505
Adult Recreation	26,262	32,604	33,582	34,590	35,627	36,696
Rentals	56,617	63,305	65,204	67,160	69,175	71,250
Special Events	35,559	72,050	74,212	76,438	78,731	81,093
Aquatics	354,640	384,955	396,504	408,399	420,651	433,270
<b>Total</b>	<b>\$ 3,136,704</b>	<b>\$ 3,479,859</b>	<b>\$ 3,584,255</b>	<b>\$ 3,691,782</b>	<b>\$ 3,802,536</b>	<b>\$ 3,916,612</b>
Fitness Center Ops	2,518,727	2,982,457	3,071,930	3,164,088	3,259,011	3,356,781
HCPAC	683,130	720,264	741,871	764,128	787,051	810,663
<b>Grand Total</b>	<b>\$ 6,338,560</b>	<b>\$ 7,182,579</b>	<b>\$ 7,398,057</b>	<b>\$ 7,619,998</b>	<b>\$ 7,848,598</b>	<b>\$ 8,084,056</b>
Percent Difference from Previous Year		13%	3%	3%	3%	3%

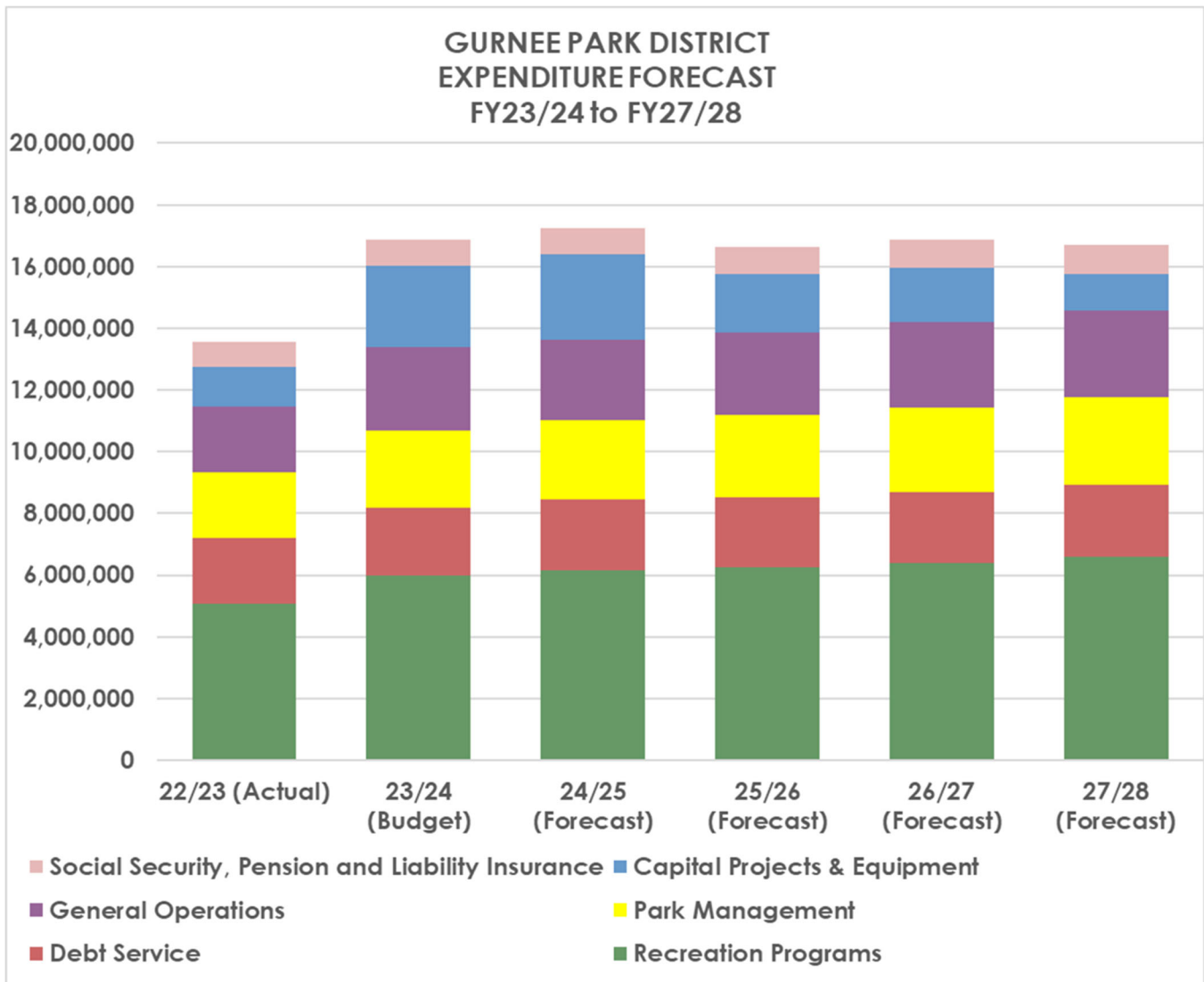
# GURNEE PARK DISTRICT, ILLINOIS

## Five Year Financial Plan May 1, 2023 to April 30, 2028

### EXPENDITURES

The chart and graph below show the forecasted expenditures for the Park District for the next five years as well as actual 2022-23.

Expenditures	22/23 (Actual)	23/24 (Budget)	24/25 (Forecast)	25/26 (Forecast)	26/27 (Forecast)	27/28 (Forecast)
Recreation Programs	5,059,280	5,983,803	6,168,622	6,238,678	6,375,326	6,583,832
Debt Service	2,137,872	2,213,204	2,274,083	2,293,570	2,310,358	2,331,827
Park Management	2,126,250	2,502,188	2,582,479	2,669,308	2,753,792	2,842,501
General Operations	2,151,151	2,673,573	2,593,011	2,666,890	2,751,295	2,812,038
Capital Projects & Equipment	1,265,705	2,661,920	2,779,267	1,895,473	1,765,784	1,191,102
Social Security, Pension and Liability Insurance	800,797	826,360	851,925	878,285	904,633	931,772
<b>Total Expenditures</b>	<b>13,541,055</b>	<b>16,861,048</b>	<b>17,249,388</b>	<b>16,642,203</b>	<b>16,861,188</b>	<b>16,693,071</b>



## GURNEE PARK DISTRICT, ILLINOIS

### Five Year Financial Plan May 1, 2023 to April 30, 2028

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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 personnel structure with a 3.5% increase annually.
- Employee health insurance cost assume 5% annual increase.
- Assume a 3% 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 projected to return to pre-pandemic levels in 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 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 2023-24 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 and to account for anticipated cost increases.

# GURNEE PARK DISTRICT, ILLINOIS

## Five Year Financial Plan May 1, 2023 to April 30, 2028

### 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 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28
<b>Fiscal Year Capital Projects Expenditures</b>	<b>\$2,411,635</b>	<b>\$2,556,500</b>	<b>\$1,673,000</b>	<b>\$1,533,370</b>	<b>\$957,500</b>
<b>Available Funds - Beginning Fiscal Year</b>	<b>\$4,336,467</b>	<b>\$3,479,518</b>	<b>\$1,805,361</b>	<b>\$1,444,544</b>	<b>\$1,669,845</b>
<b>Capital Funds Inflow</b>					
Interest Income	\$154,700	\$127,479	\$97,304	\$86,004	\$86,780
Annual rollover bond proceeds	\$562,218	\$280,088	\$734,408	\$1,138,447	\$1,218,114
ADA fund - 25% of total levy towards capital	\$83,358	\$94,776	\$97,471	\$100,220	\$105,025
Funds from Paving and Lighting Fund	\$54,410	\$30,000	\$33,000	\$34,000	\$34,000
Transfer in from Corp and Rec Funds	\$700,000	\$350,000	\$350,000	\$400,000	\$450,000
<b>Total Capital Funds Inflow</b>	<b>\$1,554,685</b>	<b>\$882,342</b>	<b>\$1,312,183</b>	<b>\$1,758,671</b>	<b>\$1,893,918</b>
<b>Available Funds - Fiscal Year End</b>	<b>\$3,479,518</b>	<b>\$1,805,361</b>	<b>\$1,444,544</b>	<b>\$1,669,845</b>	<b>\$2,606,263</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 affect 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, 2023 is \$13.00 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 affect 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, 2023 to April 30, 2028

### 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
Comprehensive Plan	Spring 2024	2023/24	\$ 190,000
CAPRA	Summer/Fall 2024	2024/25	\$ 10,000
IAPD Distinguished Agency	Winter/Spring 2024/2025	2024/25	\$ 3,000
Gold Medal	Spring/Summer 2025	2025/26	\$ 7,500
Compensation Study	Fall/Winter 2026	2026/27	\$ 13,000

### 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	FY23/24 (Budget)	FY24/25 (Forecast)	FY25/26 (Forecast)	FY26/27 (Forecast)	FY27/28 (Forecast)	Fund Balance* Target Amount	Excess* (Deficiency)	Explanation of Target Amount
CORPORATE	724,342	767,260	792,848	781,571	751,303	653,820	70,522	25% of operating expenditures
SITE & CONST (Dev donation)	23,547	23,518	23,488	22,958	22,417	-	23,547	no specified amount
SITE & CONST (bonds)	8,754	7,017	8,066	444,173	977,671	-	8,754	no specified amount
CAPITAL REPL / DEVL	5,926,508	4,598,438	4,110,207	3,865,041	4,035,842	-	5,926,508	no specified amount
RECREATION	2,260,947	2,297,458	2,300,386	2,290,916	2,265,422	2,098,126	162,821	25% of operating expenditures
AUDIT	9,880	9,904	9,707	9,275	9,095	7,958	1,922	25% of operating expenditures
PAVING & LIGHTING	21,417	22,048	21,040	20,386	21,121	9,250	12,167	25% of operating expenditures
REC FOR HANDICAPPED	315,147	236,225	158,421	6,809	6,970	-	315,147	no specified amount
LIABILITY INSURANCE	40,968	45,126	46,999	47,240	45,733	38,721	2,246	25% of operating expenditures
IMRF	85,570	88,546	94,206	96,554	95,349	82,556	3,014	25% of operating expenditures
SOCIAL SECURITY	91,555	92,997	97,946	99,436	101,217	85,313	6,242	25% of operating expenditures
BOND & INTEREST	18,901	20,197	20,601	21,013	21,433	-	18,901	no specified amount
<b>TOTAL</b>	<b>\$ 9,527,535</b>	<b>\$ 8,208,735</b>	<b>\$ 7,683,916</b>	<b>\$ 7,705,374</b>	<b>\$ 8,353,577</b>	<b>\$ 2,975,743</b>	<b>\$ 6,551,791</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, 2023 to April 30, 2028

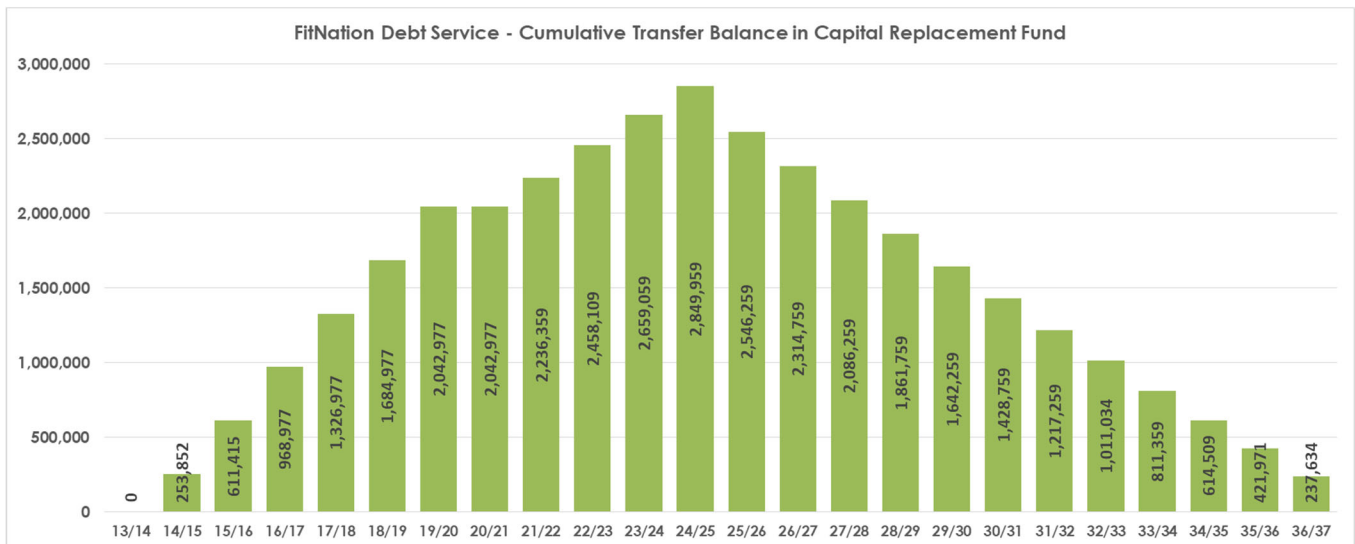
### FUND BALANCE (continued)

fund target of \$6,551,791 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 projected fund balance in the Capital Replacement and Development Fund for April 30, 2024 is \$5,926,508, of which \$3,114,476 is for general capital needs of the Park District, \$2,659,060 is reserved for future debt payments on the FitNation bonds and \$152,972 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 (23/24 - \$250,000; 24/25 - \$250,000; 25/26 - \$250,000; 26/27 - \$300,000; 27/28 - \$350,000)
- FitNation future debt service payments from fitness operations revenue (23/24 - \$200,950; 24/25 - \$190,900; 25/26 - \$0; 26/27 - \$0; 27/28 - \$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, 2023 to April 30, 2028

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#### DEBT MANAGEMENT

The Park District is committed to offering quality parks and facilities for our community. Therefore, the District makes it a priority to plan for the upkeep of our infrastructure. The costs associated with acquiring and improving many long-term capital assets are met with the use of the District's existing bonding ability as well as surplus funds 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 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 to obtain a municipal bond rating. This determination is made singularly as the need for bonds arises 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 weightlifting 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, 2023 is \$10,235,000.

**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, 2023 to April 30, 2028

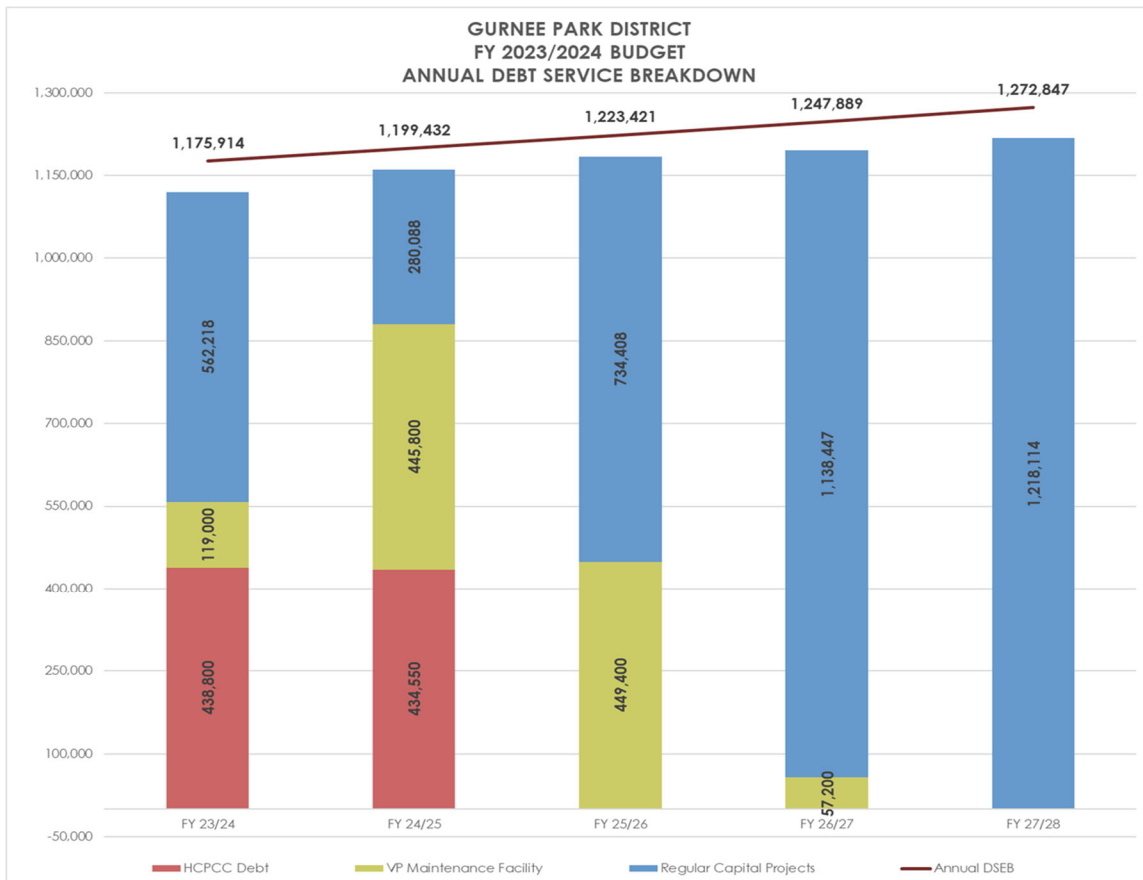
### DEBT MANAGEMENT (continued)

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, 2023 is \$960,000.

#### 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 east side of the District. The outstanding principal balance as of April 30, 2023 is \$1,055,000.

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, 2023 to April 30, 2028

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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.

Because of the Park District's successful history of operating with financial discipline and always maintaining financial stability, we have emerged from the pandemic in the best possible financial position. The Park District is positioned to become even stronger and serve the community in a larger more efficient manner.

# **GURNEE PARK DISTRICT, ILLINOIS**

## **Five Year Financial Plan May 1, 2023 to April 30, 2028**

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### **SUMMARY (continued)**

This five-year financial plan as presented will lead to continued financial success for Gurnee Park District. We are confident that this financial plan will enable the Park District to successfully serve our residents and customers as well as achieve our annual goals for the next five years.

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 the 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.