

FOX VALLEY PARK DISTRICT 2021 ANNUAL BUDGET



REIMAGINING RECREATION



READER'S GUIDE	i
-----------------------------	----------

DISTRICT OVERVIEW

List of Principal Officials	1
Mission Statement	2
Agency Profile	3
District-Wide Organizational Chart	9
Strategic Planning	10
Distinguished Budget Presentation Award	13

BUDGET & FINANCIAL OVERVIEW

Budget Message	14
Budget Development.....	27
Budget Timeline	32
Policy Summary	33
Financial Structure	41
Operating Departments and Fund Relationships	45
Long-Term Financial Forecasting	46
Fund Balance Analysis.....	51
Revenue & Expenditure Summaries.....	55
Capital Improvement Plan	77
Long-Term and Other Debt	84

PROPOSED BUDGET BY FUND

Consolidated Statement – All Funds	88
Statement of Revenues, Expenditures, and Changes In Fund Balance – All Funds.....	89

Major Funds

General Fund	93
Non-Departmental Narrative.....	94
Executive Director Narrative.....	95
Finance Narrative	97
Finance Organizational Chart	100
Human Resources Narrative.....	101
Human Resources Organizational Chart.....	103
Information Technology Narrative.....	104
Information Technology Organizational Chart	106
Operations Overview	107

Fox Valley Park District
2021 Budget
Table of Contents

Operations – Administrative Services Narrative	108
Operations – Administrative Services Organizational Chart.....	110
Operations – Parks Maintenance Narrative	111
Operations – Parks Maintenance Organizational Chart.....	113
Operations – Facility Maintenance Narrative.....	114
Operations – Facility Maintenance Organizational Chart	116
Operations – Horticulture and Natural Areas Narrative.....	117
Operations – Horticulture and Natural Areas Organizational Chart	118
Operations – Arboriculture, Lake Management, and IPM Narrative.....	119
Operations – Arboriculture, Lake Management, and IPM Organizational Chart	120
Operations – Golf and Sports Turf Narrative	121
Operations – Golf and Sports Turf Organizational Chart.....	123
Planning Narrative	124
Planning Organizational Chart.....	127
Recreation Fund	128
Overview.....	129
Administration Narrative	130
Administration Organizational Chart	131
Marketing & Communications Narrative	132
Marketing & Communications Organizational Chart	135
Vaughan Athletic Center Narrative	136
Vaughan Athletic Center Organizational Chart.....	139
Eola Community Center Narrative	140
Eola Community Center Organizational Chart	143
Prisco Community Center Narrative	144
Prisco Community Center Organizational Chart.....	147
Fox Fitness Narrative	148
Fox Fitness Organizational Chart.....	151
Stuart Sports Complex Narrative	152
Stuart Sports Complex Organizational Chart.....	154
Capital Development Fund.....	155
Debt Service Fund.....	157
 Non-Major Funds	
Special Revenue Funds	
Museum Fund	159
Police and Security Fund	166
Outdoor Aquatics Fund	170
Orchard Valley Golf Course Fund.....	173
Liability Insurance Fund	175

Fox Valley Special Recreation Fund	177
Illinois Municipal Retirement Fund (IMRF).....	179
Social Security (FICA) Fund	181
Audit Fund.....	183
Capital Project Funds	
Land Cash Development Fund	185
Fox Bend Proceeds Fund	187
Bond Funds.....	189

PERFORMANCE MEASURES

Operations	193
Marketing	194
Finance	195
Human Resources	195
Recreation	196

TRENDS

Economy	
Median Home Value.....	197
Median Household Income	198
Unemployment Rate	199
Fund Balance	
Available Fund Balance Reserve Goals.....	200
Fund Balance In Months of Expenditures – Tax Capped Funds	202
Fund Balance – Tax Capped Funds	203
Property Taxes	
Top Ten Taxpayers.....	205
Property Tax Levy Per Resident.....	206
Property Tax Distribution Per \$100 of Taxable Assessed Value	207
Value and Components of Taxable Property.....	208
Debt	
Long-Term Bonded Debt Per Resident	209
Overlapping Bonded Debt As A Percentage of EAV	210

APPENDIX

Acronyms..... 211

Glossary of Terms 214

Map of Facilities and Amenities..... 231

Financial Policies

 Capital Planning, Maintenance, and Reporting Policy 237

 Debt Management Policy..... 253

 Fund Balance Policy 256

 Grant Management Policy 265

 Investment Policy 272

 Purchasing Policy..... 281

 Revenue and Fees Policy 296

The 2021 Budget document describes the financial resources available to the District that will allow the District to continue to provide a variety of recreation programs, services and amenities to the residents of the District. In addition, the budget document serves as a goal setting and policy document and includes the District's goals, policies and procedures approved by the District Board as part of the overall budget process.

This document is organized in a format that provides several levels of financial and operational information about the District's 2021 budget. The document is divided into sections highlighted by tabs. Below is an explanation of the information that can be found within each tab; each bolded topic represents a tab.

District Overview

The District Overview section contains a list of principal officials, the District's mission statement, profile and a District-wide organizational chart. Also included in this section is a summary of the District's strategic plan.

Budget & Financial Overview

The Budget & Financial Overview section contains the budget message from the Executive Director and the Finance Director that provides a broad overview of the 2021 budget, as well as key issues, priorities and financial policies that guided the development of the budget. This section also includes a description of the overall budget development process and timeline, a summary of the District's financial policies and the financial structure of the District.

This section also addresses the District's long term financial forecasting process and the results of this process, an analysis of the fund balance available in the various District funds, a summary of major revenues and expenditures, the District's capital improvement plan and a summary of the District's outstanding long-term debt.

Proposed Budget by Fund

The Proposed Budget by Fund section presents the District's 2021 budget by fund. This section is divided into two sections; the first section reflects the District's major funds and the second section reflects the remaining District funds. A description of the purpose of each fund is included, as well as the revenue and expenditure budget of each fund. Funds that have multiple departments/divisions and/or that reflect personnel costs, including the General, Recreation, Museum, Park Police and Public Safety and Outdoor Aquatics Funds include a narrative about each department/division within the fund, as well as accomplishments, goals and performance measures of each department/division. A summary of the expenditure budget of each department/division is also included.

Performance Measures

Performance measures are utilized to track the District's progress in achieving its strategic goals and objectives. This section contains performance measures for various District departments, including Operations, Marketing, Finance, Human Resources and Recreation.

Trends

The Trends section of the document contains statistical information related to the District's economy, equalized assessed valuation of taxable property and annual property tax levy. In addition, information related to fund balance available in various funds and the District's long-term debt is also included.

Appendix

The appendix contains a description of acronyms utilized throughout the document, a glossary to assist readers with understanding public sector finance and budget terms listed in the document and detailed maps of the District facilities and amenities by area. Also included in this section is complete policy documents for the District's Capital Planning, Maintenance and Reporting, Debt Management, Fund Balance, Grant Management, Investment, Purchasing and Revenue and Fees Policies.



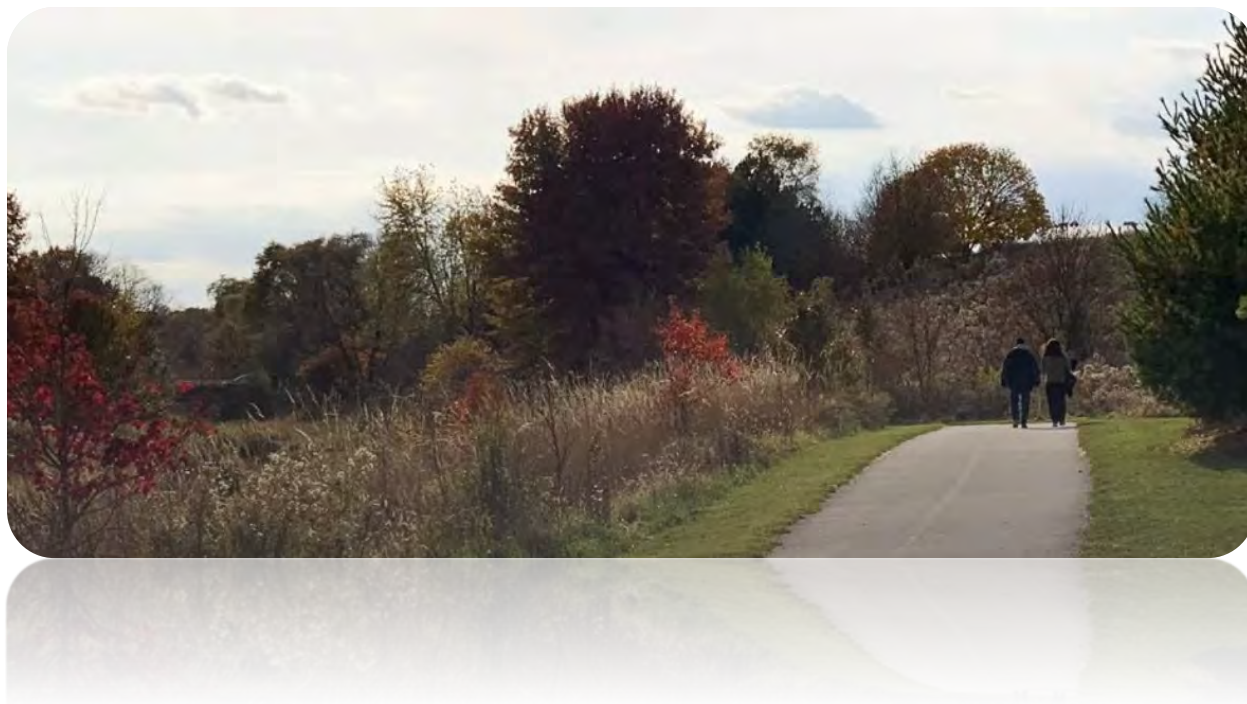
Reimagining Recreation
2021 ANNUAL BUDGET
DISTRICT OVERVIEW

Board of Commissioners

President	Chuck Anderson
Vice President	Matt Hicks, Jr.
Commissioner	Holly Scholz
Commissioner	Jerry Butler
Commissioner	Mary Anne Cummings
Commissioner	Allan Broholm

Administration

Executive Director	James E. Pilmer
Director of Finance, Board Treasurer & Assistant Board Secretary	Jennifer Paprocki, CPRP
Director of Human Resources	Lisa Santoria
Director of Planning, Research & Grants	Jeff Palmquist, CPRP
Director of Recreation	Jaime Ijams, CPRP
Director of Operations	John Kramer, CPRP
Director of Marketing & Communications	Dan Leahy
Director of Information Technology	Jon Michael
Chief of Park Police	David Summer
Executive Assistant to Exec. Director & Board Secretary	Kim Nooncaster
Legal Counsel	Patrick M. Kinnally Gerald K. Hodge



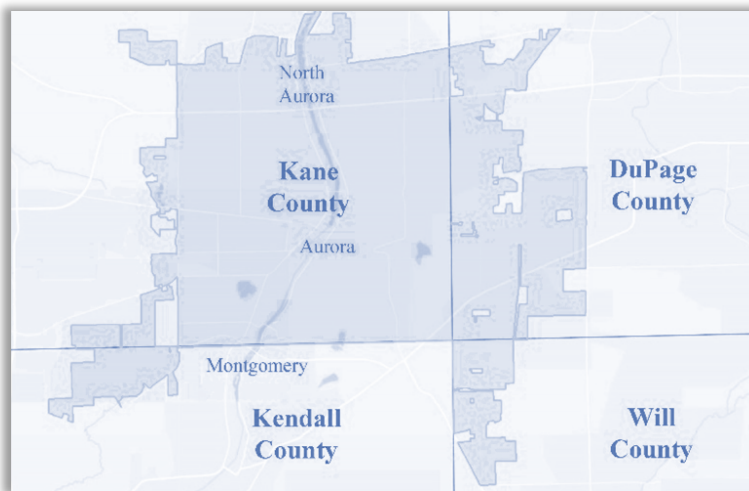
“Enrich our community with fun, diverse and safe park and recreation experiences through environmentally and fiscally responsible actions.

Contact us at
Cole Center Administration Office
101 W. Illinois Ave.
Aurora, IL 60506
Phone 630.897.0516
Fax 630.897.6896
fvpd@fvpd.net
www.foxvalleyparkdistrict.org



District Service Area

Located in the beautiful Fox River Valley, approximately 39 miles west of the Chicago Loop, the Fox Valley Park District "District" was organized by voter approval in 1947 to fulfill the community's desire to acquire, preserve and protect scenic vistas and open space along the Fox River. Today, the District is a premier park and recreation organization, serving an ever expanding and diverse customer base in one of the fastest growing regions in the Midwest. The District currently encompasses an area of 65 square miles in the Counties of Kane, DuPage, Kendall and Will, Illinois.



Based on population served, the Fox Valley Park District is the second largest park district in the State of Illinois. The District currently serves a population of more than 236,000 residents in the City of Aurora, the Villages of North Aurora and Montgomery and various unincorporated areas. Roughly 90% of the service area resides in the City of Aurora, which is the second largest city in Illinois.

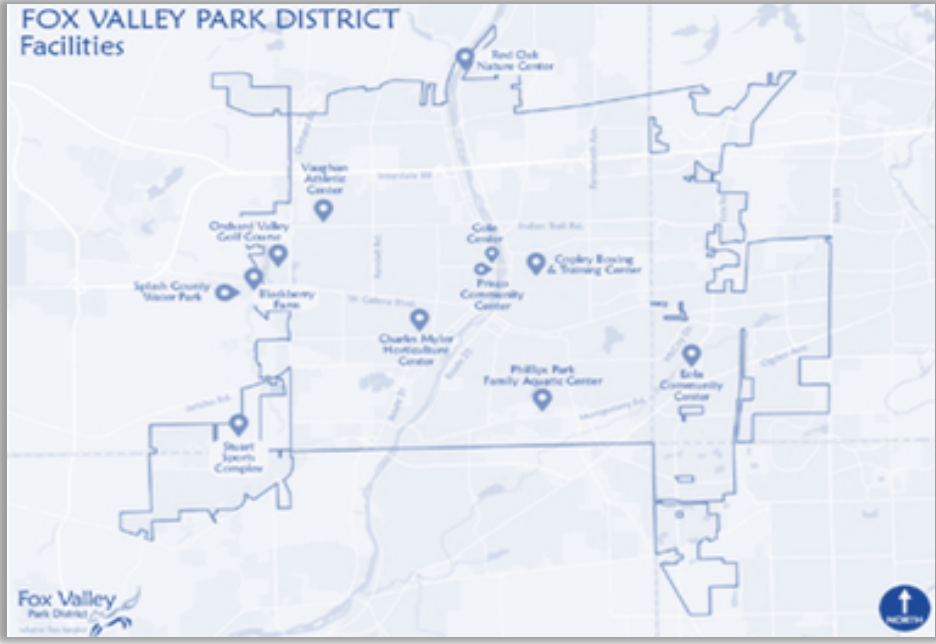
The District's service area overlaps six school districts, including Indian Prairie School District 204, Yorkville School District 115, East Aurora School District 131, West Aurora School District 129, Kaneland School District 302, and Oswego School District 308. The school-age population of the District continues to expand, and in 2021 the Indian Prairie School District is recognized as the fourth largest District in the State.

Governance

The District is governed by a seven-member Board of Commissioners responsible for approving all policy decisions. The Executive Director, as well as the District's attorneys and auditor, are appointed by the Board of Commissioners. Administration of the daily operations of the District is the responsibility of the Executive Director. In 2021, the District budgeted for 113 full-time and 935 part-time and seasonal positions. In addition, the District hires contractual providers for various programs and services.

Separate boards govern specific aspects of the District. The District participates with six other park districts on the board of the Fox Valley Special Recreation Association ("FVSRA"). The District levies property taxes in its Special Recreation Fund to provide for its share of the cost of FVSRA operations. The Fox Valley Park Foundation is an IRS 501(c)(3) organization developed to aid the District in the acquisition, conservation, preservation and development of land and open space and to provide funds for youth enrichment recreation programs. Its board is comprised of District Commissioners and members of the community. The two outdoor aquatic centers operated by the District are jointly owned with the City of Aurora and are governed by a Board with representatives from the City of Aurora Council, District Board of Commissioners, and the community.

The District is a primary government for financial reporting purposes and is legally and fiscally separate as a taxing body. In addition, the District's financial statements include the Fox Valley Park Foundation, a 501(c)3 corporation, which is reported as a discretely presented component unit due to its relationship with the District.



chipped hiking trails designed to display a variety of habitats. The nature center is open year-round and is free of charge.

The two outdoor aquatic parks, Splash Country Water Park and Phillips Park Family Aquatic Center, are jointly owned by the District and the City of Aurora. Phillips Park, located on the southeast side of the community, features a zero-depth entry main pool, children's spray ground, three body slides, two drop slides into a plunge pool, a sand play area, sand volleyball courts and a concession stand. Splash Country, located on the far west side of the District, features a zero-depth entry main pool, children's spray ground, one open and one closed body slide, a 1,100-foot lazy river with interactive water play elements, a sand play area, sand volleyball courts and a concession stand. Beginning with the 2021 season, the District will fully manage and staff both facilities; during prior seasons, both facilities were managed by contracted vendors.

The Orchard Valley Golf Course is located on the west side of Aurora. This 18-hole championship golf course provides a full-service bar and restaurant, has been rated as one of Chicagoland's top public courses and is designated as a 4.5-star facility by Golf Digest Magazine. The course has been a three-time host of the Illinois Open. A contracted vendor manages the operations of the course as well as the full-service bar and restaurant.

Blackberry Farm is a 54-acre living history museum featuring the history of rural Northern Illinois from the 1850s to the 1920s. This unique facility also features amusement rides, costumed demonstrators, and exceptional perennial gardens. Admission is charged to supplement operations and the facility is open from May through October. The park offers a 2,500 square foot performance shelter, a boathouse shelter/pavilion and dock to accommodate paddle boats and an adventure play center with a zip line. An events barn was added in 2019 for weddings and other events.

The District aids in offering services to its disabled population through participation in the FVSRA. FVSRA provides recreation activities for residents with disabilities and inclusion services to help special needs residents take part in mainstream District programs when appropriate.

The Stuart Sports Complex, located in Montgomery, had been approximately 40% developed when the District entered into a land-swap intergovernmental agreement with the Village of Montgomery. The complex is one of the largest in the Midwest encompassing 317 acres offering recreation opportunities for baseball, softball, and soccer. Amenities include 31 full-size soccer fields (flexible space for other sports fields), two regulation baseball fields with lights, and six baseball/softball fields with lights. Additionally, the complex has a 15-acre dog park, full-service concessions with modern restrooms, a playground with a splash pad and a walking trail to the Jericho Lake Park.

The Copley II Boxing and Training Center has been home to the Jesse "The Law" Torres Boxing Club and Youth Drop-in Center for over 18 years. The program promotes fitness through boxing and provides a safe environment and positive experience for children ages 8 and up. The center offers 4,100 square feet of space for recreation programming, membership, and personal training options.

The District also operates its own police and public safety department to keep its facilities and the public safe and secure.

Program Participation and Facility Usage

In 2019, the Park District welcomed more than 1.52 million guests to its facilities by providing a variety of amenities and programs. Due to the 2020 pandemic, facility usage and program participation throughout 2020 declined significantly. To address the drastic decline, modifications were made to facilities and program offerings so that the District could continue to provide services to its constituents. A variety of virtual programs were developed, and District's facilities were temporarily reorganized to allow for proper social distancing.

Moving forward, the District will continue to offer amenities and programs that address the ongoing pandemic and meet the needs of a diverse and growing population, while balancing the need for low/no cost programs and services and at the same time, generating revenues to limit the District's reliance on property tax revenues.

Financial Condition

From time to time, to fund significant capital projects, the District may issue general obligation bonds backed by the full faith and credit of the District. In August 2020, Standard & Poor's reaffirmed the District's AA+ with a stable outlook bond rating. This strong rating reflects the District's consistently positive operating results, very strong reserves, and moderate debt. This rating will also allow the District to issue debt that will carry the lowest possible interest rates.

Awards and Affiliations

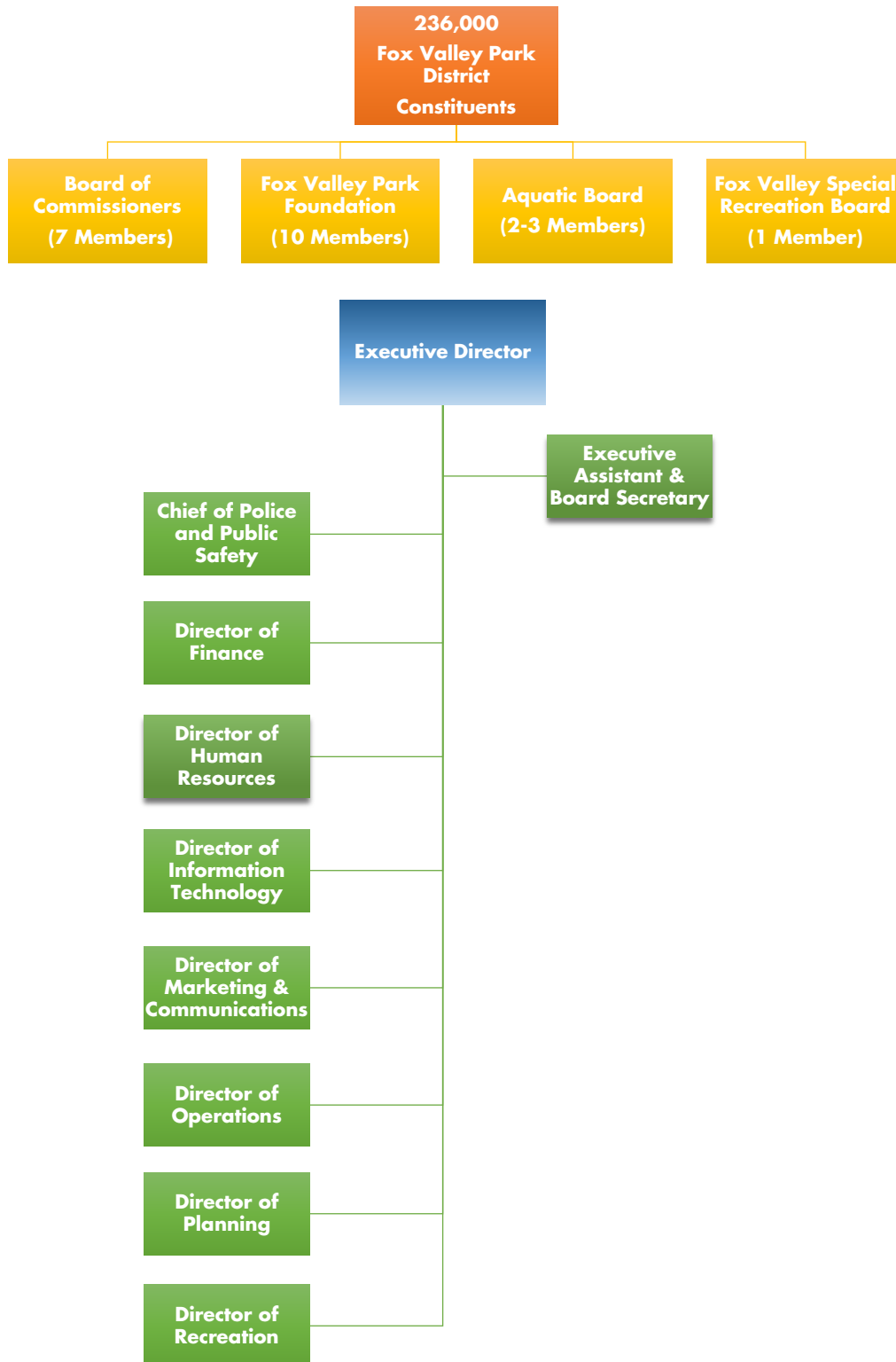
In October 2020, the District received reaccredited as a member of the Illinois Distinguished Park & Recreation Accreditation Program. It was noted through the reaccreditation process that the District excelled in many areas, including the following.



- ✓ Well delineated, comprehensive goals
- ✓ Excellent marketing procedures
- ✓ Excellent prospective candidate packet
- ✓ Excellent scholarship process and documentation
- ✓ Excellent and very detailed appraisal process
- ✓ Great use of advisory committees
- ✓ Thorough chain of authority
- ✓ Very comprehensive Board Manual
- ✓ Excellent overall volunteer information
- ✓ Asset management software is incredibly capable, a great resource
- ✓ Impressive community sponsorship program

The District has been a recipient of the Government Finance Officers Association *Certificate of Achievement in Financial Reporting Award* for 19 years and *the Distinguished Budget Presentation Award* for 10 years. In addition, the District has received the *Popular Annual Financial Report Award* for 3 years.

Fox Valley Park District
2021 Budget
District-Wide Organizational Chart



Strategic planning is an organizational process that is used to set priorities, focus energy and resources, strengthen operations, and ensure that employees and other stakeholders are working towards common goals. Strategic planning is a systematic approach to defining short and long-term business goals that provides the District with the ability to channel resources in a direction that yields the greatest benefit to resident taxpayers and patrons. The strategic planning process enables the District to plan and execute continuous improvements throughout the organization. Effective strategic planning not only identifies where an organization is going and the actions needed to make progress, but also how it will know if it is successful.

A strategic plan is a document created as part of the strategic planning process that is used to communicate the organization's goals, the actions needed to achieve those goals and all other critical elements developed during the planning exercise. The strategic plan is supplemented by annual departmental work plans and major initiatives identified during the annual budget process.

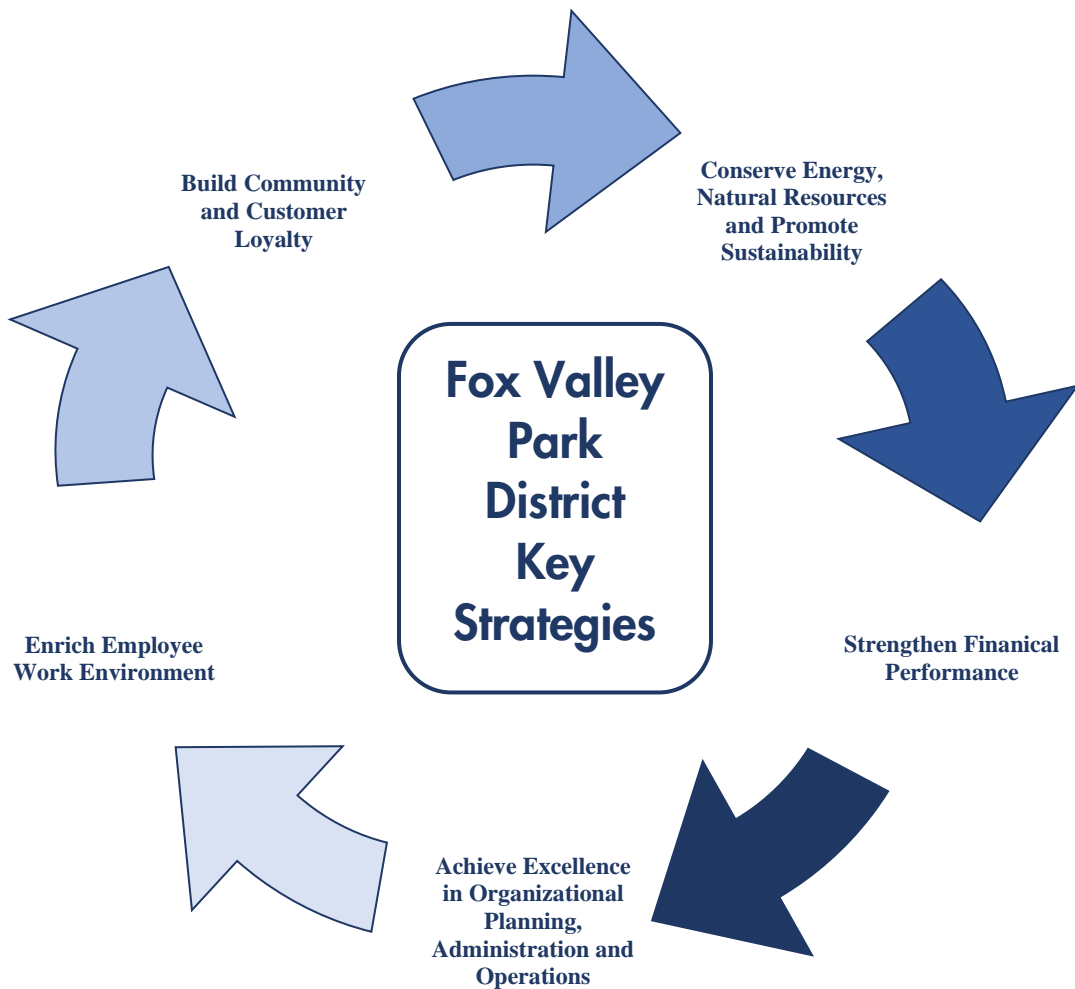
The primary approach used in the development, preparation and periodic evaluation of the District's strategic plan involves the incorporation of continual participation, assessment, input and public opinion research from the community at large, District patrons, stakeholder groups, affiliate organizations, and the Board of Commissions, as well as District staff.

Benefits to the District of compiling and adhering to a strategic plan include the following:

- ✓ Creates a planning and implementation system that is responsive, flexible and disciplined.
- ✓ Defines and describes the District's strategies, providing employees and patrons with ample information on where the District is headed.
- ✓ Empowers managers and employees by providing them with the authority to fulfill planned activities.
- ✓ Encourages cooperation and support among all Park District departments.
- ✓ Focuses the District's resources on activities that are essential to increasing customer satisfaction, lowering costs, increasing taxpayer value and achieving measurable outcomes.
- ✓ Increases the focus on revenues, expenditures and fund balance preservation.
- ✓ Provides for more seamless internal and external customer service.
- ✓ Reinforces the continuous improvement environment of the District.

An overview of the District's 2020 - 2024 Strategic Plan is provided on the following page.

Mission Statement	
Enrich our community with fun, diverse and safe park and recreation experiences through environmentally and fiscally responsible actions.	
Vision Statement	
A legacy of innovative leadership in parks, recreation and open space.	
7 Core Values	
Develop Strong Relationships	Be Bold
Create Partnerships	Business Collaboration
Culture of Achievement	Consistent Excellence
Never Satisfied	



Strategic guidelines followed when compiling the District's strategic plan include -

- ✓ **Fiscal sustainability** for the short and long-term goals, focusing on an ever-changing environment and the requirement for a balanced budget.
- ✓ **Transparency** internally and externally to assure all stakeholders that decisions are made for the well-being of the District.
- ✓ **Cooperation and Collaboration** with governmental and business entities to leverage efficiency in service to the residents and the community.
- ✓ **Creativity, innovation and benchmarking** to track new ideas and entrepreneurial thinking that will have a significant impact on the District's current and future needs.
- ✓ **Social Equity** ensuring all people have the right to access the benefits of local parks and recreation.

Based upon the five identified key strategies, the following goals were defined:

Key Strategy 1 - Build Community and Customer Loyalty

- Goal A - Provide safe, distinctive and well-maintained parks and facilities.
- Goal B - Provide diverse and innovative programs and events.
- Goal C - Provide excellent two-way public communication.

Key Strategy 2 - Conserve Energy, Natural Resources and Promote Sustainability

- Goal A - Acquire and preserve key natural assets.
- Goal B - Incorporate sustainability in planning, construction and operations.

Key Strategy 3 - Strengthen Financial Performance

- Goal A - Reduce reliance on tax revenues.
- Goal B - Ensure appropriate funding availability for operations and maintenance.

Key Strategy 4 - Achieve Excellence in Organizational Planning, Administration & Operations

- Goal A - Create and maintain comprehensive plans.
- Goal B - Promote continuous improvement through innovation and technology.
- Goal C - Improve efficiency and effectiveness.

Key Strategy 5: Enrich Employee Work Environment

- Goal A - Develop employee skills, abilities and knowledge.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Fox Valley Park District

Illinois

For the Fiscal Year Beginning

January 1, 2020

Christopher P. Morill

Executive Director



Reimagining Recreation
2021 ANNUAL BUDGET
BUDGET & FINANCIAL OVERVIEW

The Fox Valley Park District’s 2021 budget, as approved by the Board of Commissioners on December 14, 2020, represents the District’s mission of enriching the community with fun, diverse and safe park and recreation experiences through environmentally and fiscally responsible actions, as well as the budget theme and overall goal of “Reimagining Recreation”. The District continuously strives to have an impact on the lives of its patrons while understanding the dynamics of the diverse communities we serve. The 2021 budget not only reflects the District’s goals but also allows it to maintain a strong financial position.

The Budget Message, found immediately below, outlines the District’s overall financial condition while providing an overview of the 2021 budget and identifying significant policies and issues that have impacted this budget. The Budget Message also provides an overview of the major revenues and expenditures included in this budget.

The Budget Message is organized as follows:

- ✓ Key Financial Policies, Issues and Priorities
- ✓ Budget Development
- ✓ Budget Summary
- ✓ Revenue Summary
- ✓ Expenditure Summary
- ✓ Fund Summary
- ✓ Closing Comments

Key Issues, Priorities and Financial Policies

Like most public sector entities, the ongoing pandemic has created many challenges for the District. Facility closures and program cancellations reduced the District’s total 2020 revenue estimates by approximately 18%, with an offsetting reduction in operating expenditures of approximately 24%. While this decline in revenues did not adversely affect the District’s projected 2020 year-end reserve estimates due to the offsetting expenditure decrease, the effects of the pandemic will be felt by the District for years to come.

The District realizes that consumer habits have changed, and this change may continue well into the future. The demand for the customary facilities, programs, amenities, and services that the District has successfully offered for years may never be the same. Therefore, to remain committed to its mission, the District must “reimagine recreation”. Doing so entails, at a minimum, that the District perform the following on a continuous basis:

- ✓ Maximize the use of District facilities – review the use, and related revenue generation, of each District facility to ensure available space is utilized in the most efficient manner available, as well as determine that a demand still exists for the existing facilities
- ✓ Advertise the Fox Fitness brand – based upon the impact of temporary closures and subsequent limited capacities on the way the District provides services, focus on advertising the Fox Fitness brand to promote health and safety standards, as well as social distancing practices, for the return of existing members, as well as to constantly promote and draw in new members. Continuously evaluate new fitness opportunities within the community to provide services in more geographic locations
- ✓ Participate in promoter partnerships – explore opportunities to enhance the District’s current recreation offerings with specialized promoters. Review the proposals ensuring the partnerships will be fiscally responsible and are in line with the District’s goals and mission
- ✓ “Right price” memberships, programs, amenities, and services – continuously review, and revise when applicable, membership and program fees to minimize the District’s reliance on property taxes

Budget Development

The District is committed to the health and well-being of the community and strives to create positive daily outcomes while shaping healthy lifestyles for the next generation. A conservative approach was taken when forecasting 2021 revenues, understanding that the District may incur the full cost of providing facilities, programs and services but participation may not generate sufficient revenue to cover the desired percentage of the cost of providing these facilities, programs and services.

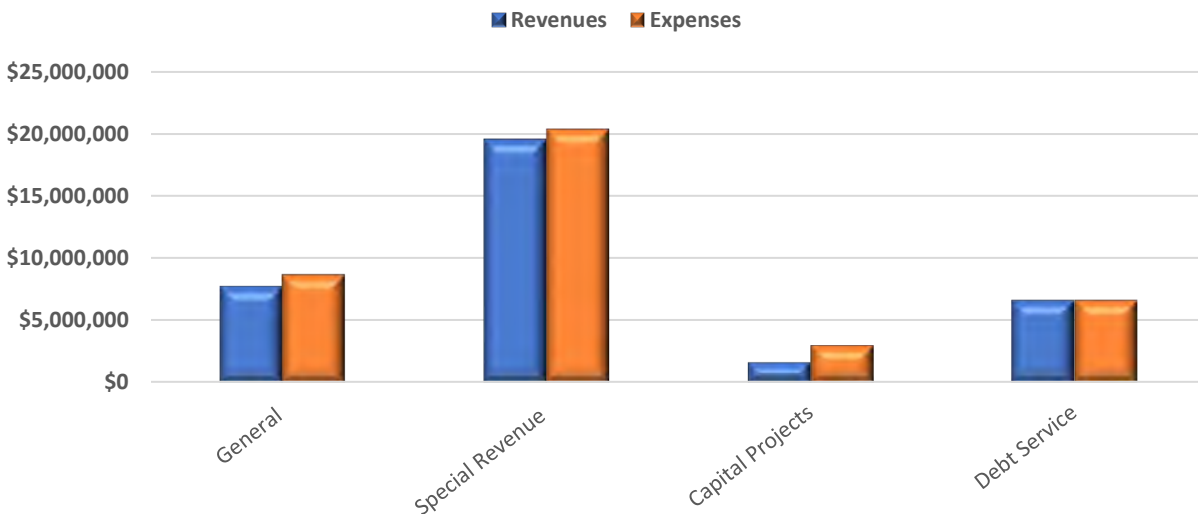
The 2021 Budget as presented represents the financial plan of the District for the coming fiscal year and serves as the District’s financial policy document, operations guide and communication device. This budget allows the District to “reimagine recreation” by adapting program and facility offerings that adhere to social distancing requirements and respond to the demand for “virtual” programming. The budget provides a foundation for the District to operate within available revenue sources, as well as address the District’s capital project, equipment replacement, operations, and personnel needs.

This budget document outlines the District’s operating and capital budgets for 2021, in addition to providing an overview of the District’s current financial condition and long-term financial forecast.

Budget Summary

The District's 2021 budget reflects a total of eighteen (18) funds – the General Fund, ten (10) special revenue funds, six (6) capital project funds and one (1) debt service fund. Total 2021 budgeted revenues for all funds amount to \$35,497,391 and total 2021 budgeted expenditures for all funds amount to \$38,626,469. The following graph presents total 2021 revenues and expenditures by fund type.

**2021 Total Revenues and Expenditures
by Fund Type**

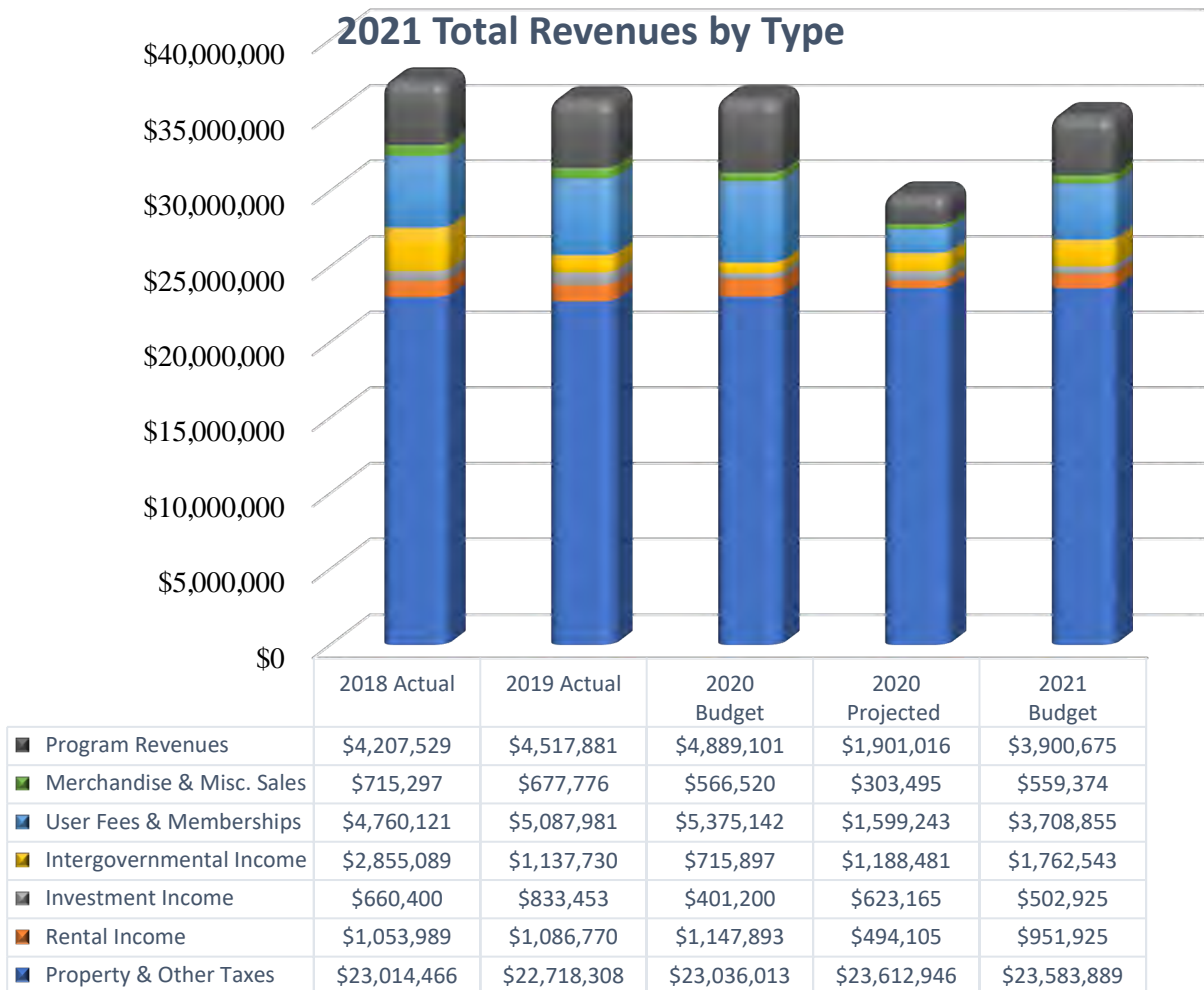


In addition to the General Fund, the Recreation Fund is considered a major operating fund of the District. The Recreation Fund accounts for \$13,483,813 of total Special Revenue Fund revenues and \$12,929,467 of total Special Revenue Fund expenditures.

Fox Valley Park District
2021 Budget
2021 Budget Message "Reimagining Recreation"

Revenue Summary

As noted above, 2021 total budgeted revenues for all funds equals \$35,497,391. This is an increase of approximately \$2.91 million, or 8.92%, as compared to 2020 projected revenues. Below is a summary of the District's total revenues by source, net of interfund transfers, along with a comparison to prior years.



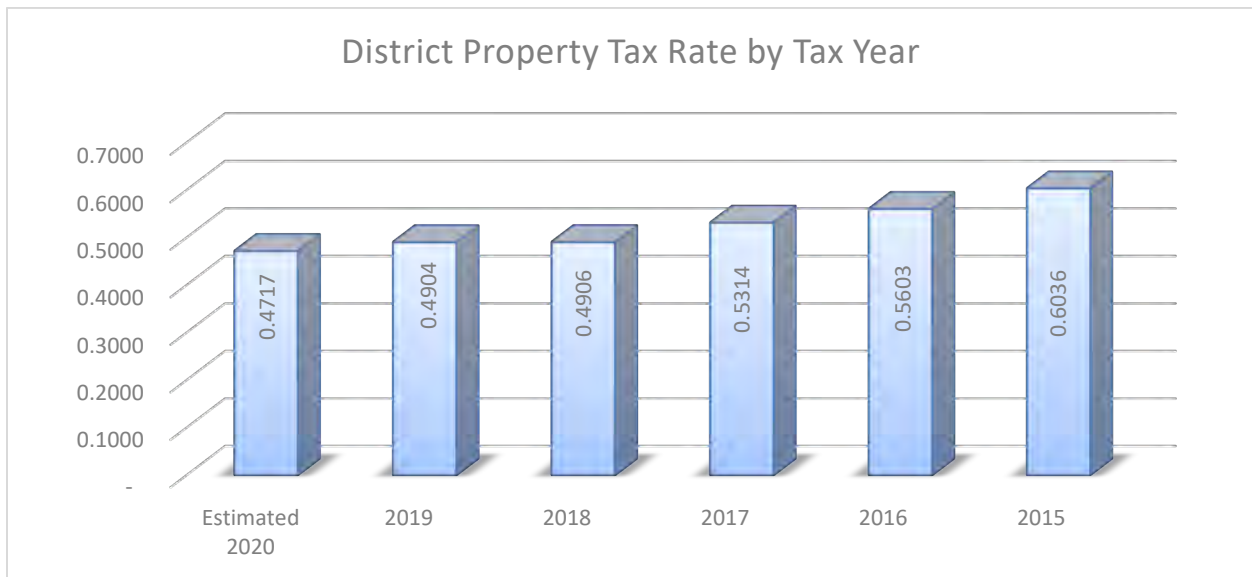
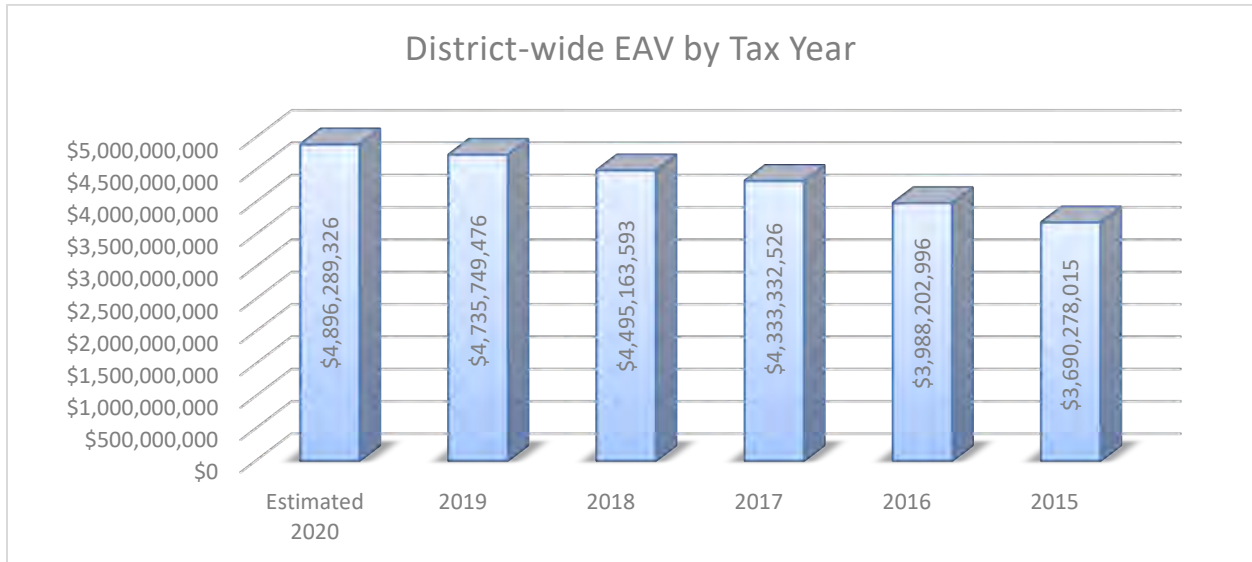
The increase in revenue when comparing 2021 to 2020 is due, in part, to the following:

- ✓ Due to the mandated shutdown of facilities, amenities, and programs, projected 2020 user fee, membership, and program revenues of \$3,500,259 amount to approximately 26% of the amount budgeted for 2020. Consistent with prior years, the District has taken a conservative approach when forecasting 2021 user fee, membership and program revenues, and while a significant increase in these revenue sources is anticipated as the pandemic restrictions lessen over time, the District does not expect to be back to 2019 revenue levels for a number of years.
- ✓ Increases in user fee, membership and program revenues are partially offset by a decrease in operating transfers recorded in various funds as revenue. 2020 projected revenues include operating transfers from the District’s General, Museum and Police Funds to the Capital Development Fund to cover the cost of 2020 capital projects. An operating transfer from these funds to the Capital Improvement Fund is not reflected in the 2021 budget.
- ✓ Increases in user fee, membership and program revenues are also partially offset by a decrease in property tax and investment income revenues. The District’s overall property tax levy for the 2020 tax year (collected in 2021) is lower than the 2019 tax levy (collected in 2020). In addition, as the District anticipates spending down a small amount of reserves, investment income will slightly decline.

Property Taxes

Property tax revenue is the largest source of revenue for the District, accounting for approximately 67% of total revenues. The District levies taxes in four separate counties, including Kane, DuPage, Kendall and Will Counties. In keeping with the District’s philosophy of minimizing its reliance on property taxes, the District’s total 2020 levy (collected in 2021) is approximately \$1.5 million less than the 2019 levy (collected in 2020). Based on an estimated District-wide EAV, the District anticipates that the decrease in levy will reduce the District’s property tax rate by approximately 3.8% for tax year 2020. Below is a summary of the District’s EAV and tax rate since tax year 2015.

Fox Valley Park District
2021 Budget
2021 Budget Message "Reimagining Recreation"



User Fees, Memberships and Program Revenues

User fees, memberships, and program revenues, amounting to \$7,609,530, account for approximately 22% of total revenues. These revenue sources have been conservatively forecasted for 2021 as the District continues to work through the effects of the world-wide pandemic. The District's three community and fitness centers, Vaughan Athletic Center, Eola Community Center and Prisco Community Center, as well as the Blackberry Farm living history museum, account for most of these revenues. Until 2020, these revenue sources had been consistently increasing year over year. As in prior years, the District will continue to adapt its offerings to stay in line with current trends.

The 2021 revenue budget does not include any debt proceeds, as the District is able to fund a robust capital improvement plan for 2021 utilizing existing reserves and revenue sources in its capital project funds.

Expenditure Summary

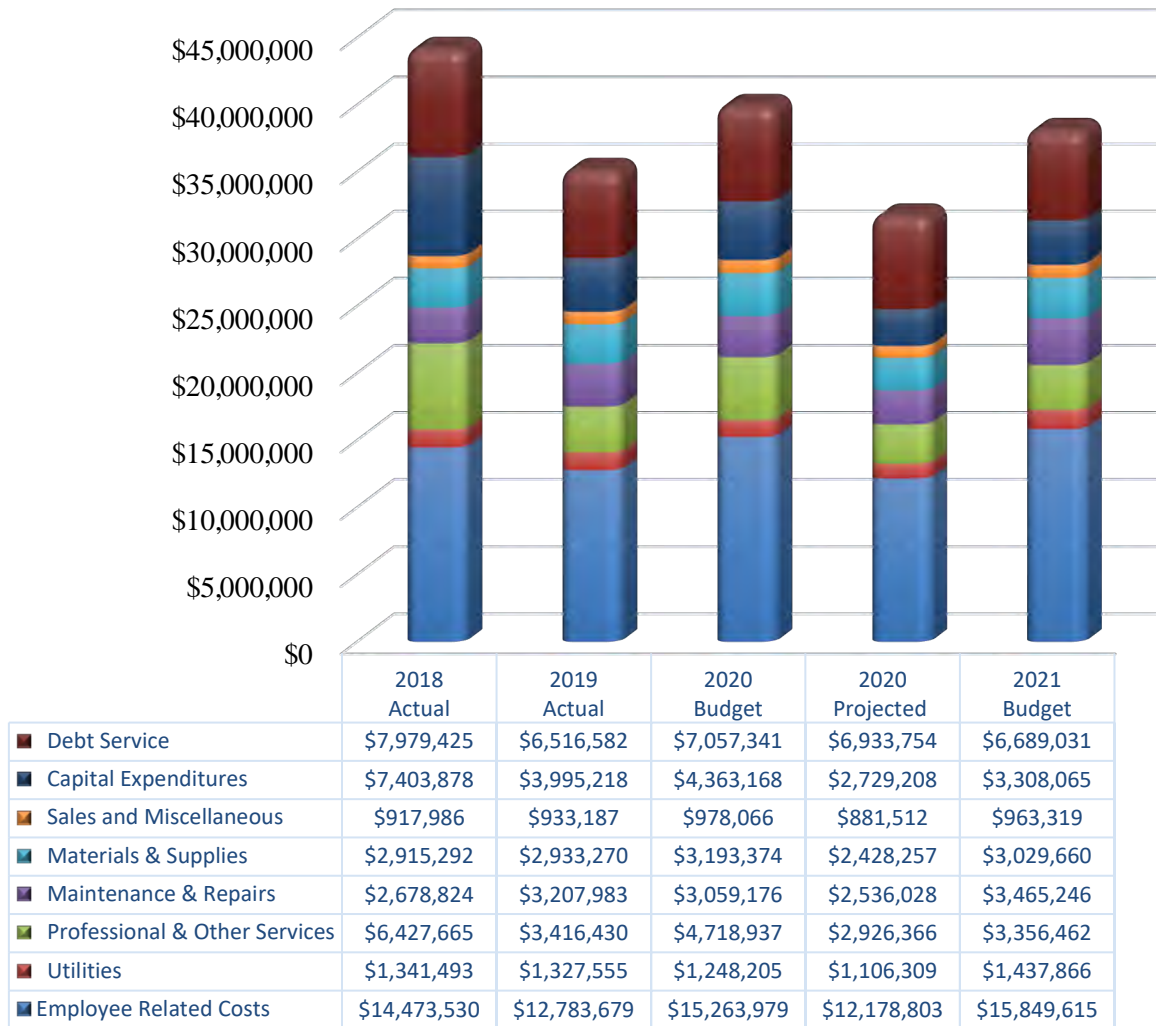
Total 2021 budgeted expenditures for all funds, including capital outlay and debt service, equal \$38,626,469, an increase of approximately \$4.0 million, or 11.7%, as compared to 2020 projected expenditures. The increase in expenditures when comparing 2021 to 2020 projections is due, in part, to the following:

- ✓ Projected 2020 salaries and wages, in the amount of \$12,178,803, are approximately 20% less than the amount budgeted for 2020. A significant portion of this reduction is a decrease in part-time salaries, as many of the District's facilities, amenities and programs partially staffed with part-time employees, did not open and/or occur at any point in 2020. The 2021 Salaries and Wages budget assumes the District will fully staff its facilities, amenities, and programs throughout the budget year. In addition, beginning with the 2021 season, the District is no longer outsourcing management of the outdoor aquatic facilities. The 2021 Salaries and Wages budget reflects the additional staffing necessary to operate the facilities. The 2021 Salaries and Wages budget also reflects the mandated increase in the minimum wage from \$10 to \$11, effective January 1, 2021.
- ✓ Projected 2020 expenditures for utilities, professional and other services and maintenance and repairs, in the amount of \$9,200,646, are approximately 26% less than the amount budgeted for 2020. Like salaries and wages, many of the District's facilities, such as the outdoor aquatic centers, did not open in 2020 and therefore, utility and maintenance and repair costs were minimal at these locations. In addition, many of the programs offered by the District utilize the services of contracted vendors; with the cancellation of many programs, the cost of contracted vendors was greatly reduced. The 2021 budget assumes the District will fully operate each of its facilities throughout 2021, providing a wide variety of programs; therefore, operating costs such as Utilities, Professional and Other Services and Maintenance & Repairs will be more in line with the amounts budgeted in 2020.
- ✓ Capital expenditures budgeted in 2021 are approximately \$737,000 higher than projected capital spending in 2020, due in part to projects that were budgeted in 2020 that did not occur as the grants that were applied for to fund these projects were not awarded to the District. The 2021 budget reflects capital projects in the amount of \$525,000 that will not be completed if grants that have been or will be applied for are not awarded.

Fox Valley Park District
2021 Budget
2021 Budget Message "Reimagining Recreation"

Below is a summary of the District's total expenditures by type, net of interfund transfers, along with a comparison to prior years.

Total 2021 Expenditures by Type



Salaries and Wages

In the 2021 budget, Salaries and Wages account for approximately 41% of total expenditures and approximately 57% of operating expenditures (total expenditures, net of capital expenditures and debt service). The Salaries and Wages expenditure category includes all employee costs, including salaries, health insurance, uniforms, IMRF pension funding, Social Security, Medicare and training. The 2021 budget reflects a 1.9% cost of living increase for full and part-time employees, as well as the mandated increase in the minimum wage effective January 1, 2021. In addition, the 2021 Salaries and Wages budget includes a

merit pool for full-time employees of the District equal to 2% of total full-time salaries. Merit increases will be awarded to employees based on a scaled review and rating process. The District continuously reviews and adjusts its personnel structure to ensure proper and efficient staffing levels for all functions of the District.

In 2019, the District converted to a fully insured employee health insurance plan. The renewal for 2021 includes a premium increase of 2.6%, well under the public sector industry average. Premiums for dental and vision insurance remained flat. The employee contribution for health, dental and vision insurance is 10% of the total premium.

Capital and Debt Service

Capital expenditures budgeted in 2021 account for approximately 9.1% of total expenditures and debt service accounts for approximately 17.5% of total expenditures. Larger capital projects include the Copley Hospital Park, the Prairie Path ITEP Improvement Project and the Simmons Park Pickleball Courts and Splash Pad Construction. The 2021 capital plan also includes improvements to existing amenities and the purchase of vehicles, as well as information technology and other equipment. Various projects, in the total amount of \$525,000, will not occur if the proposed funding source of grant proceeds is not awarded to the District. Debt Service expenditures remain consistent as compared to the 2020 budget as no new debt issuances have been planned by the District.

Fund Summary

Below is a summary of the District's major funds; although the Museum Fund is not a major fund for financial reporting purposes, it has been included below as it accounts for a significant amount of recreation related revenues and expenditures.

General Fund

The General Fund is the main operating fund of the District and reflects the administrative, buildings and grounds maintenance and park operations departments. The General Fund does not generate significant user fee revenues and therefore is reliant on property taxes as its main source of revenue. For budget years 2019 – 2021, property taxes account for approximately 92 - 97% of General Fund revenues; we anticipate that this funding percentage will be consistent in future years.

Salaries and Wages, Health Insurance and Other Employee Costs account for approximately 50.6% of General Fund expenditures. The remaining expenditure categories mostly relate to maintaining the District's capital assets, such as buildings, trails, parks, and equipment.

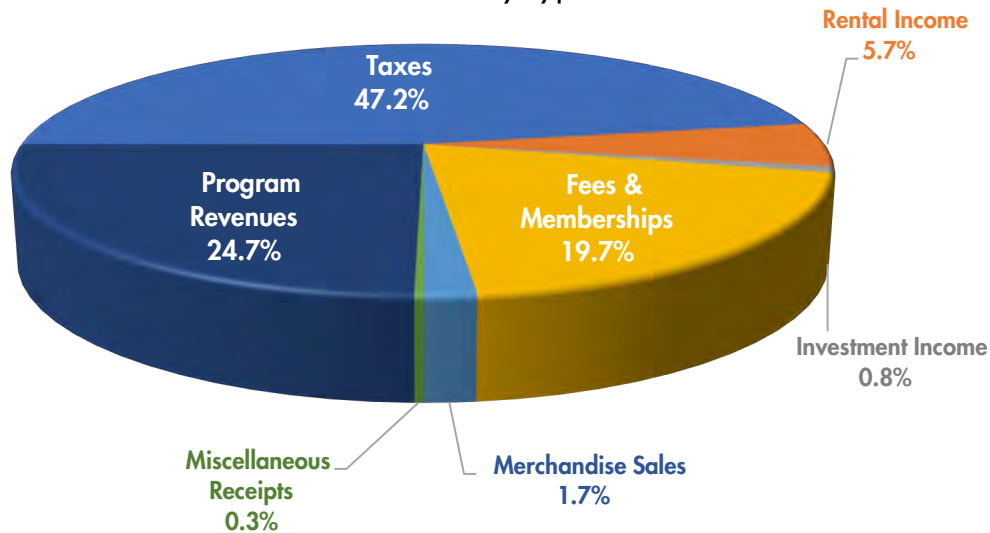
The District maintains a healthy fund balance in its General Fund, well in an excess of established minimum fund balance level of three (3) months of operating expenditures, as well as the goal of six (6) months. The District has the capacity to budget an inter-fund transfer to a capital project fund for future capital projects such as vehicles, equipment, and playground replacements; excess fund balance over and above established policy levels would be utilized to fund this transfer.

Recreation and Museum Funds

The Recreation and Museum Funds reflect the revenues and expenditures related to the usage, activities and programs at the District's recreational buildings, facilities, and amenities, with the exception of outdoor aquatics, which is accounted for in a separate fund. Approximately 51.4% of Recreation Fund revenues and 56% of Museum Fund revenues are derived from rental income, user fees and memberships, merchandise, food and beverage sales, and program revenues. The remaining revenue consists of property taxes and investment income. It is the District's philosophy to minimize its reliance on property taxes and to set user fees and program revenues at a level that allows it to do so. Non-property tax revenues in each of these funds were budgeted very conservatively for 2021, as these are the District's revenue sources that were most affected by the pandemic and will most likely take more than one year to get back to pre-pandemic levels. The next page shows a summary, by type, of the revenue sources of the Recreation and Museum Funds.

Fox Valley Park District
2021 Budget
2021 Budget Message “Reimagining Recreation”

Recreation and Museum Fund
2021 Revenues by Type



Taxes	Rental Income	Investment Income	Fees & Memberships
\$7,340,000	\$882,198	\$120,800	\$3,057,010
Merchandise Sales	Miscellaneous Receipts	Program Revenues	
\$263,268	\$49,328	\$3,843,555	

Like the General Fund, Salaries and Wages, Health Insurance and Other Employee Costs account for more than half of the Recreation and Museum Funds’ expenditures. In the Recreation Fund, these expenditures account for approximately 60.5% of total expenditures and in the Museum Fund, these expenditures account for approximately 57% of total expenditures. Other expenditure types in these funds relate to amenities, programs and activities offered at the District’s various recreation facilities.

Fund balance at the end of 2021, in both the Recreation Fund and the Museum Fund, is expected to exceed the minimum and goal fund balance policies for these funds. The District has the capacity to budget an inter-fund transfer to a capital project fund for future capital projects such as vehicles, equipment, and playground replacements; excess fund balance over and above established policy levels would be utilized to fund this transfer.

Capital Project Funds

There are six (6) capital project funds included in the 2021 budget. The total capital expenditure budget for 2021 is \$3,465,975 and includes items such as building, grounds and equipment improvements, ballfield renovations, information technology enhancements, and vehicle replacements. The District’s focus for 2021 is to maintain what already exists as opposed to adding new capital assets. The District’s philosophy moving forward is to ensure a strong understanding of the ongoing maintenance and support costs related to the construction or purchase of additional capital assets.

The anticipated, combined fund balance in these funds at the end of 2021 is projected at approximately \$17.1 million. A portion of this fund balance is bond proceeds received in prior years that, to date, have not been spent. The District does not anticipate issuing any new debt over the next few budget years, as ample funding sources currently exist.

Debt Service Fund

The District’s Debt Service Fund receives property taxes that are utilized to make principal and interest payments on the District’s outstanding debt. The District attempts to limit its overall debt load to minimize the burden put on taxpayers through the annual property tax levy.

Except for investment income and transfers from the General and Recreation Funds, property taxes account for all revenue of the Debt Service Fund. Transfers from the General and Recreation Funds provide for payments due on debt certificates related to performance contracting improvements.

Closing Comments

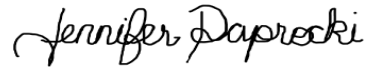
The District’s 2021 Budget reflects its mission to *“enrich our community with fun, diverse and safe park and recreation experiences through environmentally and fiscally responsible actions”*. This budget preserves many existing programs and services, while “reimagining” others, and continuing to be fiscally responsible to its residents and patrons. The District has incorporated departmental goals and objectives into this document that provide for the achievement of its mission and continue to provide the facilities, programs and events its customers have become accustomed to.

We would like to thank staff for the hours of work that went into the development of the 2021 Budget. While responsibility for the final preparation of the budget, as well as preparation of the Budget and Appropriation Ordinance and distribution and filing of the budget document, lies with the Finance Department, without the support of staff District-wide, creation of this document would not be possible. In addition, we would like to extend our gratitude to the Board of Commissioners who volunteer as stewards of the District and provided

vision, guidance and support in the development of the 2021 Budget by determining policy and setting the course for the District's future.



Jim Pilmer
Executive Director



Jennifer Paprocki
Director of Finance

Introduction

The Fox Valley Park District's overall objective when compiling its annual budget is to ensure long-term financial stability for the District, while continuing to provide high quality facilities, amenities, and programs to all patrons. Once compiled and approved by the Board, the budget serves as a detailed plan for the receipt and use of funds throughout the coming fiscal year.

Budget Guidelines

The District's strategic plan provides overall direction to staff to assist in the development of an operating and capital budget that fulfills the vision, mission, and key strategies of the District. Short-term objectives developed as part of this collaborative process are utilized by staff to ensure budgets are formulated in a manner that allows the District to continuously meet the Board's strategic objectives.

As part of each year's budget process, the District utilizes various financial planning tools to ensure a budget is formulated in a manner that allows the District to continue its strong financial position. These financial planning tools include:

- ✓ The District's long-term financial forecast, discussed in more detail in the Long-Term Financial Forecasting section of this document, is updated prior to and during the annual budget process to ensure the District is meeting or exceeding its fund balance goals.
- ✓ A three-year Capital Improvement Plan is updated in early fall and impacts budget development as there are resource constraints for the number and scope of capital projects that can be completed in a single budget year. It is critical to accurately estimate the amount of capital project funding that will be available at the end of the current year since this is a carry-over funding source for the following budget year. At this time, staff also determines the operating cost effects from implementing the capital projects and includes these expenses in the budget as applicable.
- ✓ A comprehensive salaries and benefits workbook is developed that provides the total cost of compensation for each full and part-time position that will be included in the District's annual budget. This workbook is prepared by Finance Department staff and reviewed by the Executive Director, the HR Director and all other applicable department heads. New full-time positions are added only with the approval of the Executive Director.

In addition to these financial planning tools, the following broad guidelines are followed when formulating the annual budget.

- ✓ When developing the revenue budget, staff shall adhere to the requirements of the Board approved Revenue and Fees Policy to ensure that our memberships, programs, and services are adequately priced, enabling the District to minimize its reliance on property taxes.

- ✓ When developing budget requests, staff shall seek to improve productivity, organizational effectiveness and efficiencies through a thorough evaluation and identification of activities that can be reduced, eliminated, consolidated or managed through a contracted service provider where feasible and more cost effective.
- ✓ Requests for new programs or non-mandated services that would recur on an annual basis should primarily be supported by additional non-property tax revenues.
- ✓ Requests for additional personnel must be supported by new or increased revenue sources or a modified, justifiable, and significant increase or change in workload as a result of new facilities or modified operations and responsibilities.
- ✓ Specific training activities, such as workshops, schools, and conferences, as well as requests for professional certifications, required licenses and related training, shall be submitted as part of the budget review process.
- ✓ Expenditures shall not exceed anticipated revenues, except when the availability of fund balance exceeds the fund balance reserve requirements within a given fund. Keeping in mind that unrestricted fund balances are maintained to avoid cash flow interruptions, generate interest income, reduce the need for short-term borrowing and provide for unanticipated expenditures, unrestricted fund balances in the General, Recreation, Liability Insurance, Museum, Police and Capital Development Funds may be used to balance the budget within each respective fund, if necessary, after providing for adequate cash flow requirements.

Budget Schedule

The District's 2021 budget process begin in July 2020. At that time, each department was tasked with developing their respective operating revenue and expenditure budgets, exclusive of employee compensation, and entering the compiled budget data into the District's financial management software system. Capital and large project justification forms were also completed at this time and submitted to the Finance Department.

At the same time, the Finance Department was compiling the comprehensive salary and benefit workbook. Upon completion of a draft, salary schedules derived from this workbook were provided to department directors for review, modification and/or approval. The Finance Department was also compiling general revenues and expenditures not applicable to a specific department, such as the property tax levy and debt service payments.

Beginning in August, the Executive Director and Director of Finance met with individual Department Directors to discuss initial budget requests. Major changes in operating budgets were discussed, as well as submitted capital expenditures and personnel requests.

In late September, the Finance Director presented to the Board of Commissioners the results of operations as of December 31, 2019, projected revenue and expenditures for 2020, the District's long-term financial

forecast and 2021 significant budget assumptions. This meeting would normally occur prior to the departments compiling their budgets but was delayed in 2020 due to the on-going pandemic.

In October, a budget workshop was held with the Board of Commissioners to present the 2021 proposed budget. Also presented at this meeting was the 2020 preliminary tax levy, a preview of 2021 capital projects and an updated long-term financial forecast based upon current 2020 revenue and expenditure projections, as well as the proposed 2021 budget.

The District must make the tentative Budget and Appropriation Ordinance available for public inspection at least 30 days prior to passage; therefore, the Tentative Budget and Appropriation Ordinance was made available for public inspection in early November. Notice of the Public Hearing on the Budget and Appropriation Ordinance was published in a local newspaper of general circulation in early December. On December 14, 2020, the Board of Commissioners formally approved the Budget and Appropriation Ordinance No. 20-494, as well as the Tax Levy Ordinance No. 20-495.

Pursuant to Illinois Compiled Statutes (ILCS 70/1205/4-4); the District is permitted to make transfers between various items within any fund if in aggregate, the transfers are not exceeding 10% of the total fund appropriation. Amendments to the budget and appropriation ordinance may be made through the same process of the original adoption of the budget and appropriation ordinance.

During the fiscal year, the District may adopt a supplemental appropriation ordinance in an amount not to exceed the aggregate of any additional revenue available or estimated to be received by the Park District. In this event, the District is not required to hold a public hearing or make any publication or notice.

After the first six month of the fiscal year (at July 1st) the District may transfer any anticipated unexpended funds to any other item of appropriation with a majority vote from the Board of Commissioners.

Basis of Budgeting vs. Basis of Accounting

There are three basic differences between the basis of accounting and basis of budgeting Generally Accepted Accounting Principles (GAAP) for state and local government: (1) Basis of Accounting - "Cash + Encumbrances" vs. "Modified Accrual" (2) Perspective - the budget and accounting reports may have different fund reporting structures, e.g., a budget may account for debt service in various funds, while GAAP principles require that debt service be recorded in a separate fund; and (3) Reporting Component – the District's Comprehensive Annual Financial Report may present "reporting components" and funds in different ways than the budget document.

For budget and accounting purposes, the District's revenues and expenditures are accounted for on the modified accrual basis as prescribed for all governmental funds. With this method, the District's revenues

are budgeted according to when they are both measurable and available. Revenues are considered to be available when they are collected within the current period, or soon enough thereafter to pay liabilities of the current period. Other revenue items are considered to be measurable and available only when cash is received.

Expenditures are budgeted according to when the liability is incurred, regardless of the timing of related cash flow. The exceptions are debt service, compensated absences, and claims and judgments, which are budgeted as expenditures according to when the payments are due. A capital expenditure is defined as an amount spent to acquire or upgrade District assets, such as buildings, machinery, equipment and vehicles or to increase the capacity or efficiency of the District's assets for more than one accounting period and at a value equal to or greater than \$10,000.

Internal Control

The District's financial management staff is responsible for establishing and maintaining an internal control structure designed to ensure the assets of the District are protected from loss, theft or misuse, and to ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles (GAAP). The internal control structure is designed to provide reasonable, but not absolute assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits requires estimates and judgments by management.

Appropriated amounts lapse at year end and all funds are newly budgeted for approval by the Board of Commissioners. The budget is fully reconciled to the accounting system at the beginning of the fiscal year, and in the preparation of the Comprehensive Annual Financial Report at the end of the fiscal year.

Budgetary Control

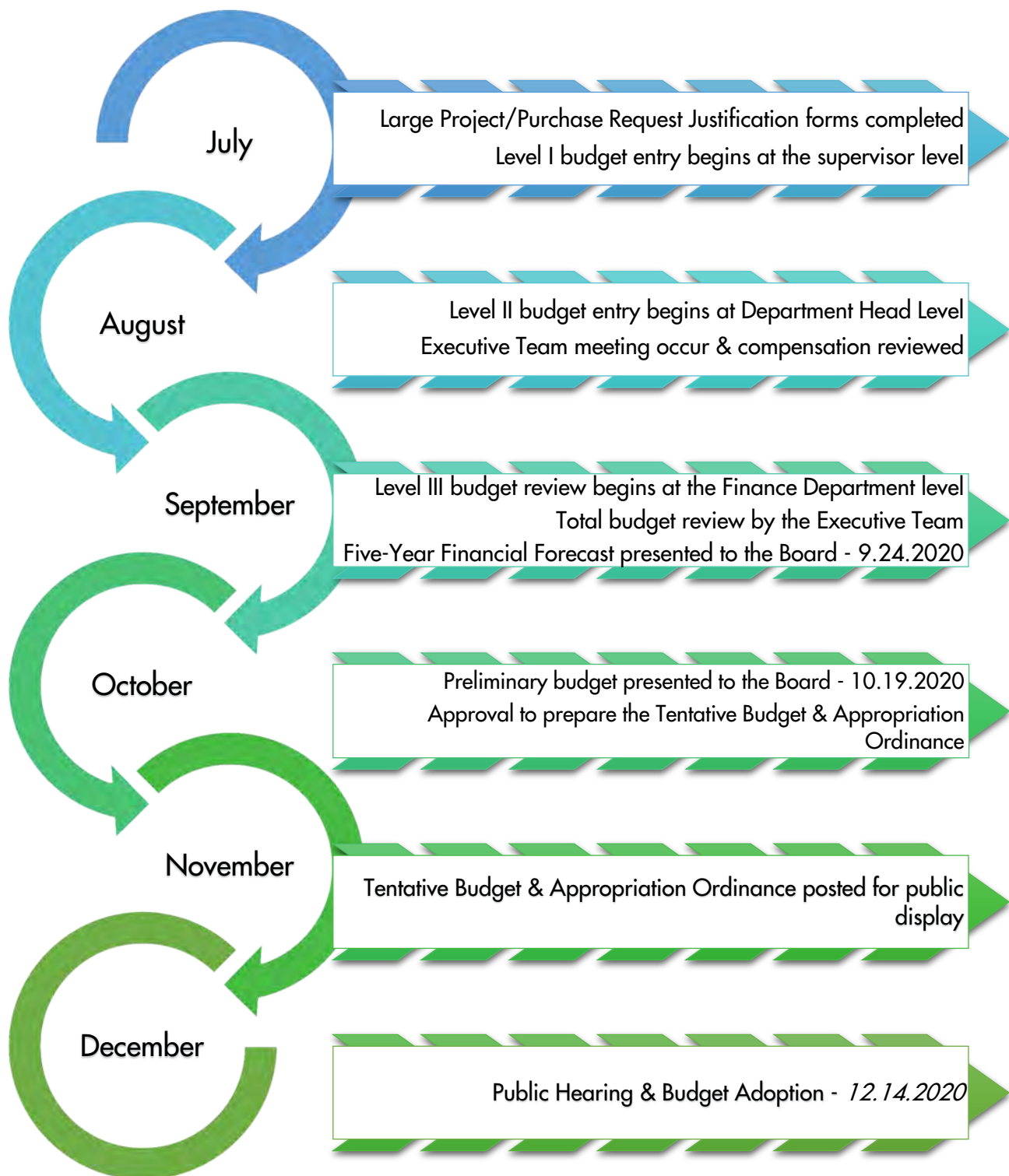
The District maintains budgetary controls designed to monitor compliance with expenditure limitations contained in the annual appropriated budget approved by the Board of Commissioners. The District also maintains an encumbrance recording system as one technique of accomplishing budgetary control. This internal control provides for the electronic approval at various levels of spending that complies with the Board's approved Purchasing Policy.

Transfers of appropriations among expense categories of non-capital funds must be approved by the Director of Finance. The Director of Finance is authorized to process expenditures in a line item which exceeds the approved line item budget, provided that the amount is within the spending authority provided by the District's Purchasing Policy.

Budgetary control is also provided by management's monthly review of detailed budget to actual revenue and expenditure reports. In addition, monthly financial report, providing current year budget to actual comparisons, as well as comparisons to the prior year's financial data, are included on the Board agenda for review and approval by the Board of Commissioners.

A budget is considered balanced when the total sum of money a government collects in a fiscal year is equal to the amount it spends within that year on goods, services, and debt payments. The District considers the 2021 budget balanced with an intentional and planned draw on certain fund balances.

There are four District funds intentionally omitted from this document and the budget process. The Health Insurance and Other Post Employment Benefit Funds are internal service funds where budgeting is not appropriate, the Communities in Schools Fund accounts for the federal pass through of 21st Century Grant proceeds where the District serves as the fiscal agent, and the Fox Valley Park Foundation which is a discretely presented component unit of the District.



The Fox Valley Park District takes a conservative, fiscally prudent approach to budgeting and management of its fiscal affairs. The overall goal of the District's financial policies is to establish and maintain effective management of the District's financial resources. Formal policy statements provide the foundation and control for achieving this goal.

During 2020, the District reviewed and revised each of its financial policies. These updated policies were presented to the Board of Commissioners for review and approval. Going forward, the District will review its financial policies on an annual basis prior to the beginning of each budget cycle and present any recommended changes to the Board.

Below is a summary of each of the District's financial policies; complete policy statements can be found in the Appendix of this document.

Capital Planning, Maintenance and Reporting Policy

Objective – to provide a framework for capital planning, maintenance, replacement and financial reporting to ensure good stewardship over District resources and provide for annual capital plans that are consistent with the District's overall organizational goals.

- ✓ Track and report on all aspects of capital assets by utilizing the existing enterprise asset management software (AMS) programs
- ✓ Identify capital assets for financial reporting, inventory and maintenance purposes according to established classifications and categories
- ✓ Maintain a five to ten year rolling Capital Improvement Plan for the acquisition, development, improvement and maintenance of the District's existing and newly acquired/constructed capital assets
- ✓ Capitalize acquisition, renovation, replacement and/or improvement cost incurred on a single project or purchase that amount to \$10,000 or more
- ✓ Depreciate applicable capital assets utilizing the mid-month straight line convention depreciation method
- ✓ Utilize estimated useful lives as follows when calculating annual depreciation:

Asset Type	Years
Computer and Technology Equipment	3
Office Furniture and Equipment	7
Vehicles	7
Infrastructure	10
Machinery & Equipment	10
Recreation & Safety Equipment	10
Land Improvements - Paving	15
Outdoor Recreation Equipment	20
Land Improvements	20
Building Improvements	20
Buildings	30

Debt Management Policy

Objective – to enhance the District’s reputation for managing its debt in a conservative and prudent manner and to ensure the District’s credit worthiness

- ✓ Obtain the best possible credit rating for each general obligation or other debt financing issuance
- ✓ Avoid financial decisions that will negatively impact credit ratings on existing or future debt issuances
- ✓ Consider market timing to minimize debt interest costs
- ✓ Determine amortization schedules that will best fit the overall debt structure of the District’s debt and related tax levy at the time the new debt is issued
- ✓ Obtain the opinion of bond counsel as to the legality and tax-exempt status of all debt obligations and the advice of a financial advisor on the structuring of each issuance
- ✓ Issue long-term obligations for capital purposes only and ensure that the life of the obligation does not exceed the useful life of the capital projects financed
- ✓ Strive to limit the amount of annual debt issuance to less than \$10 million to take advantage of bank qualification
- ✓ Prepare all appropriate disclosures related to the District’s outstanding debt
- ✓ Consider refunding of outstanding debt when legally permissible and financially advantageous

Fund Balance Policy

Objective – to support long-term financial strategies, where fiscal sustainability is the highest priority, while also building funds for future growth.

- ✓ Establish fund balance classification, principles and parameters that will be utilized to determine fund balance targets to be adhered to when determining the District’s annual budget; the classification hierarchy is as follows:
 - Non-spendable – portion of fund balance that is not available to be spent, either short-term or long-term, in either form or through legal restrictions
 - Restricted – portion of fund balance that is subject to external enforceable legal restrictions
 - Unrestricted – consists of three (3) components
 - Committed – portion of fund balance where the constraint on spending fund balance is self-imposed by formal action of the highest level of decision-making authority (Board of Commissioners)
 - Assigned – portion of fund balance constrained by the District’s intent to use fund balance for a specific purpose
 - Unassigned – available, expendable resources that are not the object of tentative management plans (i.e., assignments); positive unassigned fund balance can only be recorded in the General Fund
- ✓ Establish targeted fund balance levels for the District’s main operating funds; targeted fund balance is defined as the number of months of annual operating expenditures the District has in the restricted, committed, assigned and unassigned fund balance (reserve) categories; targeted fund balance (reserve) levels are as follows:

Operating Fund	Target Fund Balance
General Fund	Minimum three (3) months no more than six (6) months
Playground and Recreation Fund	Minimum three (3) months no more than five (5) months
Museum Fund	Minimum three (3) months no more than five (5) months
Park Police and Public Safety Fund	Minimum two (2) months no more than three (3) months
Family Aquatics Fund	Minimum of \$200,000

- ✓ Establish fund balance policies for the District’s Liability, Fox Valley Special Recreation Association, IMRF, Audit, FICA, Debt Service and Capital Projects Funds that restrict any fund balance remaining at the end of each fiscal year for the underlying purpose of the fund

Grant Management Policy

Objective – to provide clarity, consistency and fairness in the District’s approach to securing grants; to ensure the maintenance of proper internal controls over accounting for and reporting on the District’s grant programs; to ensure efficient administration, operation and financial management of awarded grant opportunities

- ✓ Focus on applying for grants which fund capital improvements, improve operational efficiency and provide a community-wide benefit
- ✓ Pursue grant opportunities only when the District has sufficient financial and administrative capacity to support, implement and administer proposed activities and/or projects and to adhere to the requirements of the grant program
- ✓ Strive to be transparent and fiscally responsible by
 - Considering time necessary vs. time available for completing a grant application and how the proposed activity/project will impact other planned projects and District resources
 - Identify funding for any required match and any costs not covered by the grant award and any personnel resources required for implementing and administering the grant for both the duration of the grant performance period and any long-term maintenance and/or reporting period
 - Review regulatory requirements, impacts to staff resources and on future land use decisions
- ✓ Maintain a system of internal controls that assures the completion and submittal of all required grant reporting documents on a timely and accurate basis

Investment Policy

Objective – to ensure the District invests public funds in a manner which will provide the highest investment return, with the maximum security and in conformance with all state and local statutes governing the investment of public funds, while meeting daily cash flow needs of the District.

- ✓ Pursue investment opportunities that are within statutory guidelines and meet the liquidity needs of the District, while reducing credit and interest rate risk and maximizing investment returns
- ✓ Use judgement, care, discretion and intelligence when making investment decisions
- ✓ Establish a process of due diligence when selecting persons and/or financial institutions authorized to provide investment services
- ✓ Establish a system of internal controls designed to ensure that the assets of the District are protected from loss, theft or misuse
- ✓ Procure the services of a qualified third party to provide custody and safekeeping services of the District’s investment securities
- ✓ Establish procedures to ensure the proper collateralization of principal investments and depository balances in excess of FDIC limits

Purchasing Policy

Objective – to provide District employees with guidelines and procedures for the acquisition of goods and services that provide the best quality and value for the public dollars expended.

- ✓ Establish approval authority thresholds for District employees, as follows:

<i>Purchasing Authority</i>	<i>Position</i>
<i>\$0 - \$1,000</i>	<ul style="list-style-type: none"> • Athletic Operations & Tournament Manger • Aquatics Maintenance Supervisor • Custodial Maintenance Supervisor • Fox Fitness – Fitness Supervisor • Fox Fitness – Group Exercise Supervisor • Fox Fitness – Membership Service Manager • Horticulture Supervisor • HVAC Technician • Operations Administrative Services Supervisor • Park Grounds Supervisor (East, West) • Preschool Program Supervisor • Trades Crew Lead

Purchasing Authority	Position
<i>\$0 - \$2,500</i>	<ul style="list-style-type: none"> • Aquatics General Manager • Building & Grounds Manager for Museum Properties • Creative Services Manager • Executive Assistant • Facilities & Trades Manager • Facility Manager (Eola, Prisco, Vaughan) • Financial Analyst • Fox Fitness Manager • Golf & Athletic Turf Manager • Manager of Arboriculture, IPM & Lakes • Manager of Blackberry Farm • Marketing and Digital Communications Manager • Public Relations and Content Strategist • Red Oak Nature Center Manager • Tennis Manager
<i>\$0 - \$2,500</i>	<ul style="list-style-type: none"> • Assistant Director of Finance • Assistant Director of Operations – Parks • Deputy Chief • Facility Maintenance Manager • Manager of IT • Superintendent of Revenue Facilities
<i>Each \$0 - \$5,000</i>	<ul style="list-style-type: none"> • Chief of Police & Public Safety • Department Directors
<i>\$0 - \$10,000</i>	<ul style="list-style-type: none"> • Finance Director
<i>\$10,000 +</i>	<ul style="list-style-type: none"> • Executive Director

- ✓ Establish procedures for obtaining quotes for all purchases less than \$25,000 as follows:

Dollar Limits	Required Quotations
<\$5,000	Recommended but not required that quotes be obtained.
>\$5,000 - <\$ 10,000	Obtain at least three (3) written quotes; email quotes are acceptable; quotes do not need to be signed unless requested by the vendor.
>\$10,000 - <\$25,000	At least three (3) written quotes required and signed by the vendor; email quotes without a signature are not acceptable.

- ✓ Establish a formal competitive bid process for purchases of \$25,000 or more that are adaptable to the competitive bid process
- ✓ Identify procedures for emergency, joint purchasing and sole source purchasing
- ✓ Provide for the opportunity to waive the bid process with formal Board approval
- ✓ Establish a policy for utilizing a purchase card as an alternative method of procuring goods and services

Revenue and Fees Policy

Objective –to ensure the District has the capacity to maintain current facilities, as well as offer new programs and services, responding to the ever-changing needs of the community; to ensure the District is able to generate revenue sufficient to offset direct and indirect costs, administrative overhead and in the case of revenue producing facilities, to generate revenues to cover expenses for debt repayment, future repairs, renovation and other capital improvements.

- ✓ Pursue revenue sources that will minimize the District’s reliance on revenues derived from property taxes collections
- ✓ Design a revenue structure that (1) charges a fee when the service or facility is being utilized by a limited user groups as opposed to the general public, (2) provides the opportunity for District’s facilities, programs and services to operate partially or entirely financially self-sufficient and (3) establishes rates for non-residents that are up to 50% higher than resident rates as non-residents do not pay property taxes to the District
- ✓ Perform a review of all fees and charges on an annual basis
- ✓ Classify programs and services into one of five classifications in order to determine the fee structure of the program/services, as follows:
 - Level 1 Programs – programs and services that are consider a community service – no fee or a nominal fee will be charges, which is less that the direct cost of the program or service

- Level 2 Programs – new or experimental programs offered on a trial basis – fee structure is based on covering some or all of direct costs of the program
- Level 3 Programs – programs and services that are geared to the specific needs and/or interests of the participants – fee structure shall cover all direct costs plus a 30% gross margin
- Level 4 Programs – programs and services that are geared to the specific needs and/or interests of the participants and have significant indirect costs associated with them – fee structure shall cover all direct costs plus a 40% gross margin
- Level 5 Programs – programs and services that are geared to the specific needs and/or interests of the participants and are provided by the District through and independent contractor – fees structure shall cover all direct costs plus a 30 – 40% gross margin
- ✓ Establish a fee structure for the District's main facilities that will provide self-support of 50 – 100% of direct and indirect costs

Basis of Presentation and Measurement Focus

The finances of the District are organized and operated on the basis of "funds". A "fund" is an independent fiscal and accounting entity with a self-balancing set of accounts. Fund accounting segregates funds according to their intended purpose and is used to record all financial activity related to that purpose.

The District's funds are classified as governmental funds. A governmental fund uses the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under this basis, revenues are recognized when "measurable and available". Measurable means knowing or being able to reasonably estimate the amount. Available means collectible within the current period or within 60 days after fiscal year-end. For governmental fund revenues, a one-year availability period is used for revenue recognition. Expenditures (including capital outlay) are recorded when the related fund liability is incurred, except general obligation bond principal and interest payments, which are recognized when due.

Governmental funds include the following fund types:

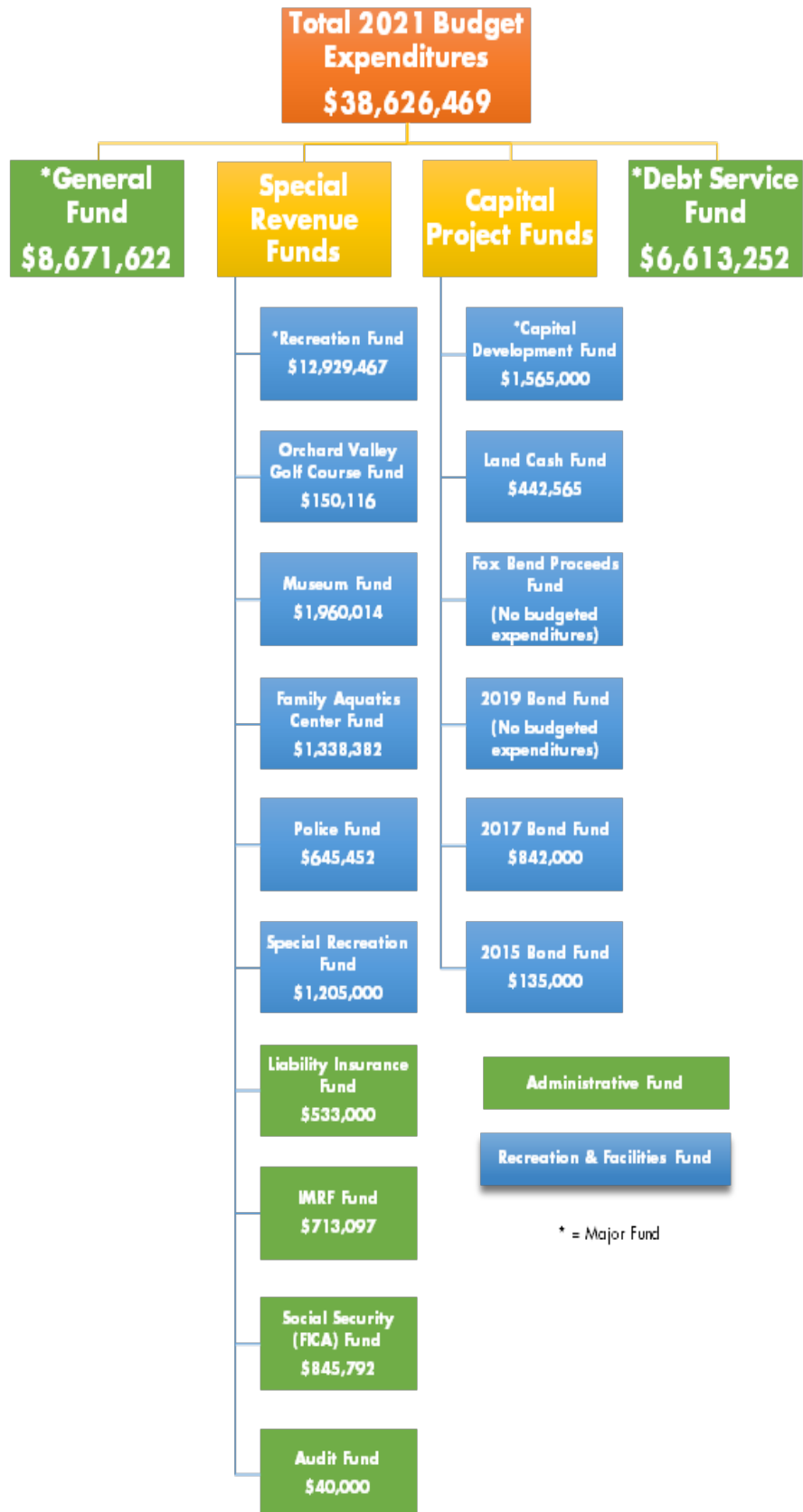
General Fund – primary operating fund; accounts for all financial resources of the District, except those required to be accounted for in another fund.

Special Revenue Funds – account for revenue sources that are restricted to expenditures for a specific purpose (not including major capital projects).

Debt Service Fund – accounts for the servicing of long-term debt not being financed by proprietary or nonexpendable trust funds, including accounting for property tax levied for the payment of principal and interest on all general obligation debt, as well the payment of these obligations.

Capital Project Funds – account for the acquisition of fixed assets or the construction of major capital projects not being financed by proprietary or non-expendable trust funds.

The District's funds are classified as shown on the following page.



Major Governmental Funds

A fund is classified as a major governmental fund if revenues, expenditures, assets or liabilities of that fund are at least 10 percent of corresponding totals, excluding extraordinary items, for all governmental funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds for the same item. The District can report any fund that does not meet these requirements as a major fund if the District believes that this presentation better reflects the purpose and financial condition of that fund. The General Fund is always classified as a major fund.

The District has five major governmental funds, as follows:

- ✓ *General Fund* – accounts for most of the District’s day-to-day operations.
- ✓ *Recreation Fund* – accounts for recreation, communication and marketing efforts for the District’s general recreation programs and leisure experiences.
- ✓ *Orchard Valley Golf Course Fund* – reflects the activities of the District’s 18-hole golf facility. Although this fund does not meet the requirements to qualify as a major fund, the District reflects this fund as a major fund for financial reporting purposes, as this fund may not consistently report a positive fund balance without the assistance of a transfer from the Recreation Fund. Therefore, the District’s financial statements reflect the Playground and Recreation Fund, of which the Recreation Fund and the Orchard Valley Golf Course Fund are sub-funds.
- ✓ *Debt Service* – accounts for the accumulation of resources for and the payment of principal, interest and finance charges for the District’s outstanding bonded debt.
- ✓ *Capital Development Fund* – accounts for the funding and subsequent spending for capital improvement, renovation and replacement of the District’s recreation and operations facilities and equipment.

Non-Major Governmental Funds

The District has 13 funds which do not meet the major fund classification requirements listed above and are therefore classified as non-major funds, as follows:

- ✓ *Museum Fund* – accounts for the financial activity of the outdoor education programs at the Red Oak Nature Center and Blackberry Farm facilities.
- ✓ *Family Aquatics Center Fund* – accounts for the financial activity of the two outdoor aquatic facilities jointly owned and operated by the District and the City of Aurora.
- ✓ *Police and Security* – accounts for the funding and uses of resources for the District’s public safety program.
- ✓ *Special Recreation* – provides resources for recreational programs available to individuals with special needs and disabilities.

- ✓ Liability Insurance Fund – records the financial activity of the District’s overall risk management, loss prevention and safety programs.
- ✓ Illinois Municipal Retirement Fund (IMRF) – accounts for the District’s annual contributions to the retirement plan provided to IMRF-designated employees.
- ✓ Audit – provides financial resources for the District’s annual financial statement audit, as well as preparation and publication of the Comprehensive Annual Financial Report.
- ✓ Federal Insurance Compensation Act (FICA) Fund – accounts for the District’s Social Security and Medicare contributions for all District employees.
- ✓ Land Cash Fund – accounts for the receipt and use of land cash contributions from the development of new construction within the District’s boundaries
- ✓ Fox Bend Proceeds Fund – accounts for the receipt and subsequent spending of the District’s share of proceeds from the sale of the Fox Bend Golf Course.
- ✓ 2019, 2017 and 2015 Bond Funds – to account for the receipt and subsequent spending of general obligation bond proceeds.

Fox Valley Park District
2021 Budget
Operating Departments and Fund Relationships

The following chart summarizes the relationship between operating departments and fund spending.

Operating Department/ Division	Organizational Fund				
	General	Recreation	Museum	Police and Public Safety	Outdoor Aquatics
Executive	X	X			
Finance	X	X			
Human Resources	X	X			
Information Technology	X	X			
Operations - Admin Services	X	X			
Operations - Arboriculture, Lake Mgmt and IPM	X				
Operations - Parks Maintenance	X	X			
Operations - Facility Maintenance	X				X
Operations - Horticulture and Natural Areas	X				X
Operations - Golf and Sports Turf	X				
Operations - Museum Properties			X		
Blackberry Farm			X		
Red Oak Nature Center			X		
Planning	X				
Recreation Administration		X			
Vaughan Athletic Center		X			X
Prisco Community Center		X			
Eola Community Center		X			
Copley Boxing Club		X			
Stuart Sports Complex		X			
Fox Fitness		X			
Marketing		X			
Police and Public Safety				X	

GFOA recommends that all governments regularly engage in long-term financial planning. The District's Board of Commissioners and departmental staff recognize the significance that long-term financial planning has on the ability of the District to anticipate and respond to current and future financial challenges and opportunities. As the world-wide pandemic is significantly impacting the District's revenue sources and spending patterns, the need for a long-term forecasting tool became even more apparent.

As part of the 2021 budget process, the District developed its first full, long-term financial forecast model and will update this model on at least an annual basis as part of each year's budget process. The following District funds are included in the forecast:

- | | |
|-----------------------------------|--------------------------------------|
| ✓ General Fund | ✓ Liability Insurance Fund |
| ✓ Police Fund | ✓ Fox Valley Special Recreation Fund |
| ✓ IMRF Fund | ✓ Social Security (FICA) Fund |
| ✓ Audit Fund | ✓ Recreation Fund |
| ✓ Orchard Valley Golf Course Fund | ✓ Fox Bend Proceeds Fund |
| ✓ Family Aquatics Center Fund | |

The forecast reports on the previous year's audited results, the current year's preliminary results, the projected budget year and projections for four additional years and includes a forecast of revenues, expenditures and anticipated fund balance.

Long-Term Financial Forecast Assumptions

As with any forecast, various assumptions were made when preparing the District's long-term financial forecast. The more significant assumptions are listed below.

Revenue

- ✓ Property Tax Levy – In keeping with the District's goal to minimize its reliance on property taxes, the operating components of the District's property tax levy is assumed to grow an unweighted average of 2.7% per tax year. In addition, the property tax levy for debt service does not include any new general obligation debt issuances that would require a property tax levy to fund the payment of principal and interest. As each currently outstanding series of general obligation debt is paid in full, the debt service portion of the property tax levy will be reduced accordingly.
- ✓ Memberships, Daily Fees, and Program Revenues – As previously mentioned, the District incurred a significant decrease in membership, daily fee and program revenues when comparing 2020

projected actuals to the 2020 budget. Given the significant change in consumer habits due to the ongoing pandemic, the District took a highly conservative approach when estimating future user-based revenues. In the long-term financial forecast, we are projecting that these revenues types will reach 2019 levels within 2 – 5 years.

- ✓ Debt Proceeds – No new debt proceeds are reflected in budget year 2021 – 2025.

Expenditures

- ✓ Salaries and Benefits – The long-term financial forecast reflects annual salary increases, including FICA and IMRF of 4.0% and an annual increase of 3.0% for insurance benefit costs.
- ✓ Operating Expenditures – Operating expenditures are projected to remain flat for 2021 and increase an unweighted average of 1.07% for years 2022 – 2025.
- ✓ Debt Service Payments – No additional capital lease and/or debt certificate payments are reflected other than those currently outstanding.
- ✓ Capital Outlay – An annual amount of \$875,000 is reflected in the long-term financial forecast for the transfer of funds to the Capital Development Fund to cover a portion of the cost of capital improvement projects.

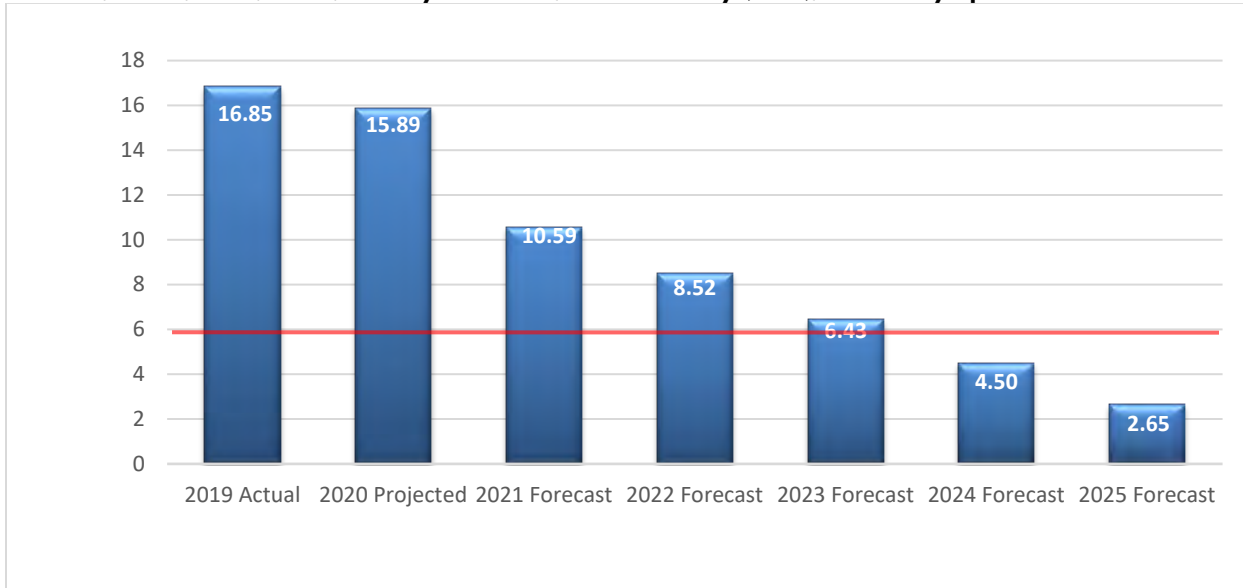
Fund Balance

Utilizing a variety of assumptions, the overall goal of the long-term financial forecast was to provide the District with a tool that will be utilized on an annual basis to ensure that the results of current operations, as well as the projection of future revenues and expenditures, will allow the District to adhere to Board approved fund balance policies.

The charts below provide a snapshot of the District's long-term financial forecast.

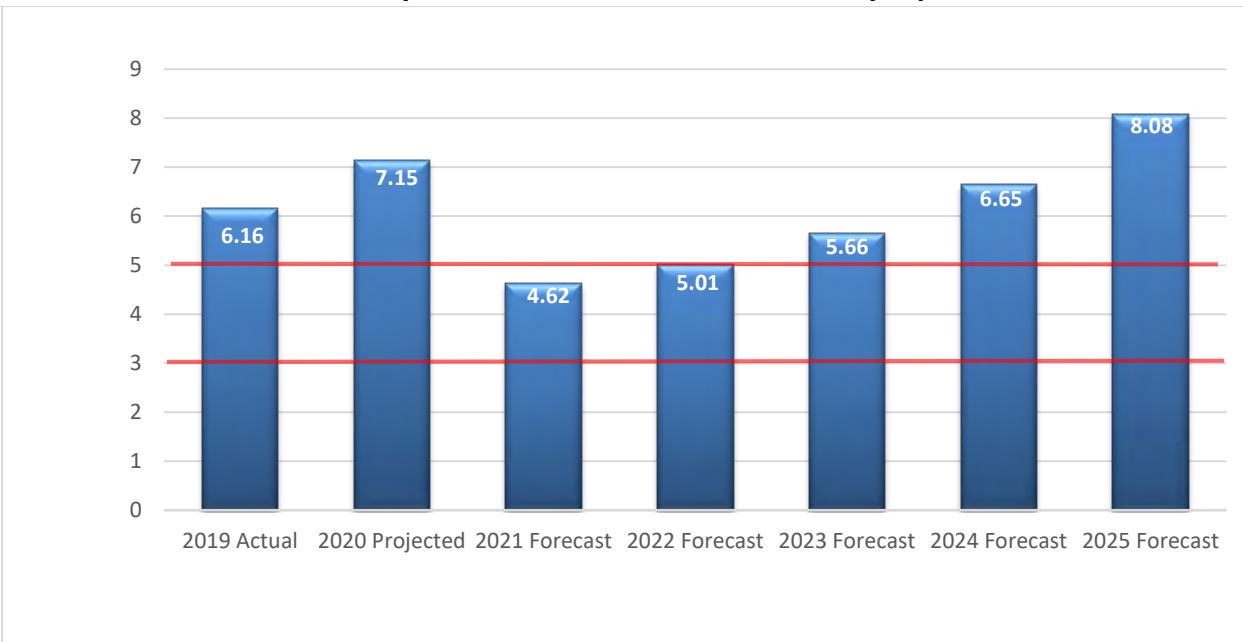
General Operating Funds

General, Police, IMRF, Audit, Liability Insurance, Social Security (FICA), Fox Valley Special Recreation Funds

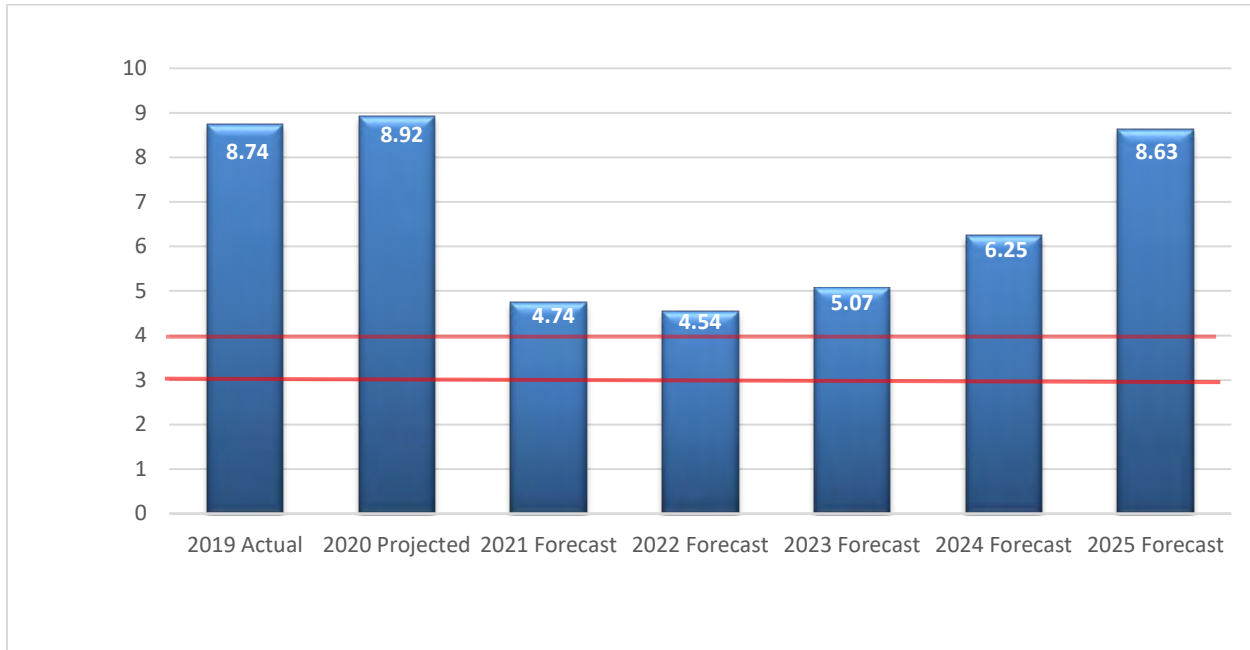


Recreation Funds

Recreation, Orchard Valley Golf Course, Fox Bend Proceeds, Family Aquatics Center Funds



Museum Fund



As shown, the District will not be able to maintain a fund balance at or above the Board approved minimum for general operating funds based on current revenue and expenditure projections. The primary driver of this is the growth of salaries and benefits at a rate of 3 – 4% annually vs. the growth of property taxes (the main revenue source of these funds) at an average rate of 2.1%. The District will continue to address this issue as it moves into the next budget cycle.

Based on current assumptions, the Recreation Fund and the Museum Fund are projected to stay at or above the minimum Board approved fund balance through 2025. As these funds are significantly supported by user fees, the District has an opportunity to increase revenue sources without increasing reliance on property taxes.

The District will continue to update the long-term financial forecast as new information becomes available and will utilize this tool each year the annual budget is formulated.

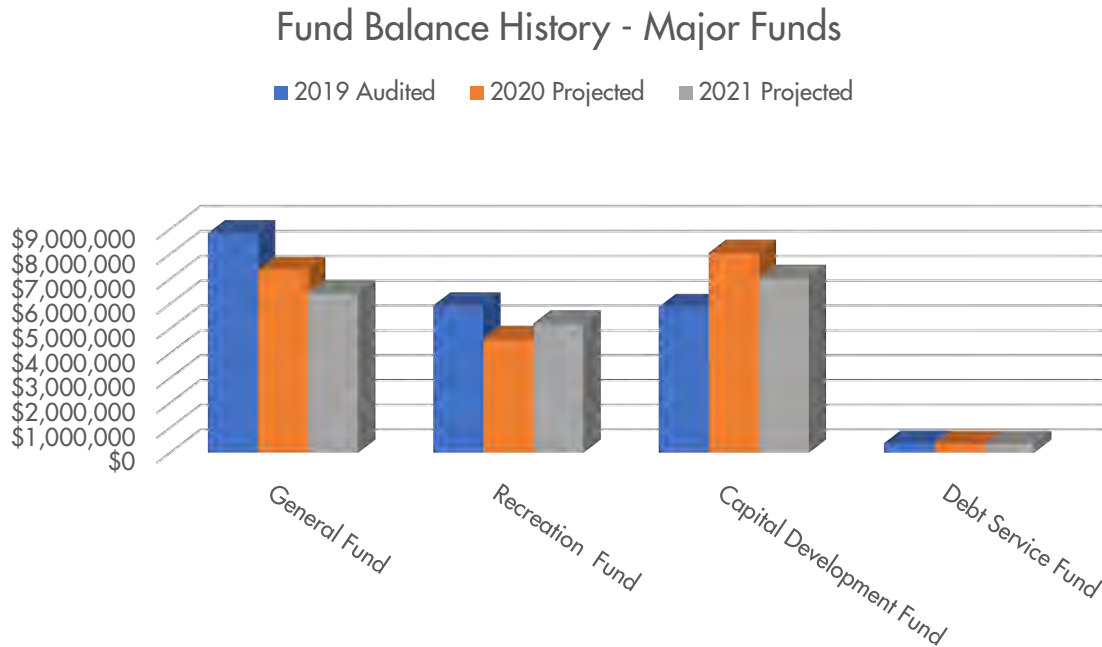
Fund balance is defined as the difference between assets and liabilities reported in a governmental fund. Governmental funds are generally used to account for tax-supported activities, as opposed to proprietary funds which operate in a financial model intended to recover all costs. The District's governmental funds balance sheet included in its audited annual financial statements reflects fund balance categorized as follows:

- ✓ *Non-spendable* – portion of fund balance that is not available to be spent, either short-term or long-term, in either form or through legal restrictions
- ✓ *Restricted* – portion of fund balance that is subject to external enforceable legal restrictions
- ✓ *Unrestricted* –
 - *Committed* – portion of fund balance where the constraint on spending the fund balance is self-imposed by formal action of the highest level of decision-making authority (Board of Commissioners)
 - *Assigned* – portion of fund balance constrained by the District's intent to use fund balance for a specific purpose
 - *Unassigned* – available expendable resources that are not the object of tentative management plans, i.e., assignments. (Per District policy, unassigned fund balance can only be recorded in the General Fund)

The District's fund balance policy, approved by the Board of Commissioners, reflects the following fund balance minimum requirements and goals. Based upon 2021 projections and the Board approved 2022 budget, the District meets or exceeds the minimum fund balance requirements in each fund as outlined in the District's Fund Balance Policy.

A detailed view of fund balance for each of the District's budgeted funds can be found on the following pages.

Below is a history of the District's fund balance in the District's major funds for fiscal years 2019, 2020 and 2021.



General Fund – Total fund balance in the District's General Fund is projected to reflect an approximate decrease of \$934,000 when comparing fund balance as of December 31, 2021 to fund balance as of December 31, 2020, as 2021 budgeted expenditures exceed budgeted revenues. Total fund balance as of December 31, 2021 is projected at \$6,433,977. This amounts to approximately nine (9) months of annual operating expenditures, far exceeding the District's minimum fund balance requirement of three (3) months of annual operating expenditures. The draw on fund balance was authorized to minimize the District's corporate property tax levy.

Recreation Fund – Total fund balance in the District's Recreation Fund is projected to reflect an approximate increase of \$554,000 when comparing fund balance as of December 31, 2021 to fund balance as of December 31, 2020. This is the result of many factors and changes implemented during the 2021 budget process. As the District does not anticipate to fully recover its loss of programming and membership revenues, additional property tax funds were allocated to the Recreation Fund to help offset the ongoing salaries, repairs, maintenance and general operating expenditures. Revenues are projected to be \$1.2M less than the 2020 budget. Overall expenditures are budgeted at \$1.6M less than the 2020 budget. As the District does not anticipate full programming or membership levels in 2021, it is assumed that related expenditures will be at a reduced level. Additionally, in prior years, capital projects relating to recreation were either

partially funded directly out of the Recreation Fund or through a transfer from the Recreation Fund into the Capital Development Fund. Beginning in 2021, the District will be using the current resources available in the Capital Development Fund and in Bond Funds to support these capital expenditures, reducing the amount of expenditures in the Recreation Fund.

Capital Development Fund - Total fund balance in the District's Capital Development Fund is projected to reflect an approximate decrease of \$1,008,000 when comparing fund balance as of December 31, 2021 to fund balance as of December 31, 2020. The drawdown of fund balance was authorized by the Board in order to fund a portion of the District's 2021 budgeted capital improvement projects. All excess fund balance in this fund is committed to the funding of future capital improvement projects unless the District Board authorizes otherwise.

Debt Service Fund – Fund balance in the District's Debt Service Fund is projected to stay consistent when comparing fund balance at the end of 2021 to fund balance at the end of 2020. Total fund balance in this fund is projected at \$361,389 as of December 31, 2021. All excess fund balance in this fund is committed to the payment of future debt service, unless the District Board authorizes otherwise.

As of December 31, 2021, the District is projected to meet or exceed its fund balance policy requirements in each operating fund to which the policy applies. In addition, the District's capital funds have sufficient fund balance available to meet the funding requirements of the District's current five (5) year capital improvement plan.

Fox Valley Park District
2021 Budget
Fund Balance Analysis by Fund

	Projected Fund Balance 12/31/2020	Budgeted Revenues 2021	Budgeted Expenditures 2021	Projected Fund Balance 12/31/2021	Change 2020 to 2021
General Operating Funds					
General Fund	\$ 7,367,564	\$ 7,738,035	\$ 8,671,622	\$ 6,433,977	\$ (933,587)
Special Revenue Funds					
Liability	373,223	500,650	533,000	340,873	(32,350)
Orchard Valley Golf Course	(22,400)	219,099	150,116	46,583	68,983
Family Aquatic Center	200,000	1,338,382	1,338,382	200,000	-
Recreation	4,602,375	13,483,813	12,929,467	5,156,721	554,346
Museum	883,072	2,072,346	1,960,014	995,404	112,332
Police & Public Safety	640,651	219,555	645,452	214,754	(425,897)
Special Recreation	1,764,917	866,734	1,205,000	1,426,651	(338,266)
IMRF	834,259	235,950	713,807	356,402	(477,857)
Social Security (FICA)	707,702	563,050	845,792	424,960	(282,742)
Audit	73,690	20,275	40,000	53,965	(19,725)
Capital Project Funds					
Fox Bend Proceeds	1,133,338	27,000	-	1,160,338	27,000
Land Cash	1,779,814	181,750	442,565	1,518,999	(260,815)
Capital Development	8,043,480	553,400	1,561,000	7,035,880	(1,007,600)
2019 Bond	3,514,129	41,500	-	3,555,629	41,500
2017 Bond	2,419,807	816,500	842,000	2,394,307	(25,500)
2015 Bond	137,916	5,500	135,000	8,416	(129,500)
Debt Service Funds					
Debt Service	360,789	6,613,852	6,613,252	361,389	600
TOTAL ALL FUNDS	\$ 34,814,326	\$ 35,497,391	\$ 38,626,469	\$ 31,685,248	\$ (3,129,078)

Fox Valley Park District
2021 Budget
Changes in Fund Balance

Fund	Audited Fund Balance at 12/31/19	Projected Net Income (Loss) 12/31/20	Projected Fund Balance 12/31/20	Budgeted Net Income (Loss) 12/31/21	Projected Fund Balance 12/31/21
Corporate Liability	8,836,150	(1,468,586)	7,367,564	(933,587)	6,433,977
Recreation	121,059	252,164	373,223	(32,350)	340,873
Museum	5,983,017	(1,380,643)	4,602,375	554,346	5,156,721
Police and Security	1,353,794	(470,722)	883,072	112,332	995,404
Special Recreation	1,063,555	(422,904)	640,651	(425,897)	214,754
IMRF	1,223,325	541,592	1,764,917	(338,266)	1,426,651
Social Security (FICA)	870,818	(36,559)	834,259	(477,857)	356,402
Audit	411,672	296,030	707,702	(282,742)	424,960
Aquatics*	92,303	(18,613)	73,690	(19,725)	53,965
Orchard Valley GC	200,000	-	200,000	-	200,000
Debt Service	(58,182)	35,782	(22,400)	68,983	46,583
Total Non-Capital Funds	378,910	(18,121)	360,789	600	361,389
Fox Bend Proceeds	20,476,420	(2,690,579)	17,785,841	(1,774,163)	16,011,678
Land Cash	1,104,338	29,000	1,133,338	27,000	1,160,338
Capital Development	1,967,994	(188,180)	1,779,814	(260,815)	1,518,999
2015 GO Bonds	5,863,662	2,179,818	8,043,480	(1,007,600)	7,035,880
2017 GO Bonds	1,246,916	(1,109,000)	137,916	(129,500)	8,416
2019 GO Bonds	2,690,056	(270,249)	2,419,807	(25,500)	2,394,307
Total Capital Funds	3,466,128.99	48,000	3,514,129	41,500	3,555,629
Total Budgeted Funds	\$36,815,516	\$ (2,001,190)	\$34,814,326	\$ (3,129,078)	\$31,685,248

*Per agreement with the City of Aurora, year end fund balance shall equal \$200,000.

Fox Valley Park District
2021 Budget
Revenue & Expenditure Summaries

Below is a summary of 2021 revenues and expenditures by fund, including interfund transfers.

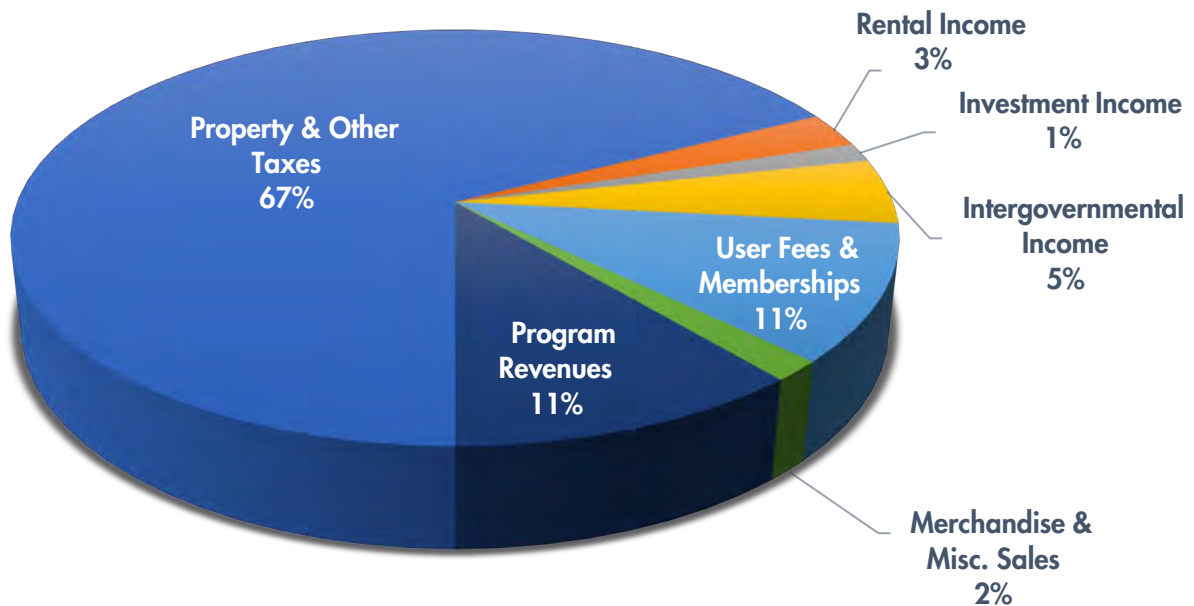
	Budgeted Revenues 2021	Budgeted Expenditures 2021	Variance
General Operating Funds			
General Fund	\$ 7,738,035	\$ 8,671,622	\$ (933,587)
Special Revenue Funds			
Liability	500,650	533,000	(32,350)
Orchard Valley Golf Course	219,099	150,116	68,983
Family Aquatic Center	1,338,382	1,338,382	-
Recreation	13,483,813	12,929,467	554,346
Museum	2,072,346	1,960,014	112,332
Police & Public Safety	219,555	645,452	(425,897)
Special Recreation	866,734	1,205,000	(338,266)
IMRF	235,950	713,807	(477,857)
Social Security (FICA)	563,050	845,792	(282,742)
Audit	20,275	40,000	(19,725)
Capital Project Funds			
Fox Bend Proceeds	27,000	-	27,000
Land Cash	181,750	442,565	(260,815)
Capital Development	553,400	1,561,000	(1,007,600)
2019 Bond	41,500	-	41,500
2017 Bond	816,500	842,000	(25,500)
2015 Bond	5,500	135,000	(129,500)
Debt Service Funds			
Debt Service	6,613,852	6,613,252	600
TOTAL ALL FUNDS	\$ 35,497,391	\$ 38,626,469	\$ (3,129,078)

Expenditures exceed revenues by approximately \$3,100,000; this variance is funded by a planned draw down of fund balance in various District funds.

Revenue Analysis

Total 2021 revenues, including operating and capital sources, equal \$35,497,391; also included in this amount is interfund transfers received by various funds in the total amount of \$527,205. Below is a summary of 2021 revenues by type and function, net of interfund transfers.

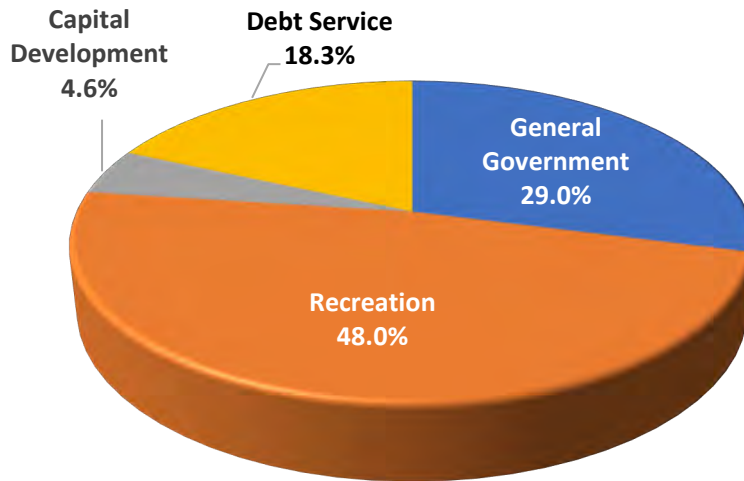
2021 Revenues by Type



Property & Other Taxes	Program Revenues	User Fees & Memberships	Intergovernmental Income
\$23,583,889	\$3,900,675	\$3,708,855	\$1,763,543
Rental Income	Merchandise & Misc. Sales	Investment Income	
\$951,925	\$559,374	\$502,925	

Revenues are collected to fund the various functions of the District, as well as to fund the District's annual capital improvement plan. Classification of the District's 2021 revenues by function is as follows.

2021 Total Revenues by Function



General Government	Recreation	Capital Development	Debt Service
\$10,114,249	\$16,801,282	\$1,625,650	\$6,399,005

General government revenues fund the administrative and operating departments of the District, including the departments of Executive Director, Finance, Human Resources, Information Technology, Operations and Planning. Recreation revenues fund the operations of each of the District's recreation facilities, as well as recreation, fitness and athletic programs, District-wide events, and a multitude of other amenities. Capital development revenues fund the District's annual capital improvement program. Debt service revenues fund principal and interest payments due on the District's outstanding debt.

Like most local government entities, the world-wide pandemic had a significant impact on the District's 2020 revenue sources. The following table provides a comparison of 2018 and 2019 audited revenues, 2020 budgeted and projected revenues and 2021 budgeted revenues. Included is both the 2020 budget and the 2020 projections to provide a full picture of how the pandemic significantly reduced the District's 2020 revenues.

**Fox Valley Park District
2021 Budget
Revenue & Expenditure Summaries**

	2018 Actual	2019 Actual	2020 Budget	2020 Projection	2021 Budget
Revenues:					
Property & Other Taxes	\$ 23,014,466	\$ 22,718,308	\$ 23,036,013	\$ 23,612,946	\$ 23,583,889
Rental Income	1,053,989	1,086,770	1,147,893	494,105	951,925
Investment Income	660,400	833,453	401,200	623,165	502,925
Intergovernmental Income	2,855,089	1,137,730	715,897	1,188,481	1,762,543
User Fees & Memberships	4,760,121	5,087,981	5,375,142	1,599,243	3,708,855
Merchandise Sales	146,098	159,779	141,915	51,189	141,294
Food & Beverage Sales	103,425	95,080	129,770	19,078	124,774
Miscellaneous Receipts	465,774	422,917	294,835	233,228	293,306
Program Revenues	4,207,529	4,517,881	4,889,101	1,901,016	3,900,675
Total Revenues:	\$37,266,891	\$36,059,899	\$36,131,766	\$29,722,451	\$34,970,186

As shown in the table above, 2021 User Fees & Memberships, as well as Program Revenues, are approximately 15% lower than 2019 actual revenues in these categories. Due to the ongoing pandemic and the unknown as to how long the effects of it will last, as well as our understanding that recreation may need to be reimagined, we have taken a very conservative approach when forecasting these revenue sources for 2021.

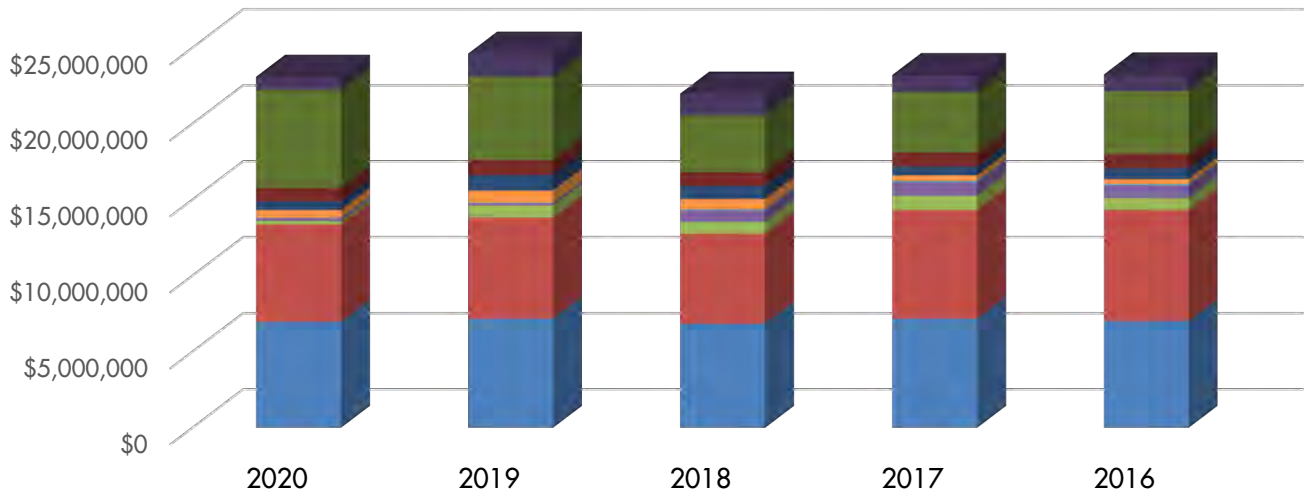
Property Taxes

Total property taxes reflected in the 2021 budget amount to \$23,037,139, or 67% of total budget revenues, net of interfund transfers. The District levies for various governmental purposes, including Corporate, Bond and Interest, IMRF, Park Police & Public Safety, Audit, Liability Insurance, Social Security (FICA), Museum, Recreation and Fox Valley Special Recreation.

The 2020 property tax levy is approximately \$1.525 million less than the District's 2019 property tax levy. The 2020 property tax levy request is based on the funding needs of each fund to which the levy applies and keeps each of these funds within Board approved fund balance policy levels.

The District's 2020 levy (collected in 2021) by purpose is presented on the following page, along with a comparison to prior levy years. Based on current estimates of the District's 2020 equalized assessed valuation (EAV), the District projects a tax rate per \$100 of EAV of approximately \$.472. This is a reduction of approximately 3.8% compared to the District's 2019 tax rate.

History of District's Property Tax Levy



Corporate	7,000,000	7,200,000	6,877,613	7,200,237	7,053,000
Bond & Interest	6,393,405	6,644,279	5,910,925	7,148,199	7,305,211
IMRF	230,000	802,000	773,169	929,819	782,000
Police	200,000	160,500	773,169	902,512	851,000
Audit	20,000	21,500	53,948	75,460	65,000
Liability Insurance	500,000	802,000	678,771	372,891	320,000
Social Security	560,000	1,027,000	867,568	570,614	730,000
Museum	900,000	965,000	908,024	919,292	922,000
Recreation	6,440,000	5,500,000	3,735,488	3,998,269	4,147,000
Spec Rec	853,734	1,500,000	1,409,825	1,097,700	1,080,000
	\$ 23,097,139	\$ 24,622,279	\$ 21,988,500	\$ 23,214,993	\$ 23,255,211

Program Revenues

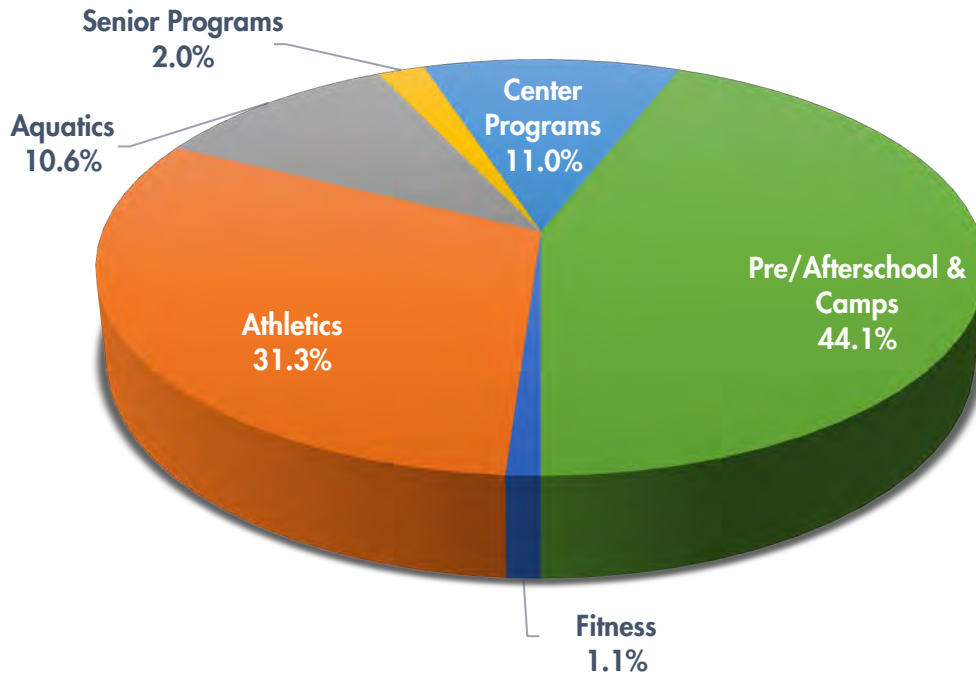
Total program revenues reflected in the 2021 budget amount to \$3,900,675, or approximately 11.0% of total 2021 revenues, net of interfund transfers. These revenues are generated from the comprehensive assortment of recreation programs and activities offered to all age groups. On average, the District offers more than 4,900 programs and activities each year.

The District makes every effort to establish recreation program and activity rates that are reasonable and affordable. All program and event rates are established in accordance with the District's Revenue and Fees Policy. This policy, updated in 2020, classifies programs into various levels and program fees are determined based on these levels. These levels range from no or nominal fee programs to programs with a fee structure that provides the District the opportunity to cover all direct costs of the program plus a 30 – 40% gross margin to offset indirect costs.

The District took a conservative approach when budgeting 2021 program revenues and therefore, the 2021 program revenue budget is approximately \$1 million less than the amount budgeted in 2020. While the District continues to offer a wide range of program offerings, revenues were budgeted with the understanding that various programs may not return to the pre-pandemic participation level or be filled to capacity, thereby limiting revenue generation opportunities.

Below is a summary of program revenues by type for 2021, as well as a comparison to prior years.

2021 Recreation Revenues by Activity



Fitness	Athletics	Aquatics
\$41,714	\$1,221,288	\$412,558
Senior Programs	Center Programs	Pre/Afterschool & Camps
\$78,645	\$427,771	\$1,718,699

Fox Valley Park District
2021 Budget
Revenue & Expenditure Summaries

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Fitness	\$ 71,068	\$ 60,683	\$ 67,560	\$ 19,477	\$ 41,714
Athletics	1,452,339	1,398,850	1,552,909	680,642	1,221,288
Aquatics	468,341	592,871	597,552	223,965	412,558
Senior Programs	121,514	114,804	149,000	24,845	78,645
Center Programs	644,315	670,268	744,906	192,351	427,771
Pre/After school & Camps	1,449,952	1,680,406	1,777,174	759,736	1,718,699
	<u>\$ 4,207,529</u>	<u>\$ 4,517,881</u>	<u>\$ 4,889,101</u>	<u>\$ 1,901,016</u>	<u>\$ 3,900,675</u>

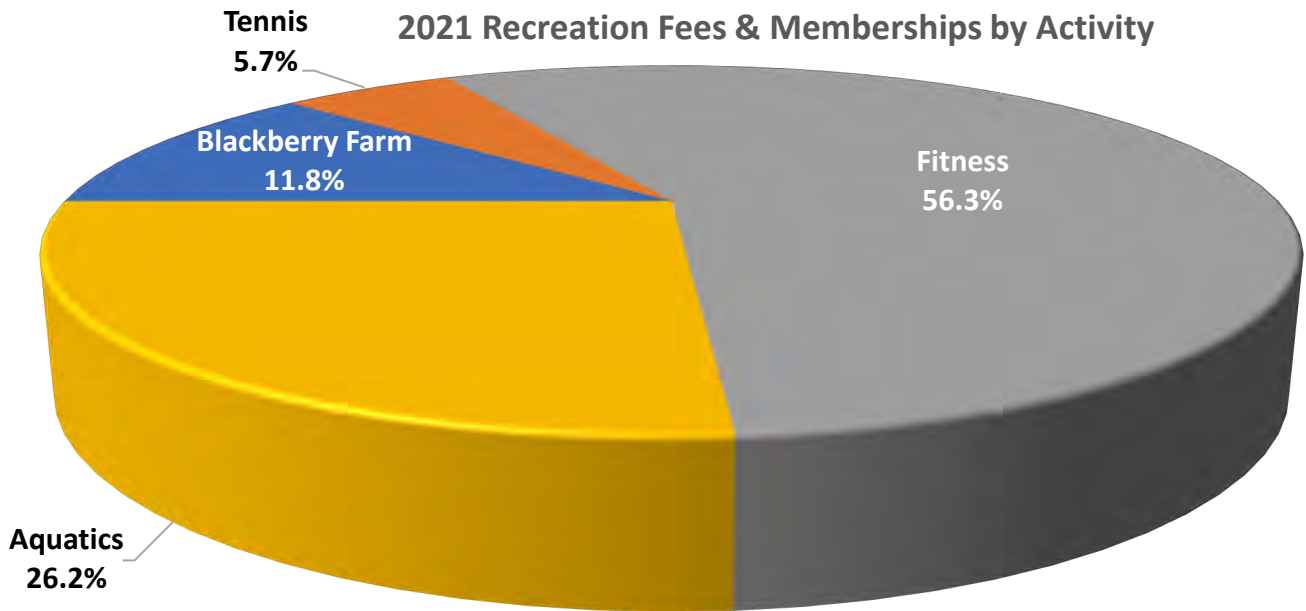
User Fees & Memberships

Total User Fees & Memberships reflected in the 2021 budget amount to \$3,708,855, or approximately 10.6% of total 2021 revenues, net of interfund transfers. These revenues are generated from memberships and daily admission charges at the District's revenue facilities, including Blackberry Farm, indoor and outdoor aquatic facilities, Copley Boxing & Training Center, Vaughan Tennis Center and Fox Fitness at the District's community centers, Prisco, Eola and Vaughan Athletic Center.

Membership rates and daily admission charges are approved by the Board of Commissioners based on recommendations from staff. Rates and charges are often times market-driven and set based on the goal of providing financial self-support of 50 - 100% to minimize the District's reliance on property taxes.

Enterprise-type services provided by the District, such as the Orchard Valley Golf Course, restaurant and banquet facility, as well as certain special events and specialized recreation instruction, have fee structures that are intended to recover all direct costs, as well as indirect costs of providing these types of services.

Fox Valley Park District
2021 Budget
Revenue & Expenditure Summaries



Blackberry Farm	Tennis
\$436,625	\$211,382
Fitness	Aquatics
\$2,087,903	\$972,945

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Blackberry Farm	\$ 520,371	\$ 516,779	\$ 532,000	\$ 100	\$ 436,625
Tennis	286,341	310,287	311,554	174,850	211,382
Fitness	2,787,263	3,052,441	3,313,588	1,244,477	2,087,903
Aquatics	1,166,146	1,208,474	1,218,000	179,816	972,945
	\$4,760,121	\$5,087,981	\$5,375,142	\$ 1,599,243	\$3,708,855

Intergovernmental Income

Total Intergovernmental Income reflected in the 2021 budget amounts to \$1,762,543, or approximately 5% of total 2021 revenues, net of interfund transfers. Intergovernmental revenues consist of grant funding for capital projects and land cash donations received from the City of Aurora, as well as the City of Aurora's contribution of 50% of the operating loss of the District's outdoor aquatics facilities, as per the terms of an intergovernmental agreement between the District and the City.

Rental Income

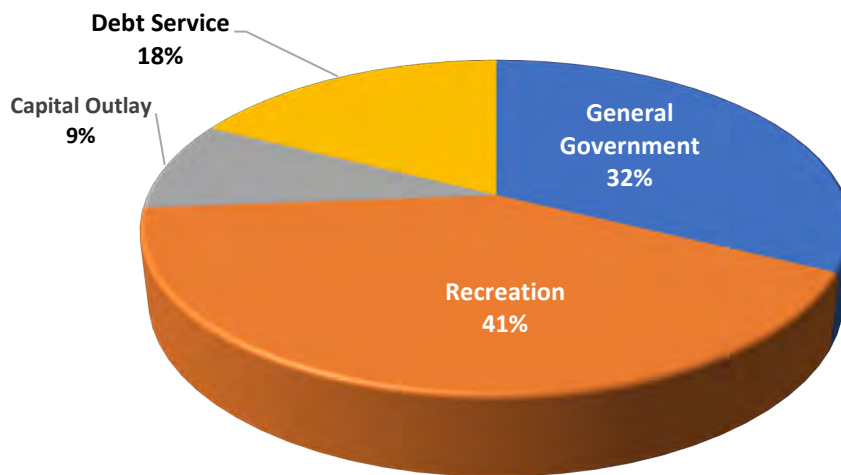
Total Rental Income reflected in the 2021 budget amounts to \$951,925, or 2.7% of total 2021 revenues, net of interfund transfers. Rental income is derived from various sources, including concessionaire and cell tower leases and garden plot, property, pavilion, athletic field and facility rentals.

The remainder of 2021 revenues consist of investment income earned on the District's cash and investment balances, as well as income from the sale of merchandise, food and beverage.

Expenditure Analysis

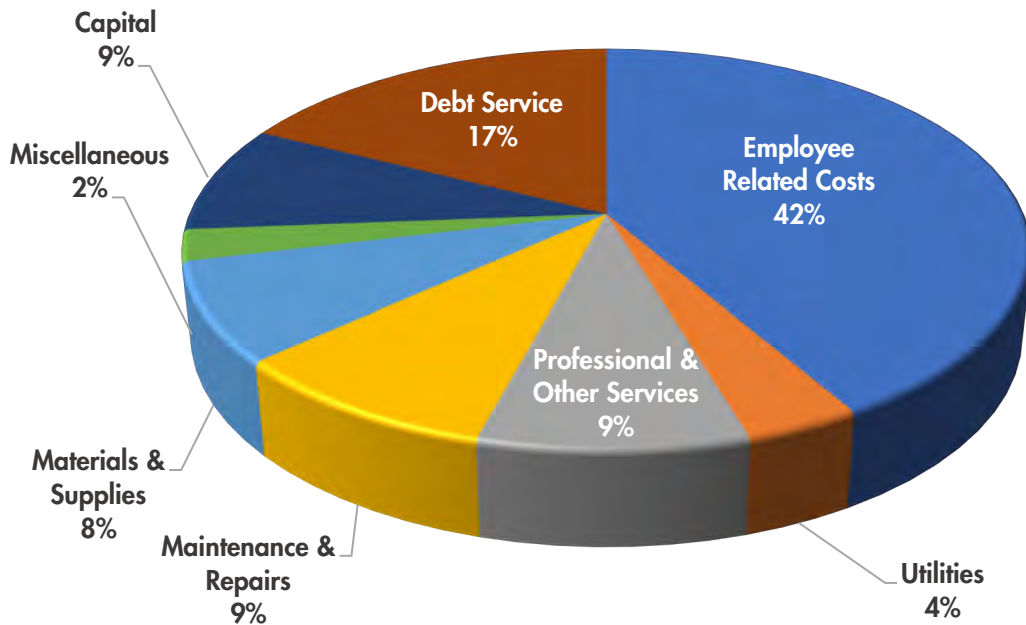
Total 2021 expenditures, including operating and capital, equal \$38,626,469; also included in this amount is interfund transfers charged to various funds in the total amount of \$527,205. Below is a summary of 2021 expenditures, by function and type, net of interfund transfers.

Total Expenditures by Function



General Government	Recreation	Capital Outlay	Debt Service
\$12,300,395	\$15,810,395	\$3,308,065	\$6,680,106

2021 Expenditures by Type



Employee Related Costs	Utilities	Professional & Other Services	Maintenance & Repairs
\$15,849,615	\$1,437,866	\$3,356,462	\$3,465,246
Materials & Supplies	Miscellaneous	Capital	Debt Service
\$3,029,660	\$963,319	\$3,308,065	\$6,689,031

Consistent with the decline in revenues that the District experienced in 2020 due to the world-wide pandemic, expenditures were significantly less in 2020 than in prior years. The table on the following page provides a comparison of 2018 and 2019 audited expenditures, 2020 budgeted and projected expenditures and 2021 budgeted expenditures. Included are both the 2020 budget and the 2020 projections to provide a full picture of how the pandemic significantly reduced our 2020 expenditures.

Fox Valley Park District
2021 Budget
Revenue & Expenditure Summaries

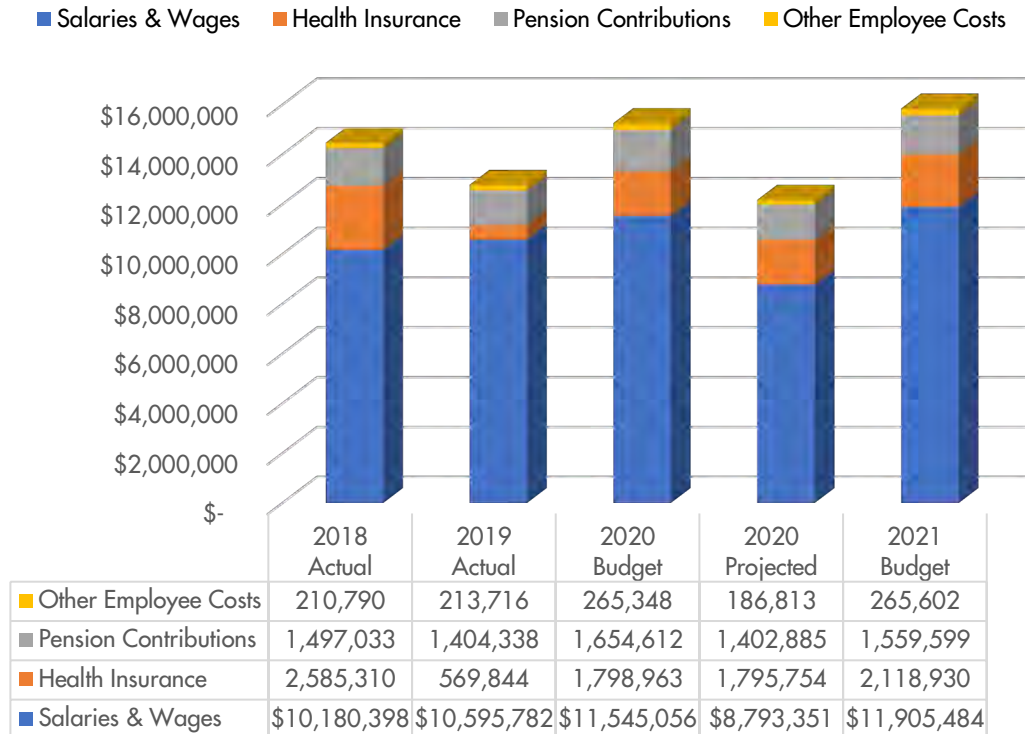
4 Year Comparison - Expenditures by Type

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Employee Related Costs	\$ 14,473,530	\$ 12,783,679	\$ 15,263,979	\$ 12,178,803	\$ 15,849,615
Utilities	1,341,493	1,327,555	1,248,205	1,106,309	1,437,866
Professional & Other Services	6,427,665	3,416,430	4,718,937	2,926,366	3,356,462
Maintenance & Repairs	2,678,824	3,207,983	3,059,176	2,536,028	3,465,246
Materials & Supplies	2,915,292	2,933,270	3,193,374	2,428,257	3,029,660
Miscellaneous	917,986	933,187	978,066	881,512	963,319
Capital	7,403,878	3,995,218	4,363,168	2,729,208	3,308,065
Debt Service	7,979,425	6,516,582	7,057,341	6,933,754	6,689,031
	\$ 44,138,092	\$ 35,113,905	\$ 39,882,246	\$ 31,720,237	\$ 38,099,264

Employee Related Costs

Employee related costs reflected in the 2021 budget amount to \$15,849,615, or 41.6% of total expenditures. These costs include Salaries & Wages, Health Insurance, Pension Contributions and Other Employee Costs. When comparing 2018 actual employee related costs of \$14,473,530 to the 2021 Budget, this category of expenditure has increased approximately 8.7%.

Total Employee Compensation Costs



Salaries & Wages reflected in the 2021 budget include a 1.9% cost of living increase for all full-time employees, as well as adjustments to part-time hourly rates in accordance with the mandated increase in the minimum wage. In addition, the 2021 budget includes a 2% merit pool for full-time employees to be allocated based upon the District's annual performance review process. Based upon an employee's annual performance review score, the employee will be awarded a merit increase ranging from 0 - 2%.

The District continuously reviews the number and structure of its full and part-time positions, as well as the responsibilities and allocations of these positions, to ensure proper staffing of the District's facilities, services, and amenities, while controlling its overall compensation costs. The 2021 budget includes 113 full-time positions and 935 part-time positions. During the 2020 budget process, the District performed a review of salary ranges and adjusted various positions as deemed appropriate. The only change to the full-time headcount was the addition of the Aquatics Manager. Salary range schedules for all positions can be found on the upcoming pages. The total compensation is allocated across various funds/departments for certain positions. A schedule of full-time and full-time equivalents (FTEs) by department, as well as the number of part-time positions in each department, is also on the upcoming pages.

Utilities

Utility costs reflected in the 2021 budget amount to \$1,437,866, or 3.7% of total expenditures. These utilities include water, electric, sewer and telephone for all District facilities. In 2018 the District entered into a performance contract with Johnson Controls to administer an energy sustainability project by replacing obsolete or inefficient equipment using guaranteed utility savings to pay for the project. As a result, the incremental change from 2018 to 2019 was a 6% decrease; 2019 to 2020 was a 15% decrease and considered an outlier year due to the facility closures that occurred. The 2021 budget reflects an increase of less than a .5% from the 2018 expenditures as the District continues to realize the energy savings from the program. A significant contributor to the overall increase in the utilities budget comes from the conversion to a gigabit fiber connection to accommodate the growth in the WiFi environments for constituents and members, as well as the migration of data to the cloud. The financial impact to the 2021 budget for data lines is an 8%, or \$97,000, increase from the 2020 budget.

Professional Services

Professional services can vary significantly depending on the events that take place during each year. The 2021 professional services budget item has decreased 85%, or \$660,000, from the 2020 budget, and is caused by a reclassification out of the Professional Services category into the Other Financing Uses category for the subsidy from the Recreation Fund to the Outdoor Aquatics Fund to cover half of the operating loss of the facilities. The \$717,300 of professional services in the 2021 budget is comprised of legal fees, engineering services, grant consulting fees, environmental services, audit services and various other consulting related costs.

Fox Valley Park District
2021 Budget
Full Time and Part Time Positions

Department/Division	Full-time		Part-time
	FTEs	Head Count	Head Count
General Fund			
General Fund - Executive Director	1.000	2.000	-
General Fund - Finance	4.000	8.000	1.000
General Fund - Human Resources	1.000	2.000	1.000
General Fund - Information Technology	1.625	3.000	2.000
General Fund - Planning & Development	2.000	2.000	-
General Fund - Operations & Parks - Administration	6.500	7.000	1.000
General Fund - Operations & Parks - Park Maintenance	18.000	18.000	80.000
General Fund - Operations & Parks - Facility Maintenance	3.700	5.000	12.000
General Fund - Operations & Parks - Horticulture & Natural Areas	3.000	3.000	4.000
General Fund - Operations & Parks - Athletic Field Maintenance	1.000	2.000	-
General Fund - Operations & Parks - Aboriculture, Lake Management and IPM	2.000	2.000	4.000
Police Fund			
General Fund - Police	3.000	3.000	24.000
Recreation Fund			
Recreation Fund - Executive Director	1.000	-	-
Recreation Fund - Finance	4.000	-	-
Recreation Fund - Human Resources	1.000	-	-
Recreation Fund - Information Technology	1.625	-	-
Recreation Fund - Operations & Parks - Administration	1.000	-	-
Recreation Fund - Operations & Parks - Park Maintenance	4.000	-	9.000
Recreation Fund - Administration	3.000	3.000	-
Recreation Fund - Marketing	7.000	7.000	-
Recreation Fund - Prisco	7.960	7.000	121.000
Recreation Fund - EOLA	7.020	8.000	134.000
Recreation Fund - VAC	11.010	12.000	250.000
Recreation Fund - Fox Fitness	6.000	6.000	71.000
Recreation Fund - Copley Boxing & Training Center	0.500	1.000	5.000
Recreation Fund - Stuart/Operations	3.500	4.000	20.000
Recreation Fund - Stuart/Programming	0.500	1.000	14.000
Museum Fund			
Museum Fund - Red Oak	2.070	2.000	9.000
Museum Fund - Blackberry	3.090	3.000	69.000
Museum Fund - Operations	1.000	2.000	30.000
Outdoor Aquatics Fund			
Outdoor Aquatic Fund - Splash - Facility & Grounds Maintenance	0.400	-	6.000
Outdoor Aquatic Fund - Splash - Horticulture	-	-	3.000
Aquatics - Splash - Recreation	0.150	-	33.000
Aquatics - Phillips - Facility & Grounds Maintenance	0.400	-	4.000
Aquatics - Phillips - Horticulture	-	-	3.000
Aquatics - Phillips - Recreation	0.150	-	25.000
Total FTEs by Department	113.00	113.0	935.0

**Fox Valley Park District
2021 Budget
Full Time Salary Ranges**

GRADE	POSITION TITLE (EXEMPT)	Proposed Ranges		
		MIN	MID	MAX
30	Director of Finance	\$92,000	\$118,500	\$145,000
30	Director of Planning, Development & Grants	\$92,000	\$118,500	\$145,000
30	Chief of Police & Public Safety	\$92,000	\$118,500	\$145,000
30	Director of Information Technology	\$92,000	\$118,500	\$145,000
30	Director of Marketing & Communications	\$92,000	\$118,500	\$145,000
30	Director of Operations	\$92,000	\$118,500	\$145,000
30	Director of Recreation	\$92,000	\$118,500	\$145,000
30	Director of Human Resources	\$92,000	\$118,500	\$145,000
29	Assistant Director of Finance	\$70,000	\$90,000	\$110,000
29	Assistant Director of Operations - Parks	\$70,000	\$90,000	\$110,000
29	Assistant Director of Information Technology	\$70,000	\$90,000	\$110,000
28	Manager of Information Technology	\$68,000	\$85,000	\$102,000
28	Deputy Chief	\$68,000	\$85,000	\$102,000
28	Recreation Superintendent	\$68,000	\$85,000	\$102,000
27	Facility Maintenance Manager	\$58,000	\$72,500	\$87,000
27	Senior Financial Analyst	\$58,000	\$72,000	\$87,000
27	Marketing & Digital Communications Manager	\$58,000	\$72,500	\$87,000
27	Facility Manager Eola	\$58,000	\$72,500	\$87,000
27	Facility Manager Prisco	\$58,000	\$72,500	\$87,000
27	Facility Manager VAC	\$58,000	\$72,500	\$87,000
27	Trades Manager	\$58,000	\$72,500	\$87,000
27	Manager of Arboriculture, IPM & Lakes	\$58,000	\$72,500	\$87,000
27	Manager of Blackberry Farm	\$58,000	\$72,500	\$87,000
26	Executive Assistant	\$55,000	\$70,000	\$85,000
26	Buildings & Grounds Manager for Museum Properties	\$55,000	\$70,000	\$85,000
26	Public Relations & Content Strategist	\$55,000	\$70,000	\$85,000
26	Athletic Turf Manager	\$55,000	\$70,000	\$85,000
26	Aquatics General Manager	\$55,000	\$70,000	\$85,500
26	Fox Fitness Manager	\$55,000	\$70,000	\$85,000
26	Creative Services Manager	\$55,000	\$70,000	\$85,000
26	Manager of Red Oak	\$55,000	\$70,000	\$85,000
26	Tennis Manager	\$55,000	\$70,000	\$85,000
25	Athletic Operations & Tournament Manager	\$52,000	\$61,000	\$71,000
25	Manager of Red Oak	\$52,000	\$61,000	\$71,000
25	Custodial Maintenance Supervisor	\$52,000	\$61,000	\$71,000
25	Preschool Program Supervisor	\$52,000	\$61,000	\$71,000
25	Horticulture Supervisor	\$52,000	\$61,000	\$71,000
25	Operations Administrative Services Supervisor	\$52,000	\$61,000	\$71,000
25	Park Grounds Supervisor (East, West, Central)	\$52,000	\$61,000	\$71,000

Fox Valley Park District
2021 Budget
Full Time Salary Ranges

GRADE	POSITION TITLE (NON-EXEMPT)	Proposed Ranges		
		MIN	MID	MAX
	Equivalent Salary for hourly =	\$49,920	\$67,080	\$84,240
24	Community Equity Engagement Coordinator	\$24.00	\$32.25	\$40.50
24	Business Development Strategist	\$24.00	\$32.25	\$40.50
24	Community Outreach Manager	\$24.00	\$32.25	\$40.50
	Equivalent Salary for hourly =	\$49,920	\$60,320	\$70,720
23	HVAC Technician	\$24.00	\$29.00	\$34.00
23	Trades Crew Lead	\$24.00	\$29.00	\$34.00
23	Network Administrator	\$24.00	\$29.00	\$34.00
23	Business Development Manager	\$24.00	\$29.00	\$34.00
	Equivalent Salary for hourly =	\$46,800	\$57,720	\$68,640
22	Aquatics Maintenance Supervisor	\$22.50	\$27.75	\$33.00
22	Fox Fitness - Group Exercise Supervisor	\$22.50	\$27.75	\$33.00
22	Fox Fitness - Membership Service Manager	\$22.50	\$27.75	\$33.00
22	Fox Fitness - Fitness Supervisor	\$22.50	\$27.75	\$33.00
22	Payroll Specialist	\$22.50	\$27.75	\$33.00
22	Accounts Payable Clerk	\$22.50	\$27.75	\$33.00
22	Accounting Assistant	\$22.50	\$27.75	\$33.00
22	Finance & Accounting Specialist	\$22.50	\$27.75	\$33.00
22	Fleet Mechanic	\$22.50	\$27.75	\$33.00
22	Senior Facilities & Trades Technician	\$22.50	\$27.75	\$33.00
	Equivalent Salary for hourly =	\$43,680	\$53,040	\$62,400
21	Operations Analyst/GIS Coordinator	\$21.00	\$25.50	\$30.00
21	Athletics Program & Rental Supervisor	\$21.00	\$25.50	\$30.00
21	Recreation Supervisor	\$21.00	\$25.50	\$30.00
21	Fitness/Membership Coordinator	\$21.00	\$25.50	\$30.00
21	Membership Service Coordinator	\$21.00	\$25.50	\$30.00
21	Assistant Aquatics Manager	\$21.00	\$25.50	\$30.00
21	Environmental Education Supervisor	\$21.00	\$25.50	\$30.00
21	HR Assistant	\$21.00	\$25.50	\$30.00
21	Performing Arts Supervisor	\$21.00	\$25.50	\$30.00
21	Rental & Events Supervisor Blackberry Farm	\$21.00	\$25.50	\$30.00
21	Senior Park Grounds Technician	\$21.00	\$25.50	\$30.00
	Equivalent Salary for hourly =	\$39,520	\$48,880	\$58,240
20	Aquatics Maintenance	\$19.00	\$23.50	\$28.00
20	Horticulturist	\$19.00	\$23.50	\$28.00
20	Office Coordinator	\$19.00	\$23.50	\$28.00

Fox Valley Park District
2021 Budget
Full Time Salary Ranges

GRADE	POSITION TITLE (NON-EXEMPT)	Proposed Ranges		
		MIN	MID	MAX
	Equivalent Salary for hourly =	\$37,440	\$46,800	\$56,160
19	Administrative Assistant	\$18.00	\$22.00	\$27.00
19	Police Records Clerk	\$18.00	\$22.00	\$27.00
	Equivalent Salary for hourly =	\$35,360	\$44,720	\$54,080
18	Administration Assistant	\$17.00	\$21.50	\$26.00
18	Athletic Field Maintenance	\$17.00	\$21.50	\$26.00
18	Grounds Maintenance	\$17.00	\$21.50	\$26.00
18	Facilities & Trades Technician	\$17.00	\$21.50	\$26.00
18	Guest Services Representative	\$17.00	\$21.50	\$26.00
18	Member Services Representative	\$17.00	\$21.50	\$26.00
18	Performance/Technical Coordinator	\$17.00	\$21.50	\$26.00
	Equivalent Salary for hourly =	\$33,280	\$41,600	\$49,920
17	Facility Custodian	\$16.00	\$20.00	\$24.00

**Fox Valley Park District
2021 Budget
Part Time Salary Ranges**

	Minimum	Maximum
Administrative/Clerical/Interns/Marketing		
Administrative/District Training Rate	\$11.00	flat rate
Accounting Assistant	\$12.00	\$15.00
Benefits Specialist	\$15.00	\$22.00
IT Support Technician	\$18.00	\$20.00
Marketing Assistant-Intern	\$11.00	\$14.00
Marketing Specialist	\$15.00	\$20.00
Parker Mascot (2 hr. minimum/appearance)	\$20.00	flat rate
Recreation Intern (summer) 40 hrs./week	\$11.00	flat rate
Community Outreach Specialist	\$30.00	flat rate
Shredder	\$11.00	\$13.00
Work Study Program (AU 150 hours)	unpaid	
PT Admin Receptionist (IMRF)	\$12.00	\$16.00
Athletics Staff (Recreation)		
Facility Attendent (Open Gym, Field House, Boxing)	\$11.00	\$14.00
Golf Instructor	\$11.00	\$18.00
Karate/Judo Instructors	\$11.00	\$14.00
Stuart Athletic Attendant	\$11.00	\$14.00
Stuart Cart Attendant	\$11.00	\$14.00
Stuart Concessions Attendant	\$11.00	\$14.00
Stuart Concessions Coordinator	\$15.00	\$20.00
Concessions Supervisor (PT IMRF)	\$18.00	\$23.00
Café Attendant-Vaughan	\$11.00	\$14.00
Café Supervisor-Vaughan	\$12.00	\$16.00
Track Team Head Coach	\$16.00	\$21.00
Track Team Assistant Coach	\$11.00	\$15.00
MVP Head Coach	\$12.00	\$19.00
MVP Assistant Coach	\$11.00	\$15.00
MVP Sports Camp Counselor	\$11.00	\$14.00
MVP Sports Camp Site Supervisor	\$12.00	\$15.00
Aquatics Staff (Recreation)		
Outdoor Aquatics Manager	\$17.00	\$21.00
Assistant Aquatics Manager- (PT IMRF)	\$17.00	\$21.00
Assistant Swim Program Coordinator	\$13.00	\$17.00
Aquatic Rental Coordinator	\$13.00	\$17.00
Aquatic Maintenance	\$11.00	\$14.00
Aquatics Cashier/Admissions Service Desk	\$11.00	\$14.00
Aquatic Slide Attendent	\$11.00	\$14.00
Lifeguard	\$12.00	\$15.00
Head Lifeguard	\$14.00	\$18.00
Swim Instructor	\$12.00	\$15.00

**Fox Valley Park District
2021 Budget
Part Time Salary Ranges**

	Minimum	Maximum
Head Swim Instructor	\$13.00	\$17.00
Swim Team Assistant Coach	\$16.00	\$21.00
Swim Team Head Coach	\$23.00	\$30.00
Blackberry Farm Staff		
Admissions/Cashier	\$11.00	\$14.00
BBF Blacksmith	\$12.00	\$18.00
BBF Potter	\$12.00	\$18.00
Holiday Express Staff	\$11.00	\$14.00
Blackberry Maintenance 1	\$11.00	\$15.00
Blackberry Maintenance 3	\$12.00	\$15.00
Facility Custodian	\$11.00	\$15.00
Guest Services/Rental Assistant (PT IMRF)	\$12.00	\$15.00
Gift Shop Coordinator	\$11.00	\$14.00
Historical Artifacts Coord./Curator (PT IMRF)	\$15.00	\$22.00
Historical Interpreter	\$11.00	\$14.00
Lead Interpreter	\$12.00	\$15.00
Manager on Duty BBF	\$13.00	\$17.00
Pony Ride Operator Lead	\$12.00	\$15.00
Pony Ride Operator	\$11.00	\$14.00
Boat Ride Operator	\$11.00	\$14.00
Program/Event Assistant	\$11.00	\$14.00
Train/Hay Ride/Carousel Operator	\$11.00	\$14.00
Wedding Coordinator (PT IMRF)	\$15.00	\$22.00
Camps/eCARE/Birthday Parties and Outreach Staff		
Birthday Party Attendants	\$11.00	\$14.00
Day Camp/Playground/Sports Saturday Counselor	\$11.00	\$14.00
Day Camp/Sports Saturday Site Supervisor	\$12.00	\$15.00
East Sports Camp Instructor	\$11.00	\$14.00
Neighborhood Art Instructor	\$11.00	\$14.00
Neighborhood Art Coordinator	\$11.00	\$14.00
Outreach Instructor (formerly After school)	\$12.00	\$15.00
Playground Site Supervisor	\$11.00	\$14.00
Playgrounds Camp Coordinator	\$12.00	\$15.00
eCARE Program Leader	\$11.50	\$14.50
eCARE Site Supervisor	\$14.50	\$17.50
Dance Instructors		
Assistant Dance Instructor	\$11.00	\$13.00
Level 1	\$12.00	\$15.00
Level 2	\$13.50	\$16.50
Level 3	\$15.50	\$18.25
Level 4	\$18.50	\$21.25
Level 5	\$21.50	\$25.00

**Fox Valley Park District
2021 Budget
Part Time Salary Ranges**

	Minimum	Maximum
Specialty Dance Instr & Dance Company Director	\$23.00	\$30.00
Dance Coordinator/Lead Instructor (PT IMRF)	\$12.00	\$16.00
Early Childhood/Preschool Programs		
Preschool Assistant	\$11.00	\$14.00
Preschool Instructor	\$11.50	\$18.00
One Hour/Early Childhood Instructors	\$12.00	\$15.00
Preschool Administrative Assistant	\$15.00	\$22.00
Preschool Substitute	\$11.00	\$18.00
Fitness Operations		
Fitness Desk Guest Services Attendant (All locations)	\$11.00	\$14.00
Membership Representative	\$12.00	\$15.00
Fitness MOD	\$13.00	\$17.00
Fox Fitness- Membership Coordinator (PT IMRF)	\$13.00	\$16.00
Group Exercise Instructors		
Entry Level - certified, no teaching experience	\$20.00	\$22.00
Level 1	\$24.00	\$26.00
Level 2	\$25.00	\$28.00
Level 3	\$28.00	\$32.00
Level 4	\$30.00	\$33.00
Level 5	\$34.00	\$39.00
Level 6	\$40.00	\$43.00
Water Aerobics Instructors		
Entry Level - certified, no teaching experience	\$20.00	\$21.00
Level 2	\$21.00	\$23.00
Level 3	\$23.50	\$26.50
Level 4	\$27.00	\$29.50
Level 5	\$30.00	\$32.50
Yoga Instructors		
Level 1	\$27.00	\$29.00
Level 2	\$29.00	\$32.00
Level 3	\$33.00	\$38.00
Level 4	\$39.00	\$44.00
Level 5	\$45.00	\$50.00
Gymnastics/Tumbling/Cheer Programs		
Program Assistant (entry level)	\$11.00	\$14.00
Level 1	\$12.00	\$15.00
Level 2	\$15.00	\$17.00
Level 3	\$17.00	\$20.00
Level 4	\$20.00	\$27.00
Competitive Gymnastics - Meet Stipend - Asst. Coach	\$35.00	flat rate
Competitive Gymnastics - Meet Stipend - Head Coach	\$70.00	flat rate

Fox Valley Park District
2021 Budget
Part Time Salary Ranges

	Minimum	Maximum
Gymnastics Birthday Party	\$30.00	flat rate
Private Gymnastics Lesson - 1/2 hour	\$15.00	flat rate
Private Gymnastics Lesson - 1 hour	\$30.00	flat rate
Competitive Cheerleading - Meet Stipend - Asst. Coach	\$35.00	flat rate
Competitive Cheerleading - Meet Stipend - Head Coach	\$40.00	flat rate
Gymnastics/Tumbling/Cheer Coordinator (Eola)	\$11.00	\$15.00
Park Operations		
Maintenance Worker I-All (Stuart and greenhouse)	\$11.00	\$14.00
Maintenance Technician II	\$12.00	\$15.00
Mechanics Assistant	\$11.00	\$14.00
Mechanic	\$15.00	\$20.00
Natural Area Technician	\$11.00	\$14.00
Trail Ranger	\$11.00	\$14.00
Forestry and Natural Areas	\$11.00	\$14.00
Performing Arts		
Arts Development & Events Specialist (PT IMRF)	\$15.00	\$22.00
Drama Coordinator	\$12.00	\$16.00
Drama/Music Instructor	\$11.00	\$14.00
Private Music/Voice Lessons	\$20.00	\$26.00
Production/Technical Assistant	\$11.00	\$14.00
Production /Theater Technician	\$12.00	\$15.00
Police & Public Safety		
Park Service Officer (Police)	\$11.00	\$15.00
Police & Public Safety Assistant	\$11.00	\$14.00
Police Officer	\$16.00	\$21.00
Police Sergeant	\$19.00	\$24.00
Executive Police Specialist	\$25.00	flat rate
Program Instructors		
Art Instructor	\$11.00	\$18.00
Misc. Program Instructor	\$11.00	\$14.00
Specialty Instructor	\$11.00	\$18.00
Recreation Support Staff		
Bus Driver (CDL Passenger endorsement)	\$14.00	\$20.00
Child Care Attendant	\$11.00	\$14.00
Facility Custodian	\$11.00	\$14.00
Facility Manager on Duty	\$13.00	\$17.00
Guest Services Representative	\$12.00	\$15.00
Laundry Attendant	\$11.00	\$14.00
Senior Program Coordinator (Prisco)	\$11.00	\$15.00
Senior Program Assistant	\$11.00	\$15.00
Red Oak Nature Center		
Building Custodian - Red Oak	\$11.00	\$14.00
Native Animal Curator	\$12.00	\$15.00

Fox Valley Park District
2021 Budget
Part Time Salary Ranges

	Minimum	Maximum
Naturalist/ Environmental Educator/MOD	\$12.00	\$15.00
Seasonal Educator	\$11.00	\$14.00
Nature Center Program Instructor	\$11.00	\$12.00
Nature Center Program/Naturalist Coordinator (PT IMRF)	\$15.00	\$22.00
Tennis Operations		
Tennis Desk Guest Services	\$11.00	\$14.00
Tennis Instructor/Pro 1	\$11.00	\$14.00
Tennis Instructor/Pro 2	\$12.00	\$15.00
Tennis Instructor/Pro 3	\$15.00	\$19.75
Tennis Instructor/Pro 4	\$20.00	\$24.75
Tennis Instructor/Pro 5	\$25.00	\$29.75
Tennis Instructor/Pro 6	\$30.00	\$35.00
Adult Tennis Program Coordinator	\$30.00	\$38.00
Phillips Park Tennis Coord. /Pro 4	\$24.00	\$28.00
Tennis Operations Coordinator (PT IMRF)	\$15.00	\$22.00
Youth Tennis Program Coordinator (PT IMRF)	\$30.00	\$38.00

The District's multi-year Capital Improvement Plan identifies capital projects that support the District's strategic goals and include projects such as the purchase, construction and/or improvement of land, buildings and fitness facilities, playgrounds, athletic fields and courts, swimming pools, golf courses, vehicles and equipment. To be included in the Capital Improvement Plan, the capital project must have a monetary value of \$10,000 or more and have a useful life of at least one year. As capital improvement projects are completed, the operations and maintenance of these projects are funded in the operating budget. The annual capital budget authorizes and provides the basis for control of the expenditures related to the capital plan.

Each year, as part of the overall budget process, each applicable department reviews and updates the multi-year plan. Capital projects may be added, deleted, modified and/or moved to another budget year. The Finance Director meets with the various departments throughout the process to discuss projects listed on the plan.

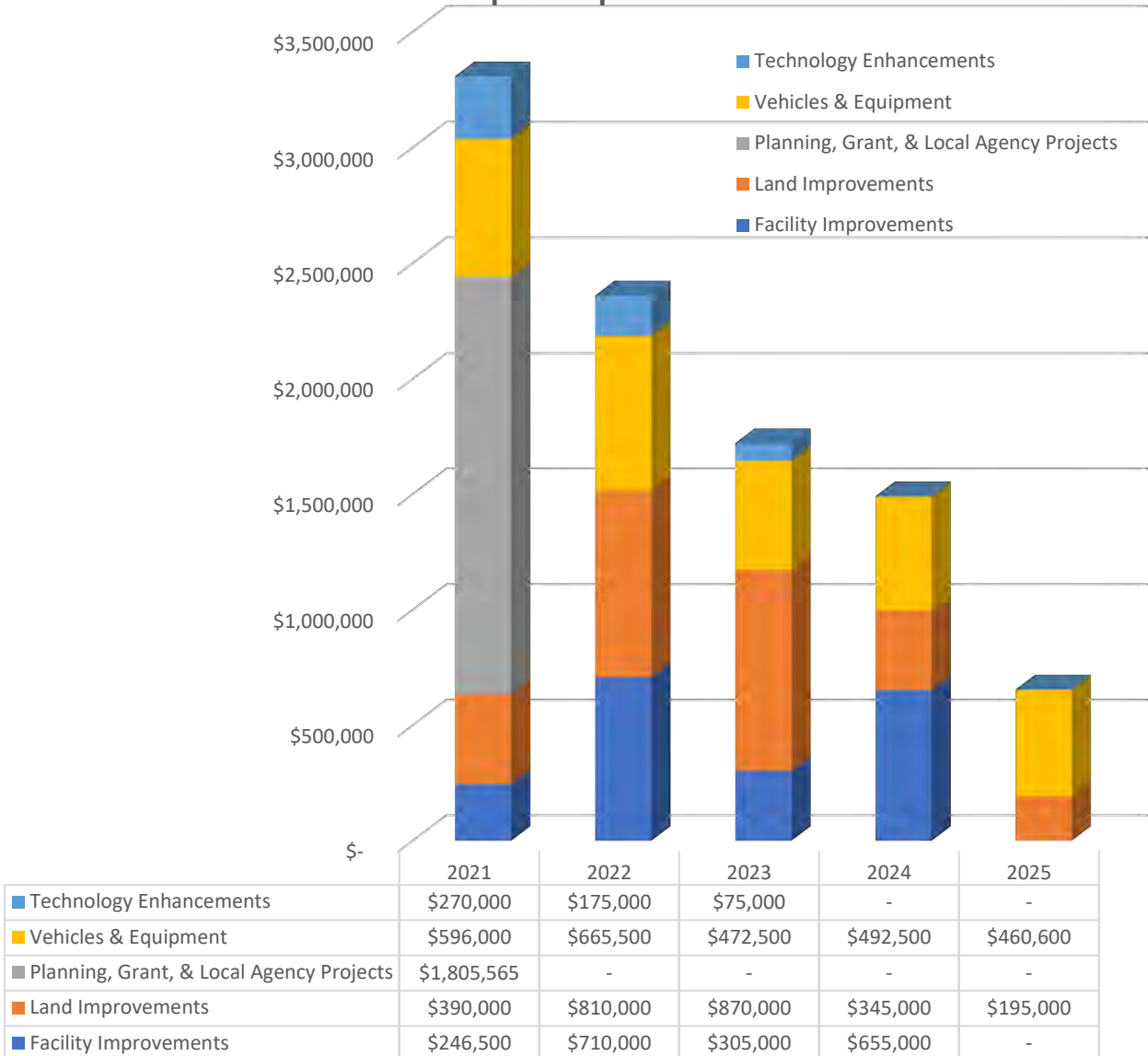
Once a final draft plan has been compiled, the department directors and the Finance Director meet with the Executive Director to review and further evaluate the projects identified for the upcoming budget year, as well as the overall plan. Projects for the upcoming budget year are prioritized based on the District's overall goals, department priorities and anticipated funding. The final multi-year Capital Improvement Plan, including requests and funding for the upcoming budget year, are presented to the Board of Commissioners based on a consensus of the Executive Director and the department directors.

The Capital Improvement Plan is funded by referendum and non-referendum bonds, grant funds, developer cash in lieu of land contributions recorded in the District's Land Cash Fund and pay-as-you-go contributions from the District's operating funds. Operating funds that may contribute to the annual capital budget include the General, Recreation, Museum, Fox Valley Special Recreation, Police, Orchard Valley Golf Course and Family Aquatics Center Funds.

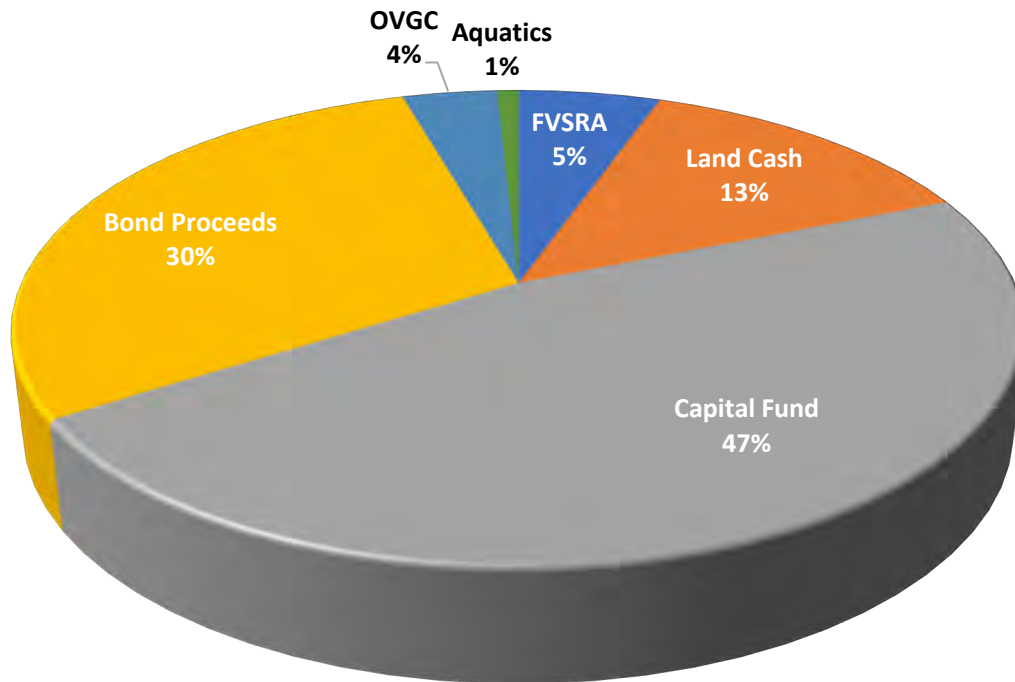
The District's Capital Improvement Plan for 2020 amounts to \$3,308,065. A summary of the District's multi-year Capital Improvement Plan, funding sources for the 2021 capital projects, and a description of three (3) of the larger 2021 projects, including the project's impact on future operating budgets, is provided on the following pages. Immediately following the summary information is the District's detailed five (5) year Capital Improvement Plan.

**Fox Valley Park District
2021 Budget
Capital Improvement Plan**

Multi-Year Capital Improvement Plan



2021 Capital Improvement Plan Funding Sources*



*Note – OVGC – Orchard Valley Golf Course, FVSRA – Fox Valley Special Recreation Association

- Copley Hospital Park** – Construction of a 1.3 acre playground, splash pad, turf area and walking space
- ✓ 2021 Budget - \$312,565 (Overall Project Cost - \$571,000)
 - ✓ 2021 Funding Source – Fox Valley Special Recreation Fund - \$75,000, Land Cash Fund - \$237,565
 - ✓ Effect on Operating Budget over 25 Year Lifespan of Park – \$405,000
 - \$1,000 annually to service the facility with cleaning, refuse removal and turf/facilities/amenities maintenance and inspection costs
 - \$5,000 annually for unforeseen splash pad maintenance and repair, plus \$1,000 for damage to the splash pad
 - Year 10 replacement of splash pad controls in the amount of \$20,000
 - Year 20 replacement of playground in the amount of \$80,000

Simmons Park Pickleball Courts & Splash Pad – construction of two (2) asphalt, fenced pickleball courts and splash pad

- ✓ 2021 Budget - \$275,000
- ✓ 2021 Funding Source – GO Limited Tax Park Bonds, Series 2017
- ✓ Effect on Operating Budget over 25 Year Lifespan of Park – \$295,000
 - \$1,000 annually to service the facility with cleaning, refuse removal and turf/facilities/amenities maintenance and inspection costs
 - \$5,000 annually for unforeseen splash pad maintenance and repair, plus \$1,000 for damage to the splash pad
 - Year 10 replacement of splash pad controls in the amount of \$20,000
 - Year 20 replacement of fences and pickleball court surface in the amount of \$100,000

Prairie Path Improvement Project – widening (from 8' to 10') and repaving of limestone path

- ✓ 2021 Budget - \$568,000
- ✓ 2021 Funding Source – Land Cash Fund - \$140,000, Capital Development Fund - \$428,000
- ✓ Effect on Operating Budget over 25 Year Lifespan on Path - \$80,000
 - At 10th and 20th year, \$20,000 (every 10 years) for crack repairs
 - At 25 years, \$40,000 for resurfacing targeted failing areas of asphalt

**Fox Valley Park District
2021 Budget
Five Year Capital Improvement Plan**

	2021	2022	2023	2024	2025
Ballfield Renovations					
Ballfield Fence Improvements - District -wide	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Ballfield Site Amenities - Bleacher Pads - ADA	20,000	20,000	20,000	20,000	20,000
Total Ballfield Renovations	70,000	70,000	70,000	70,000	70,000
Blackberry Farm					
Carousel Paint & Powder Coat	45,000	-	-	-	-
Event Barn Ceiling Insulation	42,000	-	-	-	-
Total Blackberry Farm	87,000	-	-	-	-
Cole Administration Building					
Domestic & Fire Valve Replacement	12,000	-	-	-	-
Total Cole Administration Building	12,000	-	-	-	-
Eola Community Center					
Trellis Replacements	-	-	-	120,000	-
HVAC Replacements	-	150,000	-	-	-
E-Fit Floor Replacement	-	45,000	-	-	-
Fitness Track Replacement	-	-	-	100,000	-
Fitness Floor Replacement	-	-	80,000	-	-
Exterior Patio Improvements	-	-	-	35,000	-
Fitness Equipment - Treadmills	-	36,000	10,000	-	-
Fitness Equipment - Ellipticals	-	33,600	52,500	-	-
Fitness Equipment - Upright & Recumbent Bikes	-	-	-	-	-
Fitness Equipment - Powermills	-	60,000	-	-	-
Fitness Equipment - Cycling Bikes	-	16,000	-	-	-
Total Eola Community Center	-	340,600	142,500	255,000	-
Equipment					
Forestry - Vermeer Chipper Replacement	85,000	-	-	-	-
West Maintenance - Ventrac Tractor Replacement	26,000	-	-	-	-
Athletics - Pull-behind Mower Replacements	24,000	-	-	-	-
Central Maintenance - Wide Area Mower Replacement	100,000	-	-	-	-
Central Maintenance - Ride On Blower	10,000	-	-	-	-
Trades - Mini Skid-Steer & Trailer	45,000	-	-	-	-
Total Equipment	290,000	-	-	-	-
Information Technology / Security					
Surveillance Cameras	70,000	100,000	-	-	-
Annual Equipment & Technology Replacement	135,000	-	-	-	-
District-wide Access Control	-	75,000	75,000	-	-
Cell Amplifier	65,000	-	-	-	-
Total Information Technology / Security	270,000	175,000	75,000	-	-
Orchard Valley Golf Course					
Cart Path Additions (Holes 14, 15)	120,000	-	-	-	-
Natural Areas Improvements	-	75,000	-	-	-
Bridge Improvements	-	-	125,000	125,000	125,000
Total Orchard Valley Golf Course	120,000	75,000	125,000	125,000	125,000

**Fox Valley Park District
2021 Budget
Five Year Capital Improvement Plan**

	2021	2022	2023	2024	2025
Park and Playground Projects					
Veterans Island Concrete Improvements	-	-	-	-	-
Veterans Island Landscape Improvements	-	-	-	-	-
Annual Park Playground Improvements	150,000	150,000	150,000	150,000	-
Cowherd Park Improvements	40,000	-	-	-	-
Unevaluated Bridge Improvement Repairs - ADA	-	30,000	-	-	-
Shelter, Roof & Timber Replacements	-	75,000	75,000	-	-
Aurora Prairie Improvements	-	60,000	-	-	-
VL Gilman Suspension Bridge BB Creek Improvements	-	200,000	-	-	-
Pavement Marking Replacements	-	25,000	25,000	-	-
Streambank Stabilization	-	125,000	125,000	-	-
Orchard Bridge Resurfacing - ADA	-	-	300,000	-	-
Total Park and Playground Projects	190,000	665,000	675,000	150,000	-
Phillips Park Family Aquatic Center					
Exterior Slide Gel Coating	-	35,000	-	-	-
SCADA Controls Upgrade	-	25,000	25,000	-	-
Pump and VFD Upgrades & Replacements	-	-	-	75,000	-
Total Phillips Park Family Aquatic Center	-	60,000	25,000	75,000	-
Planning, Grant and LA Projects					
Aurora Prairie Improvements	30,000	-	-	-	-
Copley Hospital Park	312,565	-	-	-	-
Dog Park Improvements	75,000	-	-	-	-
Golfview Drainage (IGA Commitment)	20,000	-	-	-	-
Hometown Asphalt Path Connection	45,000	-	-	-	-
Lake Management	90,000	-	-	-	-
O'Donnell Dog Park Improvements	75,000	-	-	-	-
Prairie Path ITEP Improvement Project	568,000	-	-	-	-
Regional Trail Signage	25,000	-	-	-	-
Security Gates	60,000	-	-	-	-
Simmons Park Pickleball Courts & Splash Pad Construction	275,000	-	-	-	-
Unevaluated Bridge Improvements & Repairs	30,000	-	-	-	-
Wilbert Walters Park Wellness Walk Construction	200,000	-	-	-	-
Public Art Improvements	-	-	-	-	-
Total Planning, Grant and LA Projects	1,805,565	-	-	-	-
Prisco Community Center					
IT Server Room HVAC	10,000	-	-	-	-
HVAC Replacements	-	-	-	75,000	-
Fitness Equipment - Treadmills	-	-	-	36,000	-
Fitness Equipment - Ellipticals	-	-	-	-	21,000
Fitness Equipment - Upright & Recumbent Bikes	-	-	-	18,000	-
Fitness Equipment - Powermills	-	-	-	-	21,200
Total Prisco Community Center	10,000	-	-	129,000	42,200
Red Oak Nature Center					
River Platform Repairs	10,000	-	-	-	-
Total Red Oak Nature Center	10,000	-	-	-	-

Fox Valley Park District
2021 Budget
Five Year Capital Improvement Plan

	2021	2022	2023	2024	2025
Splash Country					
Tower Paint & Steel Repairs	27,500	-	-	-	-
Bathhouse Paint	-	45,000	-	-	-
SCADA Improvements	-	25,000	25,000	-	-
Exterior Slides Gel Coating	-	-	75,000	-	-
Total Splash Country	27,500	70,000	100,000	-	-
Vaughan Athletic Center					
Therapy Pool Diamondbrite Replacement	110,000	-	-	-	-
Pool Filter Replacements	-	90,000	75,000	-	-
Slide Resurfacing	-	20,000	-	-	-
SCADA Improvements	-	25,000	25,000	-	-
Flooring Improvements - Mondo Replacement	-	-	-	250,000	-
HVAC Replacements	-	250,000	-	-	-
Fitness Equipment - Treadmills	-	68,000	10,000	-	-
Fitness Equipment - Ellipticals	-	16,800	-	82,500	8,400
Fitness Equipment - Upright & Recumbent Bikes	-	-	-	-	-
Fitness Equipment - Powermills	-	23,100	-	-	-
Fitness Equipment - Cycling Bikes	-	-	-	-	60,000
Fitness Equipment - Nusteps	-	9,000	-	9,000	-
Total Vaughan Athletic Center	110,000	501,900	110,000	341,500	68,400
Vehicles					
Police - Replace Five (5) Existing Vehicles	-	90,000	95,000	32,000	-
Facilities - Replace Two (2) Existing Vehicles	-	40,000	-	-	-
Facilities - Purchase Two (2) Additional Vehicles	70,000	-	-	-	-
Forestry - Replace Three (3) Existing Vehicles	100,000	-	-	55,000	90,000
Trades - Replace Two (2) Existing Vehicles	-	-	-	-	180,000
Trades - Purchase One (1) Additional Vehicle	27,000	-	-	-	-
Athletics - Replace Three (3) Existing Vehicles	-	40,000	-	85,000	-
Fleet - Replace Three (3) Existing Vehicles	-	32,000	30,000	30,000	-
Recreation - Replace Three (3) Existing Vehicles	-	32,000	35,000	-	-
Greenhouse - Replace Seven (7) Existing Vehicles	-	35,000	70,000	95,000	80,000
East Maintenance - Replace Two (2) Existing Vehicles	-	67,000	-	-	-
East Maintenance - Purchase One (1) Additional Vehicle	27,000	-	-	-	-
Central Maintenance - Replace Five (5) Existing Vehicles	82,000	35,000	85,000	50,000	-
West Maintenance - Replace Three (3) Existing Vehicles	-	32,000	85,000	-	-
Total Vehicles	306,000	403,000	400,000	347,000	350,000
Total Five Year Capital Improvement Plan	\$3,308,065	\$2,360,500	\$1,722,500	\$1,492,500	\$655,600

Fox Valley Park District
2021 Budget
Long-Term and Other Debt

General obligation bonds are issued for general government activities, are direct obligations and pledge the full faith and credit of the District. Periodically, the District issues long-term general obligation debt to provide funds for the acquisition and construction of major capital improvements. Best practices indicate that long term debt should only be issued to fund projects or improvements that have a useful life beyond the term of the applicable debt.

In addition to the issuance of general obligation bonds, the District may take advantage of other legally available debt instruments. In 2017, the District issued Debt Certificates in the total amount of \$3,074,748 to fund performance contracting based building alterations and repairs. The District also periodically enters into capital lease agreements for the lease of District vehicles and equipment.

A snapshot of the District's current outstanding debt as of January 1, 2021 is provided below.

Issue	Original Issue Amount	Outstanding at January 1, 2020	2020 Issuances	2020 Retirements	Outstanding at December 31, 2020
GO Limited Tax BABs, Series 2010A ¹	\$ 8,500,000	\$ 8,500,000	\$ -	\$ 8,500,000	\$ -
GO Refunding Bonds, Series 2015B	20,285,000	14,095,000	-	3,030,000	11,065,000
GO Limited Tax Park Bonds, Series 2017 ²	3,000,000	1,500,000	-	1,500,000	-
GO Limited Tax Park Bonds, Series 2019 ²	3,466,795	3,466,795	-	927,410	2,539,385
GO Refunding Park Bonds, Series 2020	7,265,000	-	7,265,000	-	7,265,000
2017 Debt Certificates	3,074,748	2,652,626	-	139,300	2,513,326
Capital Leases	1,075,557	419,795	-	222,070	197,725
Total	\$ 46,667,100	\$ 30,634,216	\$ 7,265,000	\$ 14,318,780	\$ 23,580,436

¹ BABs - Build America Bonds

² Non-Referendum Bonds

In September 2020, the District issued General Obligation Refunding Bonds, Series 2020 in the principal amount of \$7,265,000. This series refunded the outstanding GO Limited Tax Build America Bonds, Series 2010A. It was a very successful refunding that provided net present value interest savings of \$1,638,383, or 19.275% of refunded principal. At the time of issuance, Standard & Poor's issued an AA+ rating for the current issuance and affirmed the District's overall long-term rating of AA+.

As per Illinois state statute, the District's overall legal debt limit, including referendum bonds, installment contracts and non-referendum bonds is, 2.875% of equalized assessed valuation. The District's legal debt limit for non-referendum bonds is .575 of equalized assessed valuation. The following page provides a summary of the District's remaining authority based on outstanding debt as of January 1, 2021.

**Fox Valley Park District
2021 Budget
Long-Term and Other Debt**

		Non-Referendum Authority	Statutory Debt Limitation
<i>District 2019 (EAV)</i>	<i>\$4,746,836,817</i>	<i>.5750% of EAV</i>	<i>2.875% of EAV</i>
<i>Non-Referendum Authority</i>		\$ 27,294,312	
<i>Statutory Debt Limitation</i>			\$ 136,471,558
<i>General Obligation Bonds</i>			
GO Refunding Bonds, Series 2015B			\$ 11,065,000
GO Limited Tax Park Bonds, Series 2019		2,539,385	2,539,385
GO Refunding Park Bonds, Series 2020			7,265,000
<i>Installment Contracts</i>			
2017 Debt Certificates			\$ 2,513,326
Total Applicable FVPD Debt		\$ 2,539,385	\$ 23,382,711
% of Authority		0.0535%	0.4926%
Remaining Authority		\$ 24,754,927	\$ 113,088,848

The District's 2021 budget does not include proceeds for the issuance of any new debt instruments. The budget reflects total principal payments of \$5,692,837 and total interest payments of \$915,415.

Based the current outstanding debt, the final debt service payment on outstanding general obligation bonds will be made in 2026; the final debt service payment on outstanding debt certificates will be made in 2032. In addition, the final debt service payment on outstanding capital leases will be made in 2023. The following page provides a schedule of debt service to maturity for the District's outstanding general obligation bonds and debt certificates.

Fox Valley Park District
2021 Budget
Debt Service to Maturity Schedule

Fiscal Year	General Obligation Serial Bonds		Debt Certificate Direct Placement		Total Outstanding	
	Principal	Interest	Principal	Interest	Principal	Interest
2021	\$ 5,544,385	\$ 849,020	\$ 148,452	\$ 66,395	\$ 5,692,837	\$ 915,415
2022	2,735,000	685,650	158,009	62,473	2,893,009	748,123
2023	2,755,000	563,350	167,987	58,299	2,922,987	621,649
2024	2,825,000	219,700	178,404	53,861	3,003,404	273,561
2025	2,770,000	155,925	189,273	49,149	2,959,273	205,074
2026	2,895,000	92,850	200,617	44,148	3,095,617	136,998
2027	1,345,000	26,900	212,449	38,849	1,557,449	65,749
2028	-	-	224,792	33,236	224,792	33,236
2029	-	-	237,659	27,298	237,659	27,298
2030	-	-	251,077	21,020	251,077	21,020
2031	-	-	265,064	14,387	265,064	14,387
2032	-	-	279,545	7,385	279,545	7,385
TOTAL	\$20,869,385	\$2,593,395	\$ 2,513,326	\$ 476,501	\$23,382,711	\$ 3,069,896

Total Outstanding

2015B General Obligation Refunding Bonds

A \$20,285,000 General Obligation Refunding Park Bonds, Series 2010B, dated July 13, 2010 due in installments of \$270,000 to \$4,530,000 beginning December 15, 2010 through December 15, 2016. Interest at 3.00% to 3.50% is payable semiannually on June 15 and December 15.

\$ 11,065,000

2017 Debt Certificates

The District issued \$3,074,748 in debt certificates on December 15, 2017 for capital projects. The certificates are payable in annual installments for both principal and interest, beginning July 15, 2018, and on each July 15 thereafter to and including July 15, 2032. Interest at 2.642% is payable annually on July 15.

\$ 2,513,326

2019 General Obligation Refunding Bonds

A \$3,466,795 General Obligation Tax Park Bonds, Series 2019, dated July 30 due in installments of \$927,410 to \$2,539,385 beginning December 15, 2020 through December 15, 2021. Interest at 1.63% to 1.70% is payable semiannually on June 15 and December 15.

\$ 2,539,385

2020 General Obligation Refunding Bonds

A \$7,265,000 General Obligation Refunding Park Bonds, Series 2020, dated September 29, 2020 due in installments of \$1,290,000 to \$1,610,000 beginning December 15, 2022 through December 15, 2026. Interest at 5% is payable semiannually on June 15 and December 15.

\$ 7,265,000

Total Long-Term Debt

\$23,382,711



Reimagining Recreation
2021 ANNUAL BUDGET
PROPOSED BY FUND

Consolidated Statement of Revenues, Expenditures, and Changes in Fund Balance – All Funds

	2018 Actual	2019 Actual	2020 Budget	2020 Projection	2021 Budget
Revenues:					
Property & Other Taxes	\$ 23,014,466	\$ 22,718,308	\$ 23,036,013	\$ 23,612,946	\$ 23,583,889
Rental Income	1,053,989	1,086,770	1,147,893	494,105	951,925
Investment Income	660,400	833,453	401,200	623,165	502,925
Intergovernmental Income	2,855,089	1,137,730	715,897	1,188,481	1,762,543
User Fees & Memberships	4,760,121	5,087,981	5,375,142	1,599,243	3,708,855
Merchandise Sales	146,098	159,779	141,915	51,189	141,294
Food & Beverage Sales	103,425	95,080	129,770	19,078	124,774
Miscellaneous Receipts	465,774	422,917	294,835	233,228	293,306
Program Revenues	4,207,529	4,517,881	4,889,101	1,901,016	3,900,675
Total Revenues:	\$ 37,266,891	\$ 36,059,899	\$ 36,131,766	\$ 29,722,451	\$ 34,970,186
Expenses:					
Salaries and Wages	\$ 10,180,398	\$ 10,595,782	\$ 11,545,056	\$ 8,793,351	\$ 11,905,484
Health & Other Insurance Costs	2,585,310	569,844	1,798,963	1,795,754	2,118,930
Pension Contributions	1,497,033	1,404,338	1,654,612	1,402,885	1,559,599
Other Employee Costs	210,790	213,716	265,348	186,813	265,602
Utilities	1,341,493	1,327,555	1,248,205	1,106,309	1,437,866
Professional Services	3,402,958	434,151	1,378,150	775,970	717,300
Maintenance & Repairs	2,678,824	3,207,983	3,059,176	2,536,028	3,465,246
Other Services	3,024,706	2,982,279	3,340,787	2,150,396	2,639,162
Materials & Supplies	2,915,292	2,933,270	3,193,374	2,428,257	3,029,660
Merchandise	105,116	106,216	105,850	56,285	91,320
Food & Beverage	34,432	31,697	33,600	13,500	30,800
Miscellaneous	778,438	795,274	838,616	811,727	841,199
Capital Expenditures	7,403,878	3,995,218	4,363,168	2,729,208	3,308,065
Debt Service	7,979,425	6,516,582	7,057,341	6,933,754	6,689,031
Total Expenses:	\$ 44,138,092	\$ 35,113,905	\$ 39,882,246	\$ 31,720,237	\$ 38,099,264
Excess (Deficiency) of					
Revenues Over Expenses:	\$ (6,871,201)	\$ 945,994	\$ (3,750,481)	\$ (1,997,786)	\$ (3,129,078)
Other Financing Sources (Uses):					
Fund Balance Transfers In	\$ 4,121,332	\$ 2,536,337	\$ 3,085,272	\$ 2,869,325	\$ 527,205
Fund Balance Transfers (Out)	(4,121,332)	(2,536,337)	(3,085,272)	(2,869,325)	(527,205)
Proceeds from Sale of Capital Assets	142,663	77,466	-	66,000	-
Proceeds from Leases	76,844	253,545	-	-	-
Proceeds from Bonds	-	3,466,795	-	7,265,000	-
Premium on Issuance	-	-	-	1,399,559	-
Payment to Refunding Escrow Agent	-	-	-	(8,733,963)	-
Total Other Financing Sources (Uses):	\$ 219,508	\$ 3,797,806	\$ -	\$ (3,404)	\$ -
Net Income (Loss)	\$ (6,651,694)	\$ 4,743,801	\$ (3,750,481)	\$ (2,001,190)	\$ (3,129,078)
Beginning Fund Balance	38,723,409	32,071,715	36,815,516	36,815,516	34,814,326
Ending Fund Balance	\$ 32,071,715	\$ 36,815,516	\$ 33,065,035	\$ 34,814,326	\$ 31,685,248

Fox Valley Park District
2021 Budget

Revenues, Expenditures, and Changes in Fund Balance – All Funds

Major Funds

	Major Funds			
	General	Recreation	Capital Development	Debt Service
Revenues:				
Taxes	\$ 7,486,750	\$ 6,440,000	\$ -	\$ 6,393,405
Rental Income	61,727	762,843	-	-
Investment Income	120,000	110,000	99,000	5,600
Intergovernmental Income	48,354	230	454,400	-
User Fees & Memberships	-	2,620,385	-	-
Merchandise Sales	-	88,744	-	-
Food & Beverage Sales	-	113,574	-	-
Miscellaneous Receipts	11,204	35,738	-	-
Program Revenues	10,000	3,312,299	-	-
Total Revenues:	\$ 7,738,035	\$ 13,483,813	\$ 553,400	\$ 6,399,005
Expenses:				
Employee Related Costs	\$ 4,337,224	\$ 7,571,040	\$ -	\$ -
Utilities	223,051	892,499	-	-
Professional Services	497,750	129,500	-	5,000
Maintenance & Repairs	1,233,250	1,611,707	-	-
Insurance	-	-	-	-
Other Services	951,859	950,431	-	-
Materials & Supplies	1,218,660	1,201,765	-	-
Merchandise	-	65,320	-	-
Food & Beverage	-	30,800	-	-
Miscellaneous	30,550	47,699	-	-
Capital Expenditures	-	-	1,561,000	-
Debt Service	71,854	8,925	-	6,608,252
Total Expenses:	\$ 8,564,198	\$ 12,509,686	\$ 1,561,000	\$ 6,613,252
Excess (Deficiency) of Revenues Over Expenses:	\$ (826,163)	\$ 974,127	\$ (1,007,600)	\$ (214,247)
Other Financing Sources (Uses):				
Fund Balance Transfers In	\$ -	\$ -	\$ -	\$ 214,847
Fund Balance Transfers (Out)	(107,424)	(419,781)	-	-
Total Other Financing Sources (Uses):	\$ (107,424)	\$ (419,781)	\$ -	\$ 214,847
Net Income (Loss)	\$ (933,587)	\$ 554,346	\$ (1,007,600)	\$ 600
Beginning Fund Balance	7,367,564	4,602,375	8,043,480	360,789
Ending Fund Balance	\$ 6,433,977	\$ 5,156,721	\$ 7,035,880	\$ 361,389

Fox Valley Park District
2021 Budget

Revenues, Expenditures, and Changes in Fund Balance – All Funds

	Non-Major Funds				
	Liability Insurance	Orchard Valley Golf Club	Family Aquatics Center	Fox Bend Proceeds	Museum
Revenues:					
Taxes	\$ 500,000	\$ -	\$ -	\$ -	\$ 900,000
Rental Income	-	-	6,500	-	\$ 119,355
Investment Income	650	-	-	29,000	\$ 10,800
Intergovernmental Income	-	-	312,359	-	\$ 500
User Fees & Memberships	-	-	651,845	-	\$ 436,625
Merchandise Sales	-	-	2,800	-	\$ 49,750
Food & Beverage Sales	-	-	-	-	\$ 11,200
Miscellaneous Receipts	-	219,099	5,400	-	\$ 12,860
Program Revenues	-	-	47,120	-	\$ 531,256
Total Revenues:	\$ 500,650	\$ 219,099	\$ 1,026,024	\$ 29,000	\$ 2,072,346
Expenses:					
Employee Related Costs	\$ -	\$ -	\$ 592,294	\$ -	\$ 1,110,106
Utilities	-	1,416	204,400	-	\$ 98,600
Professional Services	-	-	25,000	-	\$ 14,050
Maintenance & Repairs	-	5,500	166,500	-	\$ 238,789
Insurance	228,000	15,200	-	-	\$ -
Other Services	305,000	8,000	75,200	-	\$ 158,272
Materials & Supplies	-	-	247,388	-	\$ 312,097
Merchandise	-	-	-	-	\$ 26,000
Food & Beverage	-	-	-	-	\$ -
Miscellaneous	-	-	100	-	\$ 2,100
Capital Expenditures	-	120,000	27,500	-	\$ -
Debt Service	-	-	-	-	-
Total Expenses:	\$ 533,000	\$ 150,116	\$ 1,338,382	\$ -	\$ 1,960,014
Excess (Deficiency) of Revenues Over Expenses:	\$ (32,350)	\$ 68,983	\$ (312,358)	\$ 29,000	\$ 112,332
Other Financing Sources (Uses):					
Fund Balance Transfers In	\$ -	\$ -	\$ 312,358	\$ -	\$ -
Fund Balance Transfers (Out)	-	-	-	-	-
Total Other Financing Sources (Uses):	\$ -	\$ -	\$ 312,358	\$ -	\$ -
Net Income (Loss)	\$ (32,350)	\$ 68,983	\$ -	\$ 29,000	\$ 112,332
Beginning Fund Balance	373,223	(22,400)	200,000	1,104,338	883,072
Ending Fund Balance	\$ 340,873	\$ 46,583	\$ 200,000	\$ 1,133,338	\$ 995,404

Fox Valley Park District
2021 Budget

Revenues, Expenditures, and Changes in Fund Balance – All Funds

	Non-Major Funds			
	Fox Valley			
	Police	Special Recreation	IMRF	FICA
Revenues:				
Taxes	\$ 200,000	\$ 853,734	\$ 230,000	\$ 560,000
Rental Income	1,500	-	-	-
Investment Income	5,100	13,000	5,950	3,050
Intergovernmental Income	3,950	-	-	-
User Fees & Memberships	-	-	-	-
Merchandise Sales	-	-	-	-
Food & Beverage Sales	-	-	-	-
Miscellaneous Receipts	9,005	-	-	-
Program Revenues	-	-	-	-
Total Revenues:	\$ 219,555	\$ 866,734	\$ 235,950	\$ 563,050
Expenses:				
Employee Related Costs	\$ 451,352	\$ -	\$ 713,807	\$ 845,792
Utilities	17,900	-	-	-
Professional Services	6,000	-	-	-
Maintenance & Repairs	34,500	175,000	-	-
Insurance	-	-	-	-
Other Services	93,200	90,000	-	-
Materials & Supplies	41,750	-	-	-
Merchandise	-	-	-	-
Food & Beverage	-	-	-	-
Miscellaneous	750	760,000	-	-
Capital Expenditures	-	180,000	-	-
Debt Service	-	-	-	-
Total Expenses:	\$ 645,452	\$ 1,205,000	\$ 713,807	\$ 845,792
Excess (Deficiency) of Revenues Over Expenses:	\$ (425,897)	\$ (338,266)	\$ (477,857)	\$ (282,742)
Other Financing Sources (Uses):				
Fund Balance Transfers In	\$ -	\$ -	\$ -	\$ -
Fund Balance Transfers (Out)	-	-	-	-
Total Other Financing Sources (Uses):	\$ -	\$ -	\$ -	\$ -
Net Income (Loss)	\$ (425,897)	\$ (338,266)	\$ (477,857)	\$ (282,742)
Beginning Fund Balance	640,651	1,764,917	834,259	707,702
Ending Fund Balance	\$ 214,754	\$ 1,426,651	\$ 356,402	\$ 424,960

Fox Valley Park District
2021 Budget

Revenues, Expenditures, and Changes in Fund Balance – All Funds

	Non-Major Funds			Total 2021 Budget
	Audit	Land Cash	Bonds	
Revenues:				
Taxes	\$ 20,000	\$ -	\$ -	\$ 23,583,889
Rental Income	-	-	-	951,925
Investment Income	275	39,000	63,500	504,925
Intergovernmental Income	-	142,750	800,000	1,762,543
User Fees & Memberships	-	-	-	3,708,855
Merchandise Sales	-	-	-	141,294
Food & Beverage Sales	-	-	-	124,774
Miscellaneous Receipts	-	-	-	293,306
Program Revenues	-	-	-	3,900,675
Total Revenues:	\$ 20,275	\$ 181,750	\$ 863,500	\$ 34,972,186
Expenses:				
Employee Related Costs	\$ -	\$ -	\$ -	\$ 15,621,615
Utilities	-	-	-	1,437,866
Professional Services	40,000	-	-	717,300
Maintenance & Repairs	-	-	-	3,465,246
Insurance	-	-	-	243,200
Other Services	-	-	-	2,631,962
Materials & Supplies	-	-	-	3,021,660
Merchandise	-	-	-	91,320
Food & Beverage	-	-	-	30,800
Miscellaneous	-	-	-	841,199
Capital Expenditures	-	442,565	977,000	3,308,065
Debt Service	-	-	-	6,689,031
Total Expenses:	\$ 40,000	\$ 442,565	\$ 977,000	\$ 38,099,264
Excess (Deficiency) of Revenues Over Expenses:	\$ (19,725)	\$ (260,815)	\$ (113,500)	\$ (3,127,078)
Other Financing Sources (Uses):				
Fund Balance Transfers In	\$ -	\$ -	\$ -	\$ 527,205
Fund Balance Transfers (Out)	-	-	-	(527,205)
Total Other Financing Sources (Uses):	\$ -	\$ -	\$ -	\$ -
Net Income (Loss)	\$ (19,725)	\$ (260,815)	\$ (113,500)	\$ (3,127,078)
Beginning Fund Balance	73,690	1,779,814	6,071,852	\$ 34,785,326
Ending Fund Balance	\$ 53,965	\$ 1,518,999	\$ 5,958,352	\$ 31,658,248



Reimagining Recreation
2021 ANNUAL BUDGET
MAJOR FUNDS



Reimagining Recreation
2021 ANNUAL BUDGET
MAJOR FUNDS - GENERAL FUND

Fox Valley Park District
2021 Budget
General Fund

	2018 Actual	2019 Actual	2020 Budget	2020 Projection	2021 Budget
Revenues:					
Taxes	\$ 7,372,455	\$ 7,561,998	\$ 7,115,500	\$ 7,101,905	\$ 7,486,750
Rental Income	118,865	156,502	117,281	74,715	61,727
Investment Income	152,925	201,972	105,000	135,000	120,000
Intergovernmental Income	234,054	233,314	223,000	243,775	48,354
Miscellaneous Receipts	105,853	31,376	5,900	20,041	11,204
Program Revenues	20,561	18,378	15,000	11,525	10,000
Total Revenues:	\$ 8,004,712	\$ 8,203,540	\$ 7,581,681	\$ 7,586,961	\$ 7,738,035
Expenses:					
Salaries and Wages	2,674,063	2,763,668	2,902,104	2,560,175	3,423,352
Health & Other Insurance Costs	889,837	123,246	595,751	772,300	773,867
Other Employee Costs	111,222	109,463	143,015	115,236	140,005
Utilities	182,406	184,753	196,735	207,221	223,051
Professional Services	79,013	141,331	314,800	219,810	497,750
Maintenance & Repairs	589,813	798,655	670,420	683,099	1,233,250
Other Services	815,239	801,596	927,994	991,782	951,859
Materials & Supplies	947,846	1,022,920	1,178,975	1,064,050	1,218,660
Miscellaneous	35,595	36,875	31,085	22,425	30,550
Capital Expenditures	256,096	186,280	370,500	120,000	-
Debt Service	122,907	194,762	194,761	194,761	71,854
Total Expenses:	\$ 6,704,036	\$ 6,363,548	\$ 7,526,140	\$ 6,950,859	\$ 8,564,198
Excess (Deficiency) of					
Revenues Over Expenses:	\$ 1,300,676	\$ 1,839,992	\$ 55,541	\$ 636,102	\$ (826,163)
Other Financing Sources (Uses):					
Fund Balance Transfers In	57,673	63,258	13,000	-	-
Fund Balance Transfers (Out)	(1,600,000)	(1,000,000)	(2,104,687)	(2,104,688)	(107,424)
Proceeds from Lease	38,299	253,545	-	-	-
Total Other Financing Sources (Uses):	\$ (1,504,027)	\$ (683,197)	\$ (2,091,687)	\$ (2,104,688)	\$ (107,424)
Net Income (Loss)	\$ (203,351)	\$ 1,156,795	\$ (2,036,146)	\$ (1,468,586)	\$ (933,587)
Beginning Fund Balance	7,882,706	7,679,355	8,836,150	8,836,150	7,367,564
Ending Fund Balance	\$ 7,679,355	\$ 8,836,150	\$ 6,800,004	\$ 7,367,564	\$ 6,433,977

Fox Valley Park District
2021 Budget
General Fund – Non-Departmental

Expenditures classified as non-departmental are not tied to a specific department or function and are therefore not included in the budget of a specific department.

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Miscellaneous	\$ 1,266	\$ 3,017	\$ 3,500	\$ 3,000	\$ 3,500
Other Employee Expenses	2,774	8,559	8,400	9,600	10,000
Professional Services	45,320	40,747	40,650	40,760	42,000
Capital Expenditures	(20,000)	(55,000)	262,500	-	-
Debt Service	122,907	194,762	194,761	194,761	71,854
Operating Transfers Out	1,600,000	1,000,000	2,104,687	2,104,688	107,424
Total Expenses:	\$ 1,752,267	\$ 1,192,084	\$ 2,614,498	\$ 2,352,809	\$ 234,778

The Executive Director, appointed by a seven-member Board of Commissioners, has the responsibility of enacting and following policies adopted by the Board, as well as to ensure the District adheres to its statutory responsibilities. The Executive Director is the official intermediary for all communications between the employees of the District and the Board.

The Executive Director is the administrative head of the eight department directors and their respective divisions within the District, has the authority to approve all District procedures and is responsible for determining if these procedures are compliant with District policies, goals, and objectives. In addition, the Executive Director acts as a liaison to other agencies and units of local governments as well as representing the Park District on state and national matters pertaining to parks and recreation.

Personnel Summary			
	2019 Actual	2020 Projected	2021 Proposed
Full-Time Positions	2.0	2.0	2.0
Full-Time Equivalents	1.0	1.0	1.0
Part-time Positions	3.0	0.0	0.0

FY 2020 Accomplishments

- ✓ Achieved Distinguished Accreditation Agency status with the Illinois Association of Park Districts and the Illinois Park and Recreation Association
- ✓ Continued managing through the national COVID-19 pandemic and remained strategically aware of post COVID-19 recovery in a changing recreation industry
- ✓ Recipient of the Illinois Association of Park Districts' "Best of the Best" Best Green Practices Award
- ✓ Moved the District to 100% Certified Green Energy with Certificate of Acknowledgment
- ✓ Maintained a "clean" management letter for the 2019 annual financial audit
- ✓ Realized a savings over \$800,000 for the refunding of the 2010A GO Bonds through a competitive sale and obtaining a favorable rate of interest at .5%
- ✓ Retired \$4,605,000 of debt throughout the year
- ✓ Reaffirmed the District's AA+ bond rating with Standard & Poor's
- ✓ Began construction of a new park at the former Copley Hospital site, including coordination of multiple properties into a deed transfer of the land, meeting Illinois Department of Natural Resources OSLAD grant requirements
- ✓ Completion of Hope D. Wall playground with a partnership with School Districts 129 and 131
- ✓ Completed the Aurora Prairie master plan and volunteer program
- ✓ Obtained Board approval for acceptance, deed transfer and related costs for 17-acre park site in Blackberry West (Montgomery) subdivision
- ✓ Increased trail connectivity at Stuarts Sports Complex in the Montgomery area
- ✓ Completed and executed the intergovernmental agreement between the District and the Village of North Aurora for access for construction of phase 1 silo improvements
- ✓ Completed and executed the intergovernmental agreement between the District and the City of Aurora for the funding and maintenance of Golfview area drainage improvements

2021 Short-Term Goals

- ✓ Continue to secure Capital Development funds from Illinois DCEO (Department of Commerce and Economic Opportunity) for capital projects
- ✓ Achieve the Gold Medal Award for Excellence in Park and Recreation Management through the National Recreation and Park Association (NRPA)
- ✓ Find new recreation revenue streams to recover from the mandated closures and restrictions caused by the COVID-19 pandemic
- ✓ Find new ways to attract more diverse employees
- ✓ Review and update key strategies and goals in the development of a Strategic Plan to ensure alignment with the District's mission and vision
- ✓ Continue "clean energy" initiative throughout the District
- ✓ Continue to recognize the partnership opportunities in the community and form further relationships

2021 Long-Term Goals

- ✓ Continuous evolvement and evaluation of the District's Strategic Plan
- ✓ Develop further funding plans for replacement of capital assets
- ✓ Provide diverse and inclusive recreation programs, services, and events to meet our patrons needs with less reliance on taxpayers
- ✓ Continue to foster a safe work environment for employees and patrons that encourages collaboration and professional growth
- ✓ Improve environmentally sustainable practices
- ✓ Continue to maintain transparent practices

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Salaries and Wages	\$ 121,531	\$ 128,620	\$ 142,758	\$ 143,000	\$ 129,456
Health & Other Insurance Costs	33,183	25,914	30,702	33,495	34,404
Other Employee Costs	26,103	13,907	14,900	24,736	19,500
Professional Services	5,313	42,237	175,150	80,050	176,750
Materials & Supplies	1,426	1,305	1,250	800	1,750
Miscellaneous	22,989	27,280	18,000	14,500	18,500
Total Expenses:	\$ 210,544	\$ 239,262	\$ 382,760	\$ 296,581	\$ 380,360

The Finance Department is responsible for the efficient and effective management of the District's financial activities and provides support services to each of the District's departments and divisions. The Finance Department's major responsibilities include financial and budgetary policy development and reporting, debt, investment and cash management, customer service, payroll, purchasing, accounts payable and revenue management. Other responsibilities include providing analytical support, accounting and budgeting advice to District departments and divisions

Major functions include:

- ✓ Budget development, planning and management
- ✓ Tax levy preparation
- ✓ Establishing and maintaining internal control policies and procedures
- ✓ Processing in house payroll, including maintenance of the timekeeping system
- ✓ Cash and investment management
- ✓ General ledger maintenance and reporting
- ✓ Financial compliance with laws, regulations and policies
- ✓ Procurement
- ✓ Debt service administration and management
- ✓ Preparation of the Comprehensive Annual Financial Report
- ✓ Accounts payable processing

Personnel Summary			
	2019 Actual	2020 Projected	2021 Proposed
Full-Time Positions	10.0	8.0	8.0
Full-Time Equivalents	10.1	4.0	4.0
Part-time Positions	2.0	1.0	1.0

FY 2020 Accomplishments

- ✓ Coordinated the issuance of General Obligation Refunding Bonds, realizing future interest savings of approximately \$1.8 million (net present value)
- ✓ Received the Government Finance Officers Association Distinguished Budget Presentation Award for the eighth consecutive year, the Certificate of Achievement for Excellence in Financial Reporting Award for the twenty-first consecutive year and the Popular Annual Finance Report Award for the second year
- ✓ Implemented an improved long-term financial forecasting model that will be updated throughout the year, as well as during the annual budget process.
- ✓ As Project Manager, initiated the move from the in-house version to the SaaS version of the Tyler Technologies MUNIS financial software

- ✓ Participated in an investment assessment of the MUNIS payroll and human resources software applications to assist with the implementation of additional functionalities not currently utilized by the District
- ✓ Updated and obtained Board of Commissioners approval of various financial policies
- ✓ Implemented electronic leave requests through the Kronos timekeeping software
- ✓ Streamlined the process of making purchases through Amazon by implementing the use of the Amazon pay-by-invoice option
- ✓ Enhanced the process of paying personal trainers by implementing a twice-per-month payment schedule utilizing direct deposit as opposed to payment by check
- ✓ Implemented the use of a comprehensive salary and benefits workbook that reflects total compensation costs for all full-time and part-time employees

2021 Short-Term Goals

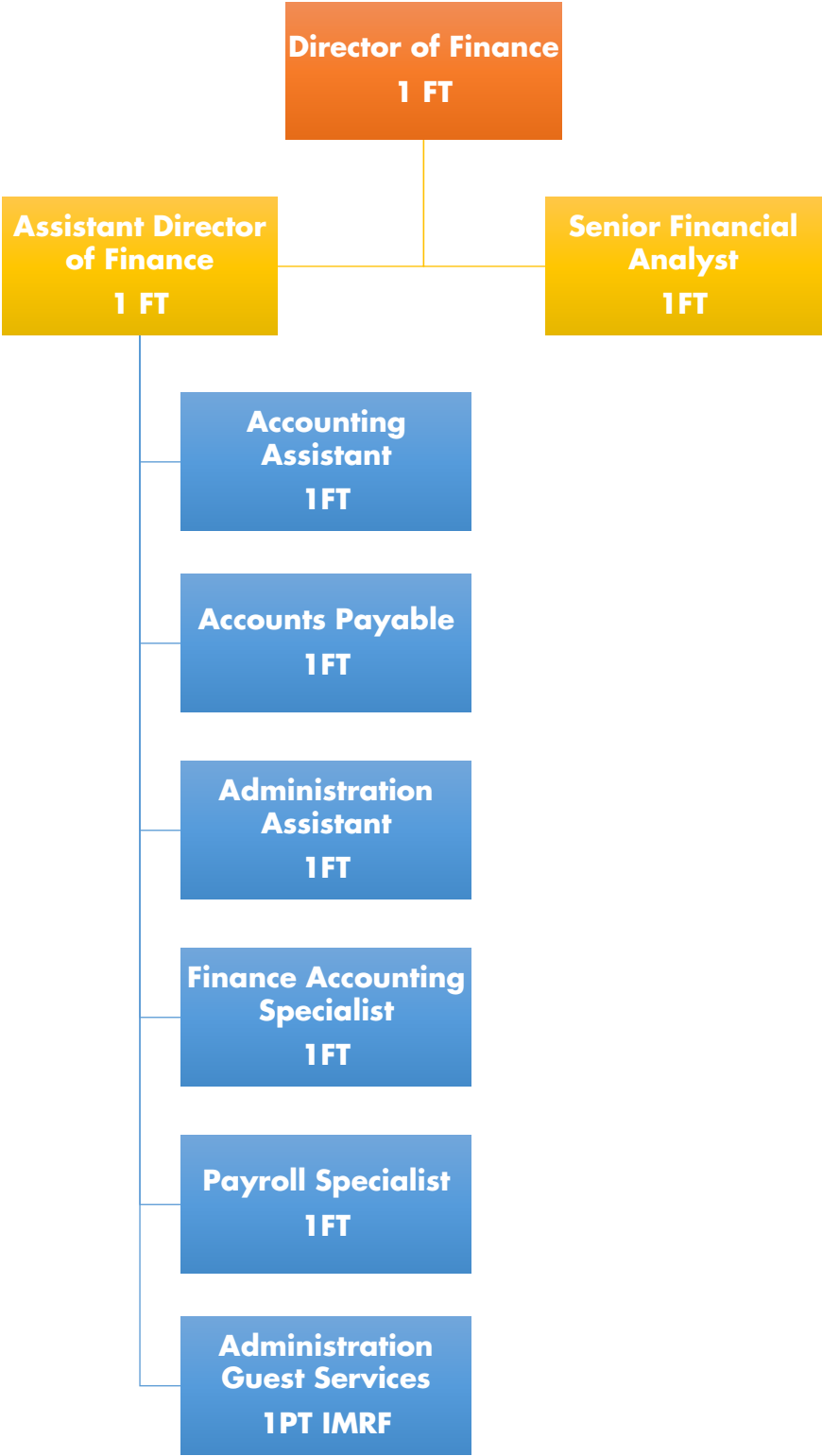
- ✓ Perform a comprehensive review of the Finance Department's roles, responsibilities, use of available technologies and training needs to maximize efficiencies and the use of employee talent
- ✓ Complete the implementation of the SaaS version of the MUNIS financial software and maximize use of the various functionalities available in the SaaS version of the software
- ✓ Implement integrated purchasing through the Amazon portal to create a seamless way to authorize, track and record purchases
- ✓ Complete the implementation of RecTrac's automated cash balancing function, as well as customer-initiated refunds, to reduce customer wait time and staff time required to process refunds

2021 Long-Term Goals

- ✓ Review and evaluate all job descriptions
- ✓ Refine multi-year budgets for operating, capital and personnel costs to ensure future and continued adequate fund balances
- ✓ Explore options for future long-term debt financing alternatives to fund future capital projects
- ✓ Continuously monitor ongoing bond issues for favorable refinancing options

Fox Valley Park District
2021 Budget
General Fund – Finance

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Salaries and Wages	\$ 329,604	\$ 321,095	\$ 329,343	\$ 288,140	\$ 295,769
Health & Other Insurance Costs	82,715	9,181	54,377	72,206	72,260
Other Employee Costs	9,677	6,560	10,235	6,700	7,950
Professional Services	2,650	-	6,000	50,000	50,000
Maintenance & Repairs	7,652	9,377	7,700	8,000	7,000
Other Services	3,772	4,999	6,075	4,500	6,300
Materials & Supplies	19,404	11,715	22,600	8,500	8,500
Miscellaneous	7,107	1,427	3,610	500	3,000
Total Expenses:	\$ 462,581	\$ 364,354	\$ 439,940	\$ 438,546	\$ 450,779



The Human Resources Department became its own department January 2020, due to the increasing complexity of employment-related regulations and the need for additional employee support throughout the organization. As the department continues to expand and refine its services and capabilities, Human Resources will play an important role in a wide range of employment activities, that will provide support to all departments in the district.

Major functions of the department include:

- ✓ Job Design
- ✓ Recruitment and Selection
- ✓ Compensation
- ✓ Benefits
- ✓ Health and Safety
- ✓ Employee Relations
- ✓ Performance Management
- ✓ Organizational Structure
- ✓ Training and Development
- ✓ Disciplinary actions and terminations
- ✓ Unemployment
- ✓ Policies and Procedures
- ✓ Strategy and Planning
- ✓ Legal Compliance

Personnel Summary			
	2019 Actual	2020 Projected	2021 Proposed
Full-Time Positions	-	2.0	2.0
Full-Time Equivalents	-	1.0	1.0
Part-time Positions	-	1.0	1.0

FY 2020 Accomplishments

- ✓ Creation of the stand-alone Human Resources Department
- ✓ Completion of an internal audit of current employee I-9 Forms
- ✓ Formation of a Wellness Committee to create a culture of physical, emotional, and financial well-being amongst District staff
- ✓ Completed Sexual Harassment training in compliance with Illinois law
- ✓ Reviewed and revised job descriptions and titles for all full and part-time positions
- ✓ Evaluated full-time salary structure and part-time pay ranges
- ✓ Developed policies and procedures for the various aspects of COVID-19

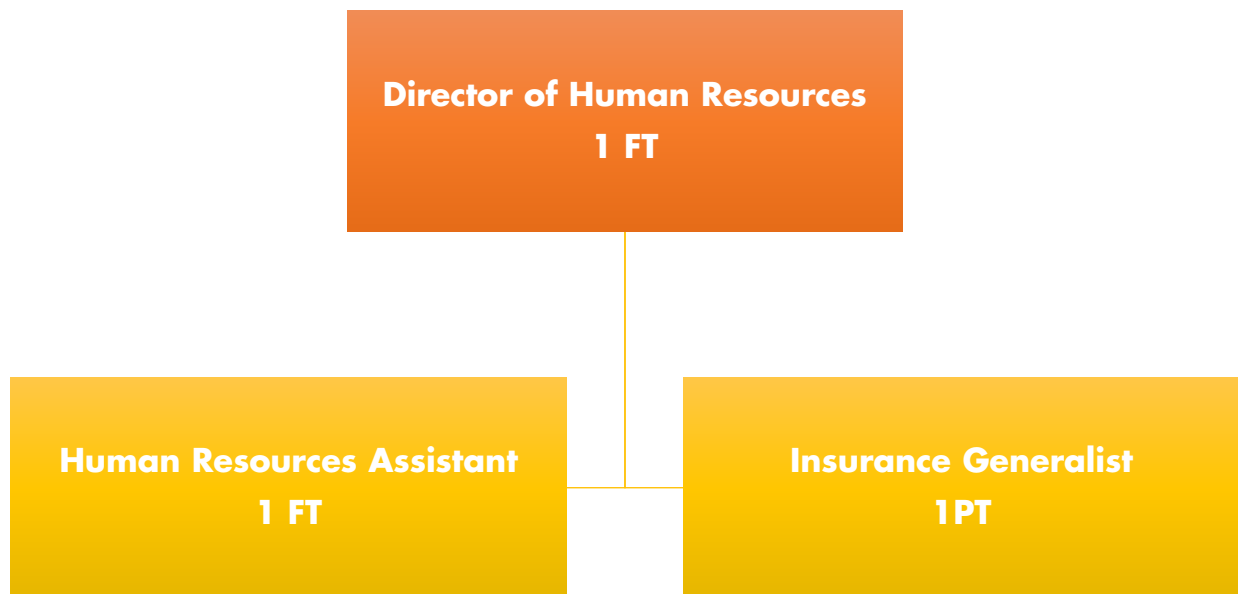
Short-Term Goals

- ✓ Implement the Human Resources On-Boarding module provided by the District's ERP system
- ✓ Improve and streamline the employee performance evaluation process
- ✓ Create quarterly training programs
- ✓ Educate employees on all benefits offered by the District

Long-Term Goals

- ✓ Review and revise all policies/manuals and human resource procedures
- ✓ Ensure overall District compliance with all applicable employment-related laws, rules, and legislation related to human resources
- ✓ Provide a strategic human resource perspective and focus for the District

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Salaries and Wages	\$ 60,043	\$ 58,069	\$ 64,972	\$ 70,000	\$ 88,351
Health & Other Insurance Costs	17,201	4,107	13,183	15,179	16,189
Other Employee Costs	23,891	18,869	28,090	14,200	28,090
Materials & Supplies	646	289	350	350	350
Miscellaneous	-	165	150	150	150
Total Expenses:	\$ 101,781	\$ 81,499	\$ 106,745	\$ 99,879	\$ 133,130



The Information Technology Department is responsible for providing secure, stable, operational and responsive information and communications systems for the District. The goal is to streamline internal and external services in a manner that will improve organizational efficiency and service delivery to the public such as ease of registration.

Personnel Summary			
	2019 Actual	2020 Projected	2021 Proposed
Full-Time Positions	3.0	3.0	3.0
Full-Time Equivalents	2.5	3.0	1.625
Part-time Positions	2.0	2.0	2.0

FY 2020 Accomplishments

- ✓ Disaster Recovery and Business Continuity Testing, Planning and Development
- ✓ Data Center Cable Management and Component Upgrades
- ✓ IT Environment Wellness Protocols and Standards Testing and Development
- ✓ Office 365 Multi-factor Authentication Implementation
- ✓ Payment Card Industry Data Security Standard (PCI DSS) Annual Compliance
- ✓ Security Committee Quarterly Engagement and Collaboration
- ✓ RecTrac Software Users Group Support and Project Management
- ✓ Alarm System Infrastructure Documentation and Administration – Cole Center
- ✓ Fitness TV upgrades at Eola Community Center
- ✓ Fiber Internet Site Assessments and Budgetary Numbers Defined
- ✓ SharePoint Migration of Data for Finance, IT, Marketing and Planning
- ✓ Vaughan Center Group Excercise Audio Solution Upgrades
- ✓ Cole Center Conference Room Audio Visual Upgrades
- ✓ Deployment and Development of Microsoft Teams Conferencing and Collaboration
- ✓ Deployment and Development of Mobile Laptop Computer Configuration Standard
- ✓ Migration of Locker Room Access Control Server Infrastructure to Virtual

Short-Term Goals

- ✓ Upgrade Locker Room Scanner Equipment
- ✓ Alarm System Infrastructure Documentation and Administration – Vaughan Center
- ✓ Facility Network Redundancy Upgrades
- ✓ Implementation of Fiber Internet Upgrades
- ✓ Network Documentation Review and Update
- ✓ Office 365 Administration and Training Curriculum Protocols and Standards
- ✓ Surveillance Upgrades and Administration Protocols and Standards
- ✓ SharePoint Data Migration of Data for Recreation, Police and Operations

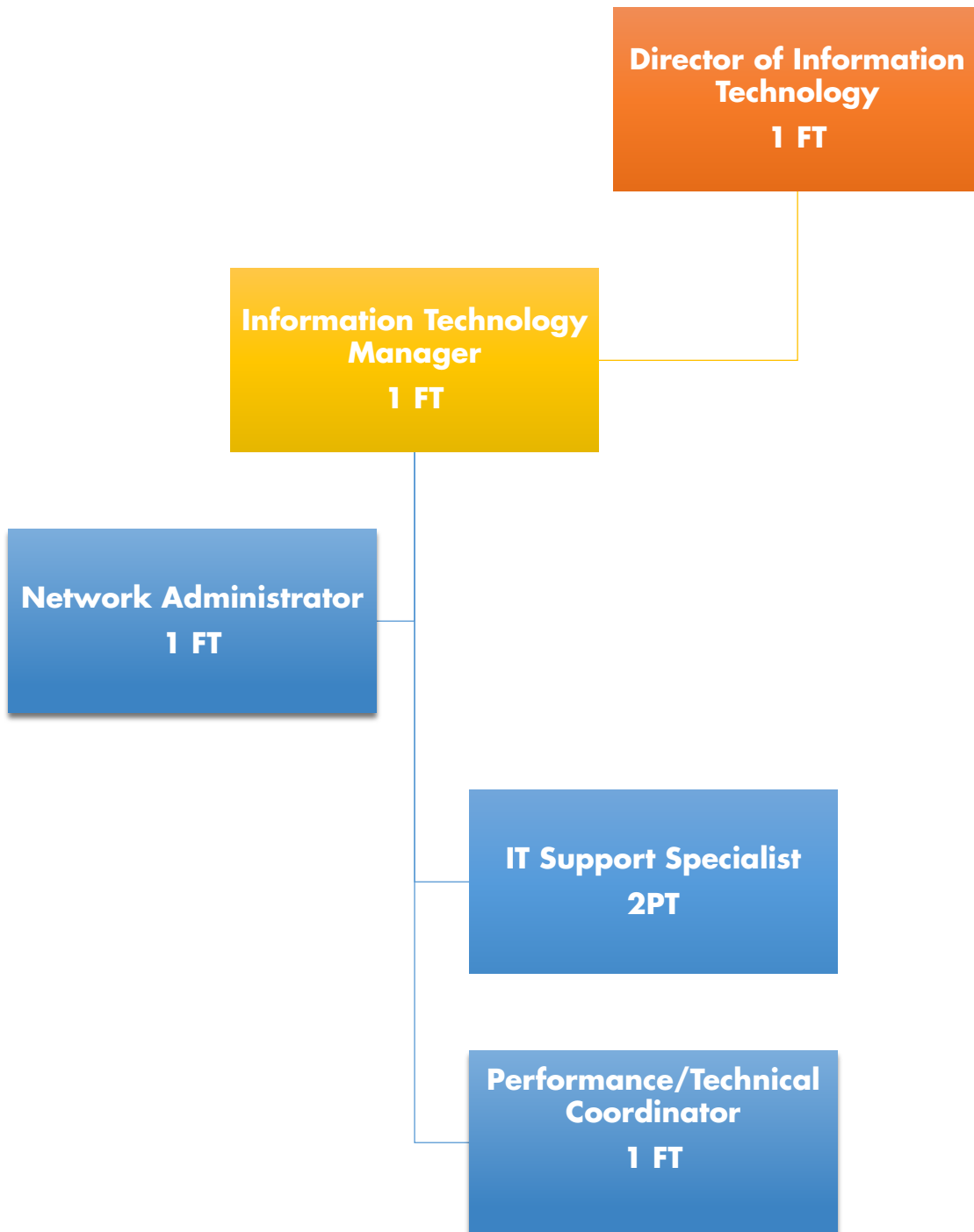
Fox Valley Park District
2021 Budget
General Fund – Information Technology

- ✓ Development of Windows Security and Antivirus Reporting
- ✓ Audio Visual Environment Upgrade and Maintenance Plan

Long-Term Goals

- ✓ Surveillance Assessments and Functionality Review
- ✓ Innovation and Logistics Analysis for On/Off Boarding
- ✓ CRM/AI Solution Review and Analysis
- ✓ Generator Evaluation and Site Business Continuity Review
- ✓ Intranet Site Review and Performance Metrics
- ✓ IT Infrastructure Replacement and Upgrade Schedule
- ✓ FVPD IT Training Curriculum Development

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Salaries and Wages	\$ 101,952	\$ 154,759	\$ 155,131	\$ 154,650	\$ 164,264
Health & Other Insurance Costs	25,403	2,820	16,700	21,868	21,885
Other Employee Costs	1,288	2,044	3,450	3,450	3,600
Utilities	41,508	38,040	37,835	38,051	57,051
Professional Services	4,597	14,950	19,000	19,000	19,000
Materials & Supplies	3,730	3,045	3,000	3,100	3,000
Maintenance & Repairs	1,286	1,646	2,000	2,000	2,000
Other Services	122,837	82,760	110,859	156,000	110,859
Miscellaneous	-	93	75	75	250
Total Expenses:	\$ 302,602	\$ 300,157	\$ 348,050	\$ 398,194	\$ 381,909



The primary function of the Operations Department is to provide maintenance and support for all District assets, including but not limited to facilities, parks and trails. The Operations Department has the following divisions:

- ✓ Administrative Services
- ✓ Parks
- ✓ Facilities
- ✓ Horticulture / Natural Areas
- ✓ Arboriculture / IPM & Lake Management
- ✓ Golf & Sports Turf Divisions

Fox Valley Park District
2021 Budget

General Fund – Operations – Administrative Services

The primary function of the Administrative Services Division is the management and coordination of the Operations Department maintenance activities data. The Fleet Maintenance Workgroup is positioned within the Operations Administrative Services Division. Fleet Maintenance provides preventative maintenance and repair to all District vehicles and equipment, including but not limited to, fleet vehicles, squad cars, administrative vehicles and all specialty vehicles and equipment within the District. The Vehicle Maintenance Workgroup consists of one Fleet Administrative Assistant, two Mechanics, one PT Mechanic, all supervised by the Administrative Services Supervisor. Additionally, the Operations Support Workgroup is comprised of an Operations Analyst in the data management of all District assets and work orders. The Operations Analyst also has responsibilities within Risk Management for completing facility inspections.

Personnel Summary			
	2019 Actual*	2020 Projected*	2021 Proposed
Full-Time Positions	37.0	38.0	3.5
Full-Time Equivalents	36.7	37.2	4.0
Part-time Positions	170.0	173.0	4.0

*Note – In prior years, Operations personnel was not reported by division.

FY 2020 Accomplishments

- ✓ Provided maintenance and customer service during pandemic with full time staffing; focused on asset protection, sanitation/disinfection, inspection, maintenance, and repairs
- ✓ Completed annual vehicle and equipment replacement program
- ✓ Performed facility inspections during Covid-19 shutdown

Short and Long-Term Goals

- ✓ Continue to bolster the Districts asset management system (Cartegraph) to accurately trend and forecast costs and staffing relative to building use and guest need
- ✓ Increase transparency, asset protection and accountability using asset tracking, data analytics and staff training and development

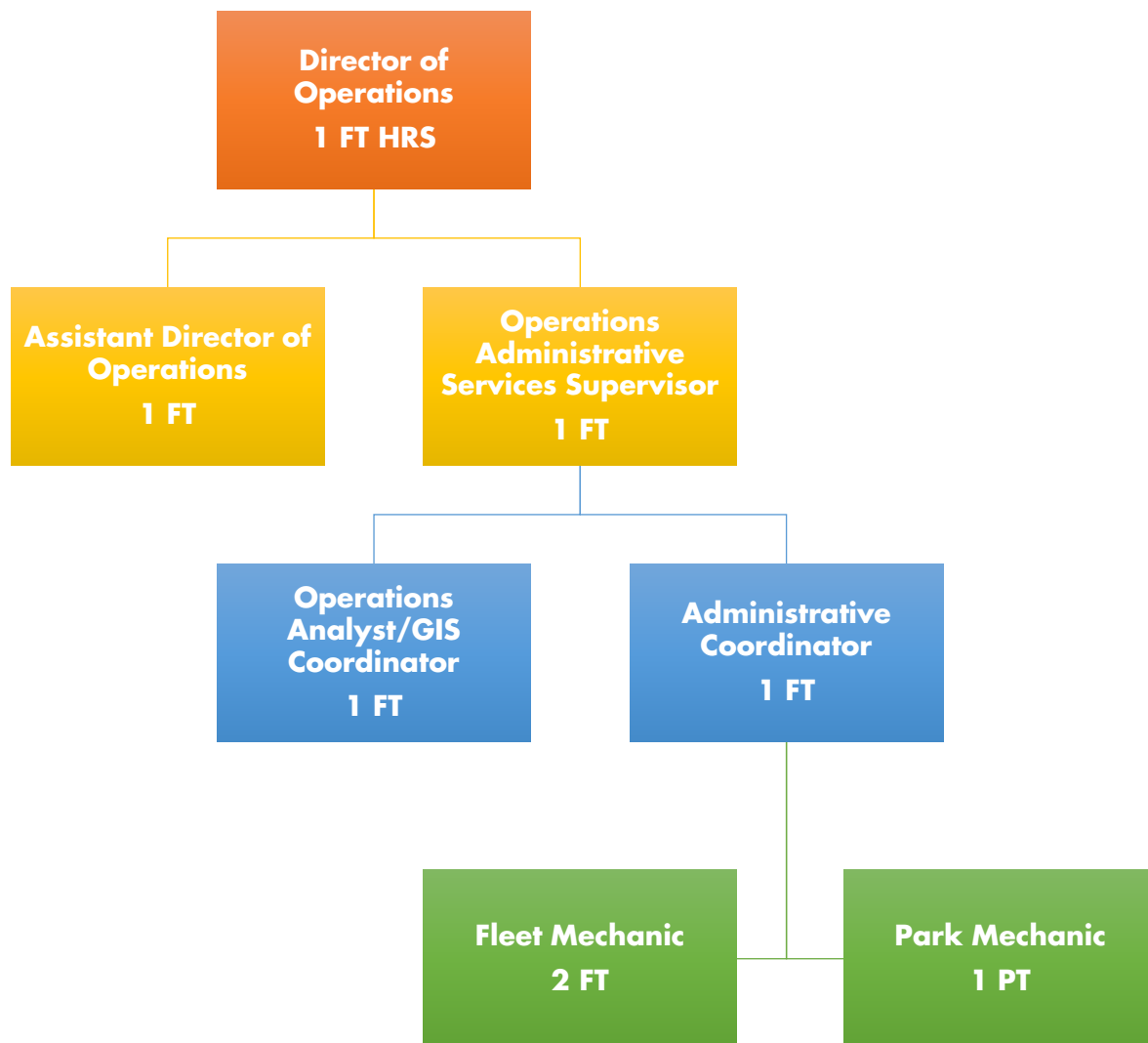
Fox Valley Park District
2021 Budget

General Fund – Operations – Administrative Services

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Salaries and Wages	\$ 290,429	\$ 382,461	\$ 395,479	\$ 403,175	\$ 417,352
Health & Other Insurance Costs	111,865	12,417	73,541	96,299	96,373
Other Employee Costs	19,124	58,060	74,575	55,250	68,750
Professional Services	925	16,963	-	15,000	125,000
Maintenance & Repairs	98,472	123,035	101,000	101,000	219,000
Other Services	2,315	5,047	6,500	7,400	7,700
Materials & Supplies	499,623	626,859	661,555	563,500	735,500
Miscellaneous	3,665	4,654	5,600	4,100	5,000
Capital Expenditures	184,257	241,280	108,000	120,000	-
Total Expenses:	\$ 1,210,677	\$ 1,470,776	\$ 1,426,250	\$ 1,365,724	\$ 1,674,675

	2018 Actual	2019 Actual	2020 Budget	2020 Projection	2021 Budget
Salaries & Wages	\$290,429	\$382,461	\$395,479	\$403,175	\$417,352
Health Insurance & Other Costs	111,865	12,417	73,541	96,299	96,373
Other Employee Costs	19,124	58,060	74,575	55,250	68,750
Professional Services	925	16,963	-	15,000	125,000
Maintenance & Repairs	98,472	123,035	101,000	101,000	219,000
Other Services	2,315	5,047	6,500	7,400	7,700
Materials & Supplies	499,623	626,859	661,555	563,500	735,500
Miscellaneous	3,665	4,654	5,600	4,100	5,000
Capital Expenditures	184,257	241,280	108,000	120,000	-
Total	\$1,210,675	\$1,470,776	\$1,426,250	\$1,365,724	\$1,674,675

(A component of the Operations Department)



Fox Valley Park District
2021 Budget
General Fund – Operations – Parks Maintenance

The Park Maintenance Division is responsible for the aesthetic, functional and safety elements of the District's parks and trails. The Division performs routine and periodic landscape maintenance, turf care and preparation of sites, amenities, and general grounds keeping. Turf care encompasses the following tasks: litter pickup, mowing and trimming, weed removal, irrigation, fertilization, aeration, herbicide application, disease and insect control and all other necessary turf amendments. As part of the District's Integrated Pest Management program (IPM), all park turf areas are inspected /scouted annually to identify the next season's needs and schedules are produced for fertilization, aeration, turf amendments and herbicide needs.

Trail Maintenance operations are responsible for maintenance and all grounds operations as it relates to the District's regional trails, including trail pavement (asphalt, mulch, and ag lime), trail edge mowing and trail tree and vegetation management. Trails are patrolled by staff to monitor trails safety and perform basic maintenance tasks.

Personnel Summary			
	2019 Actual*	2020 Projected*	2021 Proposed
Full-Time Positions	-	-	11.0
Full-Time Equivalents	-	-	11.0
Part-time Positions	-	-	37.0

*Note – In prior years, Operations personnel was not reported by division.

FY 2020 Accomplishments

- ✓ Provided maintenance and customer service during the pandemic with full time staffing levels at all maintenance sites. Staff focused on asset protection, sanitation/disinfection, inspection, preventative maintenance and repairs
- ✓ Utilized available operational dollars to make improvements to District amenities that positively impacted the guest experience. Examples include pavement / trail improvements and Covid-19 related signage and amenity access based on local, state and federal requirements

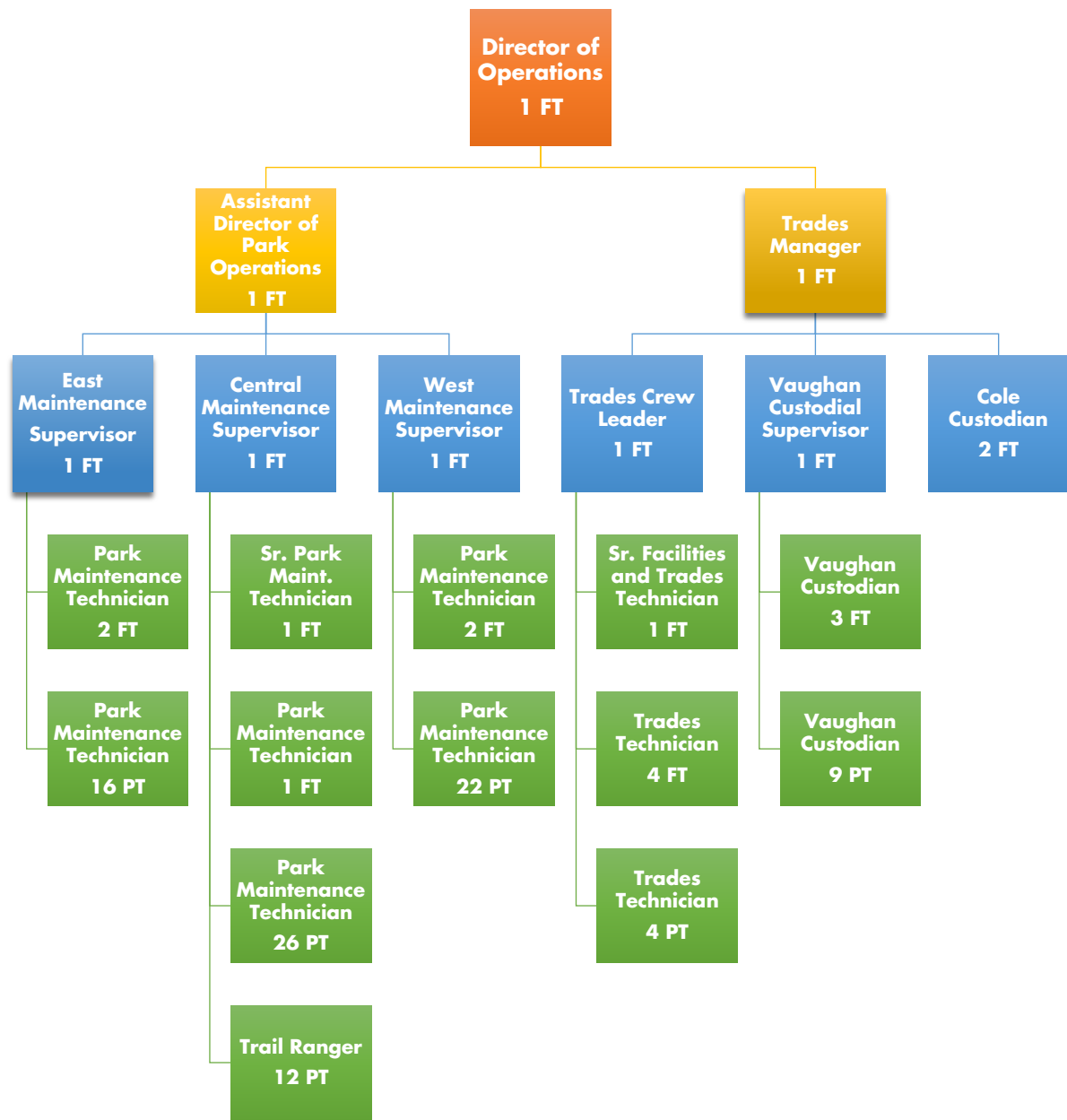
Short and Long-Term Goals

- ✓ Redefine levels of service related to assigned areas, continually evaluating available resources to match needs
- ✓ Improve signage for regulatory compliance and wayfinding for improved guest experience
- ✓ Continue to build upon resource reduction and environmental stewardship with the use of equipment technology (alternative fuels), and the use of best practices in areas of responsibility
 - ✓ Increase transparency, asset protection and accountability using asset tracking, data analytics and staff training and development

Fox Valley Park District
2021 Budget
General Fund – Operations – Parks Maintenance

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Salaries and Wages	\$ 689,975	\$ 695,247	\$ 660,307	\$ 499,250	\$ 927,675
Health & Other Insurance Costs	234,804	26,111	154,368	202,112	201,363
Other Employee Costs	11,921	132	400	400	300
Maintenance & Repairs	259,972	501,999	458,870	378,649	835,750
Other Services	92,220	108,026	189,650	190,070	214,500
Materials & Supplies	227,455	179,373	270,725	246,700	230,000
Miscellaneous	305	-	-	-	-
Capital Expenditures	91,468	-	-	-	-
Total Expenses:	\$ 1,608,119	\$ 1,510,887	\$ 1,734,320	\$ 1,517,181	\$ 2,409,588

(A component of the Operations Department)



Fox Valley Park District
2021 Budget
General Fund – Operations – Facility Maintenance

The Facilities Maintenance Division manages and maintains a diverse portfolio of District properties. The Division provides ongoing maintenance and upkeep of District buildings and structures. This includes building and other structure maintenance and repair involving plumbing, heating, ventilating, air conditioning (HVAC), plumbing, electrical, painting, and other miscellaneous repairs. The Facilities Division also provides project management services to support capital improvement projects. The Facilities Division strives to improve operations and reduce expenditures by embracing preventative maintenance and proactive measures that will reduce reactive work.

Personnel Summary			
	2019 Actual*	2020 Projected*	2021 Proposed
Full-Time Positions	-	-	12.0
Full-Time Equivalents	-	-	11.5
Part-time Positions	-	-	6.0

*Note – In prior years, Operations personnel was not reported by division.

FY 2020 Accomplishments

- ✓ Provided maintenance and customer service during the pandemic with full time staffing. Staff focused on asset protection, sanitation/disinfection, inspection, preventative maintenance, and repairs
- ✓ Completed annual Reduced Pressure Zone (RPZ) testing with in-house staff
- ✓ Performed daily building and aquatics facilities inspections during Covid-19 shutdown including HVAC and plumbing checks

Short and Long-Term Goals

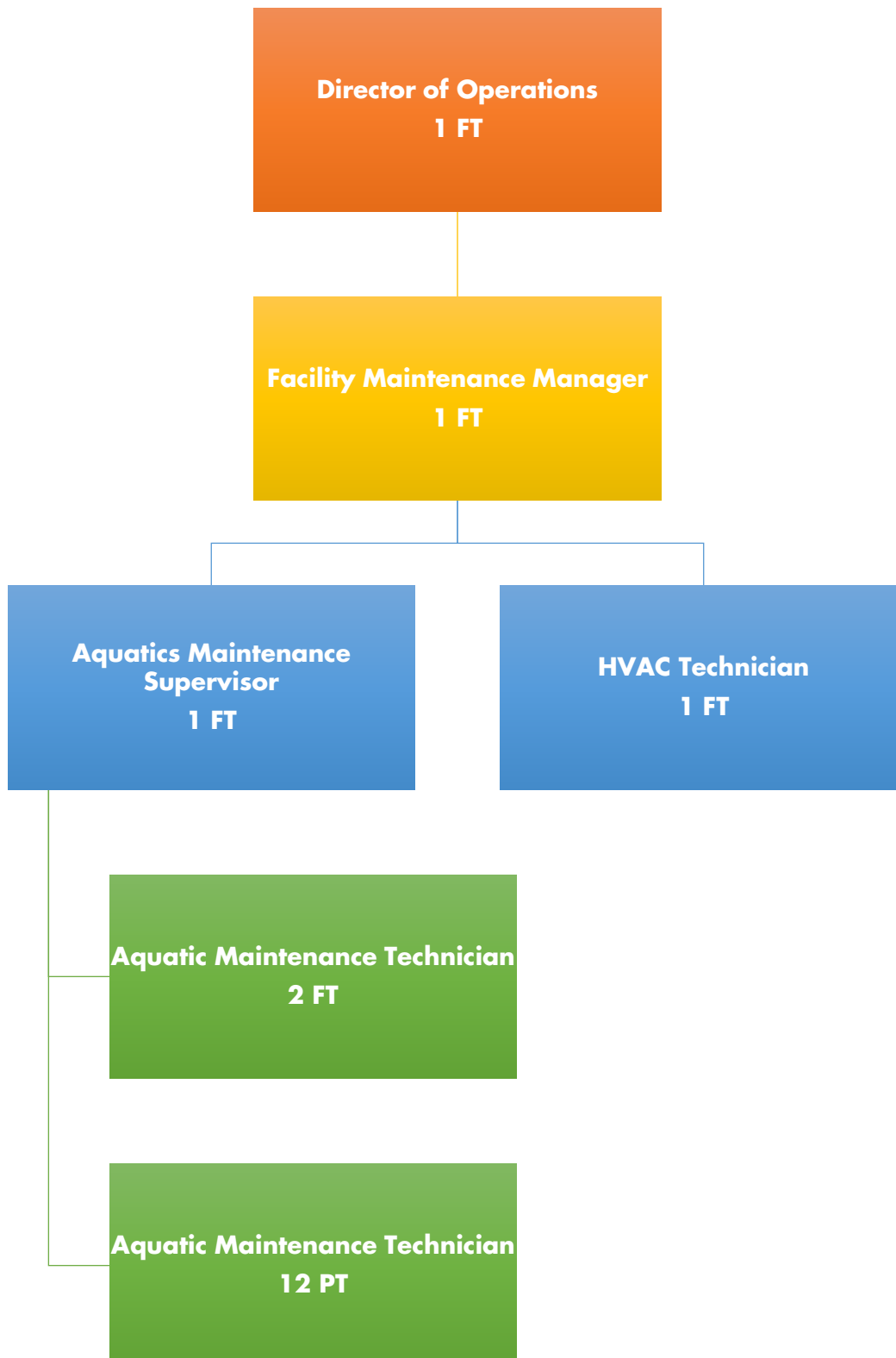
- ✓ Continue to bolster the building automation system (BAS) to accurately trend and forecast utility costs relative to building use and guest need
- ✓ Build upon preventative maintenance programs to positively impact the guest experience and the financial resources of the District by reducing mechanical system breakdowns.
- ✓ Accurately and efficiently plan, design, bid and complete replacements of end of life equipment
- ✓ Redefine levels of service as it relates to assigned areas, continually evaluating available resources to match needs
- ✓ Increase transparency, asset protection and accountability using asset tracking, data analytics and staff training and development

Fox Valley Park District
2021 Budget

General Fund – Operations – Facility Maintenance

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Salaries and Wages	\$ 415,319	\$ 610,138	\$ 675,561	\$ 576,355	\$ 710,520
Health & Other Insurance Costs	229,138	25,433	150,636	197,254	197,405
Other Employee Costs	5,481	33	100	100	100
Utilities	140,898	146,712	158,900	169,170	166,000
Professional Services					
Maintenance & Repairs	220,697	159,850	98,500	192,450	167,000
Other Services	85,225	107,128	84,910	98,500	82,500
Materials & Supplies	136,995	146,614	153,100	186,550	181,000
Capital Expenditures	371	-	-	-	-
Total Expenses:	\$ 1,234,124	\$ 1,195,909	\$ 1,321,707	\$ 1,420,379	\$ 1,504,525

(A component of the Operations Department)



General Fund – Operations – Horticulture and Natural Areas

The Horticulture and Natural Areas Division (Greenhouse Division) is responsible for the propagation, installation, and maintenance of all bedding plants and displays throughout the District and on District property. Horticulture staff strives to ensure all guests are presented with memorable displays of annual and perennial plants during any season. This division is also responsible for all specialty ornamental plantings at District facilities and natural areas maintenance, care, and preservation.

Personnel Summary			
	2019 Actual*	2020 Projected*	2021 Proposed
Full-Time Positions	-	-	3.0
Full-Time Equivalents	-	-	3.0
Part-time Positions	-	-	2.0

*Note – In prior years, Operations personnel was not reported by division.

FY 2020 Accomplishments

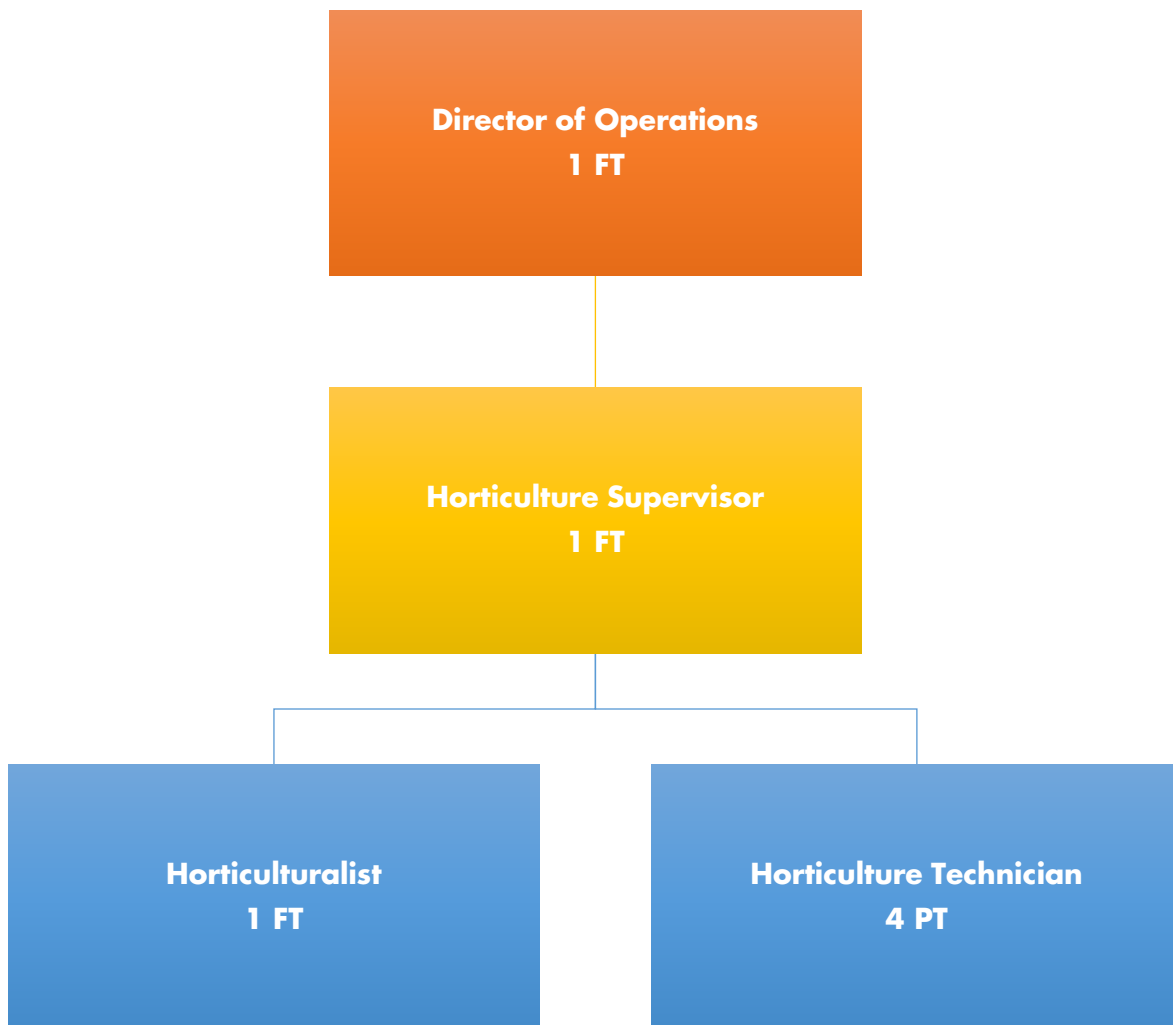
- ✓ Provided maintenance and customer service during the pandemic with full time staffing. Staff focused on asset protection, sanitation/disinfection, inspection, preventative maintenance, and repairs
- ✓ Continued invasive plant removal in natural areas at various parks in the District. Provided annual plantings at District sites (reduction at outdoor aquatics)

Short and Long-Term Goals

- ✓ Identify areas Districtwide for additional landscape plantings using drought tolerant sustainable plantings providing both guest centered aesthetics and environmental benefits
- ✓ Develop and adhere to the prescribed standards and best management practices in natural area maintenance

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Salaries and Wages	\$ 133,135	\$ 122,288	\$ 141,662	\$ 107,295	\$ 223,207
Health & Other Insurance Costs	48,366	5,368	31,796	41,636	41,668
Other Employee Costs	2,346	-	-	-	-
Maintenance & Repairs	-	2,441	1,850	-	1,500
Other Services	345,155	337,846	355,000	360,000	380,000
Materials & Supplies	32,986	43,717	47,535	36,700	39,700
Total Expenses:	\$ 561,989	\$ 511,661	\$ 577,843	\$ 545,631	\$ 686,075

(A component of the Operations Department)



General Fund – Operations – Arboriculture, Lake Management & IPM

The Division of Arboriculture, Lake Management, and Integrated Pest Management (IPM), maintains District-owned green space through the oversight of all plant protectants, all District owned lakes and the collection of managed trees. The overall tree population within the District is over 18,000 trees, with over 300 distinct species. The Division's responsibilities include planting, pruning, removing, inspecting, and cataloging the tree collection. The District's forestry program includes reforestation of sites due to loss or site improvements, annual pruning, and maintenance of two District nurseries. The Division also jointly supervises contractual natural area maintenance at 30 district sites. The Division annually holds various Arbor Day celebrations.

Personnel Summary			
	2019 Actual*	2020 Projected*	2021 Proposed
Full-Time Positions	-	-	2.0
Full-Time Equivalents	-	-	2.0
Part-time Positions	-	-	16.0

*Note – In prior years, Operations personnel was not reported by division.

FY 2020 Accomplishments

- ✓ Completed storm damage removals and pruning during April and May storms
- ✓ Provided maintenance and customer service during the pandemic with full time staffing; focused on asset protection, sanitation/disinfection, inspection, preventative maintenance, and repairs

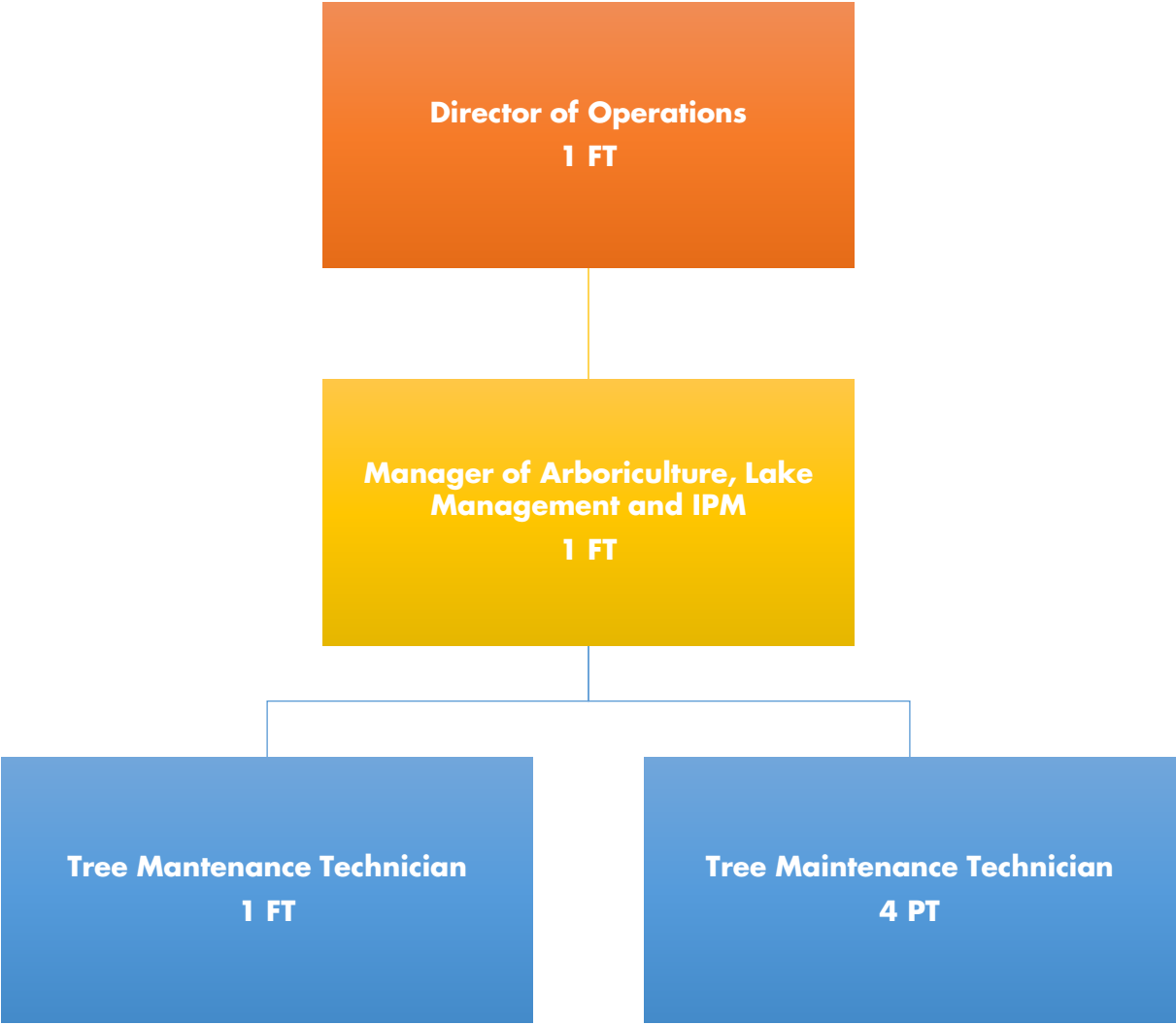
Short and Long-Term Goals

- ✓ Implement reforestation (100+ trees annually) following species diversity plan
- ✓ Consolidate tree nursery due to age, space, and available staffing

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Salaries and Wages	\$ 175,689	\$ 110,430	\$ 150,648	\$ 142,010	\$ 173,155
Health & Other Insurance Costs	28,863	3,204	18,975	24,847	24,866
Other Employee Costs	2,390	222	1,000	-	1,000
Maintenance & Repairs	-	307	500	1,000	1,000
Other Services	160,302	155,791	175,000	175,312	150,000
Materials & Supplies	18,130	9,691	18,500	17,000	18,500
Total Expenses:	\$ 385,374	\$ 279,645	\$ 364,623	\$ 360,169	\$ 368,521

Arboriculture, Lake Management, and Integrated Pest Management (IPM)

(A component of the Operations Department)



Fox Valley Park District
2021 Budget
General Fund – Operations – Golf and Sports Turf

The Golf and Sports Turf Division is responsible for the maintenance and assurance of safe and uniform playing conditions on all District assigned sites. Maintenance is scheduled, completed, and continually monitored with an overall adherence to on-field wear and overarching playing conditions throughout the scheduled year. Top-dressing, rolling, and other cultural practices (reseeding, aerating) are performed continually based on field inspections. The Division also provides tangential supervision as it relates to the contractual management of Orchard Valley Golf Course by Billy Casper Golf Management.

The Athletic Operations & Tournament Manager position has a responsibility that aligns with the Recreation Department. In Coordination with the Athletic Program and Rental Supervisor, the Athletic Operations & Tournament Managers designs, promotes, and manages athletic programming revenues at District athletic field sites.

Personnel Summary			
	2019 Actual*	2020 Projected*	2021 Proposed
Full-Time Positions	-	-	4.0
Full-Time Equivalents	-	-	3.5
Part-time Positions	-	-	20.0

*Note – In prior years, Operations personnel was not reported by division.

FY 2020 Accomplishments

- ✓ Provided maintenance and customer service during the pandemic with full time staffing levels at all maintenance sites. Staff focused on asset protection, sanitation/ disinfection, inspection, preventative maintenance, and repairs
- ✓ Maintained Stuart Sports Complex and other District athletic sites to a high standard of aesthetics while adhering to the District's Integrated Pest Management Program (IPM)
- ✓ Collaborated with Recreation Athletics to build upon positive revenue gains in areas within shared athletics programming

Short and Long-Term Goals

- ✓ Continue the in-house renovation of identified ballfield sites to improve turf conditions, playability, and safety
- ✓ Continue to improve upon progress made in areas of athletic tournament and athletic group program rentals maximizing profit while adhering to planned expenses
- ✓ Develop new revenue generating athletic rental opportunities based on community need and available District athletic field sites

Fox Valley Park District
2021 Budget
General Fund – Operations – Golf and Sports Turf

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Salaries and Wages	\$ 28,360	\$ 28,389	\$ 28,483	\$ 28,300	\$ 66,185
Health & Other Insurance Costs	29,412	3,265	19,336	25,320	25,339
Other Employee Costs	3,411	-	-	-	-
Other Services	3,030	-	-	-	-
Materials & Supplies	1,838	-	-	-	-
Total Expenses:	\$ 66,051	\$ 31,654	\$ 47,819	\$ 53,620	\$ 91,524

(A component of the Operations Department)



The Planning Department directs and manages the analysis and acquisition, planning, design and development of recreation sites, facilities, and open space through environmentally and fiscally responsible actions. Major functions include:

- ✓ Coordinate the planning, design and construction of new parks, recreation facilities and District-wide amenities, including neighborhood parks, community parks, trail connectivity and District-wide amenities
- ✓ Pursue and administer grants from Federal, State, and local sources related to the funding of capital projects
- ✓ Develop and manage public outreach initiatives related to park and facility planning, and design projects, intergovernmental cooperation, and District property use agreements; serve as the “community liaison” for neighborhood and community groups
- ✓ Manage the District’s land acquisition and open space preservation processes
- ✓ Coordinate environmental initiatives such as the expansion of pollinator habitat

Personnel Summary			
	2019 Actual	2020 Projected	2021 Proposed
Full-Time Positions	1.0	1.0	2.0
Full-Time Equivalents	1.0	1.0	2.0
Part-time Positions	-	-	-

FY 2020 Accomplishments

- ✓ Administration of Grant Applications and Grant Funded Capital Projects which include the following:
 - Copley Hospital Park site development - IDNR-OSLAD grant funding of \$285,500
 - 2020 State of Illinois Capital Bill HB0064 Amendment 1 - Secured the obligation of \$775,000 in capital project funding
 - Simmons Park Pickleball and Splash Pad Improvements - \$275,000 in DCEO grant funding
 - Blackberry Farm Events Barn Landscaped Patio - \$50,000 DCEO grant funds
 - Prairie Path/ITEP improvement project - Phase 1 and Phase 2 engineering completed in accordance with IDOT/ITEP requirements and schedules
 - Illinois Clean Energy Community Foundation \$10,000 grant for the establishment of pollinator meadow habitat at Stuart Sports Complex
- ✓ Park Land/Cash Ordinance Application - Park Site Acquisition and Cash Disbursement
 - Acceptance of the 17.38-acre neighborhood park site in the Blackberry Crossing West subdivision in Montgomery
- ✓ Agreements/Policies
 - FVPD/City of Aurora Intergovernmental Agreement for the funding and maintenance of Golfview area drainage improvements

- FVPD/City of Aurora- FVPD grant of temporary easement along Montgomery Road for City of Aurora construction of an asphalt neighborhood trail connection between Waubonsie Creek Trail and Walcott Drive
- FVPD/Village of Montgomery Intergovernmental Agreement for Village of Montgomery construction and maintenance of an asphalt trail connection between Stuart Sports Complex and the Foxmoor subdivision
- FVPD/Village of North Aurora- Intergovernmental Agreement for access and utility connection for construction of Phase I silo improvements
- ✓ Planning Studies
 - 2020 ADA Plan Update completed
 - Aurora Prairie Master Plan completed
 - Creation of local road wayfinding signage plan for Phillips Park aquatic center and Splash Country aquatics park completed, coordination with City of Aurora on fabrication and installation
- ✓ Community/Intergovernmental Outreach
 - Coordination with the City of Aurora on the planting plan and disbursement of \$30,000 of TIF funding for landscape improvements within the Lake Street corridor at the Prisco Community Center
 - Coordination with Village of Montgomery staff on implementation of the Village's 5-year Bike and Pedestrian Trail Plan proposed connection to the Gilman Trail
 - Coordination of the installation of little libraries at Butterfield Park and Stonebridge Park
 - Blackhawk Park public art manage the continuation of the installation of three existing sculptures for the 2020 season

Short Term Goals - 2021

- ✓ Complete project close-out Copley Hospital redevelopment site and complete the grant funding administration
- ✓ Complete the Simmons Park improvements and complete the funding administration
- ✓ Complete the Walters Park Wellness Walk project
- ✓ Complete the IDOT review and permitting process, bid and complete construction of the ITEP grant funded Prairie Path widening and paving improvement project
- ✓ Implement State Capital Bill related grant funded projects as grant funding is released
- ✓ Identify and implement facility wayfinding signage
- ✓ Manage land and facility related use agreements and update status as appropriate
- ✓ Coordinate with the City of Aurora on residential development plans and related open space planning in the undeveloped Will County portion of the park district
- ✓ Coordinate with the City of Aurora on the use, management, and ownership of riverfront property
- ✓ Coordinate with neighboring municipalities on the neighborhood trail connection
- ✓ Pursue non-traditional funding opportunities such as Riverboat Fund and CDBG sources
- ✓ Continue to apply for pollinator habitat creation grants as grant funding is made available

2021 Long Term Goals

- ✓ Identify and formulate partnership agreements with related public or private entities to increase recreation and open space opportunities and reduce maintenance costs
- ✓ Identify and implement opportunities for improved trail connectivity
- ✓ Manage the inclusion of public art into parks and facilities in accordance with the District's Public Art Policy
- ✓ Perform function of government affairs liaison to both affiliated governmental agencies, school districts and community groups
- ✓ Identify and pursue grant funding opportunities for capital development

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Salaries and Wages	\$ 328,027	\$ 152,171	\$ 157,760	\$ 148,000	\$ 227,418
Health & Other Insurance Costs	48,885	5,426	32,137	42,083	42,115
Other Employee Costs	2,815	1,077	1,865	800	715
Professional Services	20,207	26,434	74,000	15,000	85,000
Maintenance & Repairs	1,734	-	-	-	-
Other Services	381	-	-	-	-
Materials & Supplies	5,613	311	360	850	360
Miscellaneous	265	240	150	100	150
Total Expenses:	\$ 407,927	\$ 185,660	\$ 266,272	\$ 206,833	\$ 355,758

Director of Planning
1 FT

Social Equity and Outreach Strategist
1 FT

Reimagining Recreation
2021 ANNUAL BUDGET
MAJOR FUNDS - RECREATION FUND



**Fox Valley Park District
2021 Budget
Recreation Fund**

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues:					
Taxes	\$ 3,779,653	\$ 3,728,564	\$ 4,952,500	\$ 4,966,326	\$ 6,440,000
Rental Income	860,202	835,143	935,512	411,600	762,843
Investment Income	152,963	157,490	95,000	150,000	110,000
Intergovernmental Income	924,222	90,451	-	283,188	230
Fees & Memberships	3,656,160	3,905,092	4,186,142	1,599,327	2,620,385
Merchandise Sales	28,956	100,176	89,715	50,723	88,744
Food & Beverage Sales	91,594	83,745	116,320	18,878	113,574
Miscellaneous Receipts	150,413	184,952	71,510	(10,066)	35,738
Program Revenues	3,639,621	3,870,069	4,240,141	1,786,208	3,312,299
Total Revenues:	\$ 13,283,784	\$ 12,955,683	\$ 14,686,840	\$ 9,256,184	\$ 13,483,813
Expenses:					
Salaries and Wages	5,910,572	6,389,881	7,002,447	5,333,077	6,539,942
Health & Other Insurance Costs	683,432	131,033	800,447	639,900	952,398
Other Employee Costs	70,175	79,494	85,250	56,088	78,700
Utilities	826,152	878,768	790,204	743,050	892,499
Professional Services	559,165	108,917	655,500	130,200	129,500
Maintenance & Repairs	1,262,222	1,735,086	1,637,031	1,402,629	1,611,707
Other Services	1,318,618	1,150,831	1,271,468	641,497	950,431
Materials & Supplies	1,420,200	1,288,897	1,369,460	1,072,171	1,201,765
Merchandise	71,566	74,007	66,850	39,585	65,320
Food & Beverage	34,432	31,697	33,600	13,500	30,800
Miscellaneous	46,209	51,405	54,275	37,983	47,699
Capital Expenditures	2,051,222	319,412	361,760	173,584	-
Debt Service	41,809	41,809	8,925	8,925	8,925
Total Expenses:	\$ 14,295,773	\$ 12,281,237	\$ 14,137,217	\$ 10,292,189	\$ 12,509,686
Excess (Deficiency) of Revenues Over Expenses:	\$ (1,011,989)	\$ 674,446	\$ 549,623	\$ (1,036,005)	\$ 974,127
Other Financing Sources (Uses):					
Fund Balance Transfers In	-	-	-	-	-
Fund Balance Transfers (Out)	(2,163,658)	(1,173,080)	(547,585)	(344,638)	(419,781)
Capital Lease Issuance	38,545	-	-	-	-
Total Other Financing Sources (Uses):	\$ (2,125,113)	\$ (1,173,080)	\$ (547,585)	\$ (344,638)	\$ (419,781)
Net Income (Loss):	\$ (3,137,103)	\$ (498,634)	\$ 2,039	\$ (1,380,643)	\$ 554,346
Beginning Fund Balance:	9,618,753	6,481,651	5,983,017	5,983,017	4,602,375
Ending Fund Balance:	\$ 6,481,651	\$ 5,983,017	\$ 5,985,056	\$ 4,602,375	\$ 5,156,721

The Recreation Department's primary responsibility is to provide patrons with high-quality recreation and leisure experiences in distinctively well-maintained and operated facilities. The Recreation Department offers programming within the following facilities/areas:

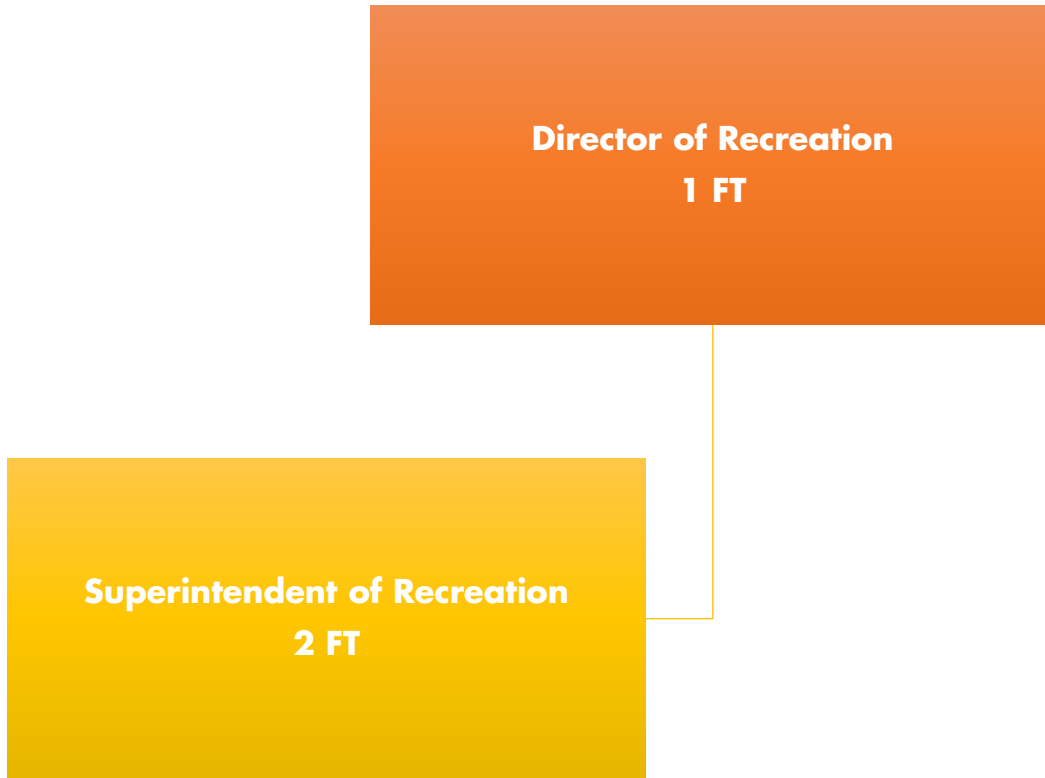
- ✓ Recreation Administration
- ✓ Vaughan Athletic Center
- ✓ Eola Community Center
- ✓ Prisco Community Center
- ✓ Copley Boxing and Training Center
- ✓ Fox Fitness
- ✓ Stuart Sports Complex

Fox Valley Park District
2021 Budget
Recreation Fund - Administration

The primary function of the Administrative Services Division is the management and coordination of the operations of the Recreation Department and each of its divisions.

Personnel Summary			
	2019 Actual	2020 Projected	2021 Proposed
Full-Time Positions	2.0	2.0	3.0
Full-Time Equivalents	2.0	2.0	11.625
Part-time Positions	-	-	-

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Salaries and Wages	\$ 1,118,822	\$ 1,127,236	\$ 1,285,500	\$ 1,103,296	\$ 1,345,278
Health & Other Insurance Costs	154,622	29,645	181,095	145,547	216,247
Other Employee Costs	57,697	50,285	54,725	35,100	55,950
Utilities	44,487	48,525	49,795	58,395	60,795
Professional Services	470,886	52,325	561,400	51,700	62,000
Maintenance & Repairs	40,398	66,280	68,648	62,300	69,000
Other Services	360,076	339,369	379,349	222,752	357,534
Materials & Supplies	105,811	116,493	148,619	368,750	127,018
Miscellaneous	6,442	4,622	6,200	1,108	6,699
Capital Expenditures	(249,825)	(40,000)	162,650	150	-
Debt Service	41,809	41,809	8,925	8,925	8,925
Transfers Out	2,163,658	1,173,080	547,585	344,638	419,781
Total Expenses:	\$ 4,314,884	\$ 3,009,669	\$ 3,454,491	\$ 2,402,660	\$ 2,729,227



Fox Valley Park District
2021 Budget
Recreation Fund – Marketing & Communications

Marketing and Communications serves the District by providing communication materials and strategies to tell the District's story across its many brands and business units. Marketing tactics focus on increasing participation in programs and events, facility usage and memberships, thus increasing revenue and lowering the overall district reliance on taxes.

Marketing and Communications reaches our community members in a variety of ways, including paid campaigns, social media, activity guides, posters, fliers, press releases, columns, photos, billboards, public relations, website postings, radio, direct mail, postcards, banners, bulletin boards, facility and district newsletters, signage, email blasts, e-newsletters, on-hold messages, surveys and presence at community events. This department also serves as the hub for the District's Foundation activities (Golf for Kids) and sponsorship and development growth.

Social media and electronic communication with residents continue to grow. In 2019-2020, the District added new formats such as the Red Oak Twitter pages and podcast and refined its digital marketing reports. Marketing aggressively targets social media as a primary communication tool and has reassigned resources to share content more effectively. Our overall digital footprint has grown and continues to be a large point of entry for our constituents.

The Marketing department also oversees the Fox Force volunteer program, after-school programming in conjunction with Communities in Schools and MyTime, the summer outdoor concert series and collaborates with summer camps for the underserved. The department takes a leadership role in Crisis Management situations and is a primary contributor to award entries, grants, partnerships, and other community-forward initiatives such as National Night Out.

Marketing's org chart includes a Business Development Specialist, which helps coordinate district-wide strategies toward alternative sources of revenue. Highlights for 2020 include an ongoing sponsorship through AMITA, launch of banners at Stuart Sports Complex, and continued partnership despite trying circumstances.

Personnel Summary			
	2019 Actual	2020 Projected	2021 Proposed
Full-Time Positions	7.0	6.0	7.0
Full-Time Equivalents	6.2	6.0	7.0
Part-time Positions	-	-	-

FY 2020 Accomplishments

- ✓ Search Engine Optimization of website to include more content, user friendly menus and quick shortcuts
- ✓ Awarded IPRA/IAPD Award for Best Large Format marketing piece (Fox Fitness)
- ✓ Transitioned Activity Guide to a fully digital medium, with interactive link and guest-friendly features
- ✓ Launched RoboHead as our marketing project management software: trained staff and began tracking by district area
- ✓ Enhanced Fox Fitness branding w/forms and corporate account overhaul
- ✓ Produced four quarterly activity guides on time and under budget
- ✓ Launched Conversica as our artificial intelligence outreach platform; tracked inbound leads and funneled hot leads to appropriate sales area
- ✓ Expanded use of targeted email campaigns to drive event revenue
- ✓ Expanded awareness of diversity and equity through webinar and industry events
- ✓ Developed more “Tell Our Story” pieces to expand District public awareness
- ✓ Performed crisis/event communication during ongoing pandemic changes
- ✓ Launched Virtual Recreation hub and provided ongoing support through hundreds of videos, social content and eblasts
- ✓ Integrated additional Spanish marketing pieces throughout district, specifically through expanded visibility in activity guide and on summer promo materials
- ✓ Supported all District signature events with marketing materials, social, web, and eblast efforts; staffed/volunteered at many on-site with giveaways and other events
- ✓ Overhauled District email signatures to best practices standardized format
- ✓ Flexed staff members to provide key support to facilities and eCare during pandemic
- ✓ Participated in five 21st Century Grants including the FVPD grant

Budget Highlights

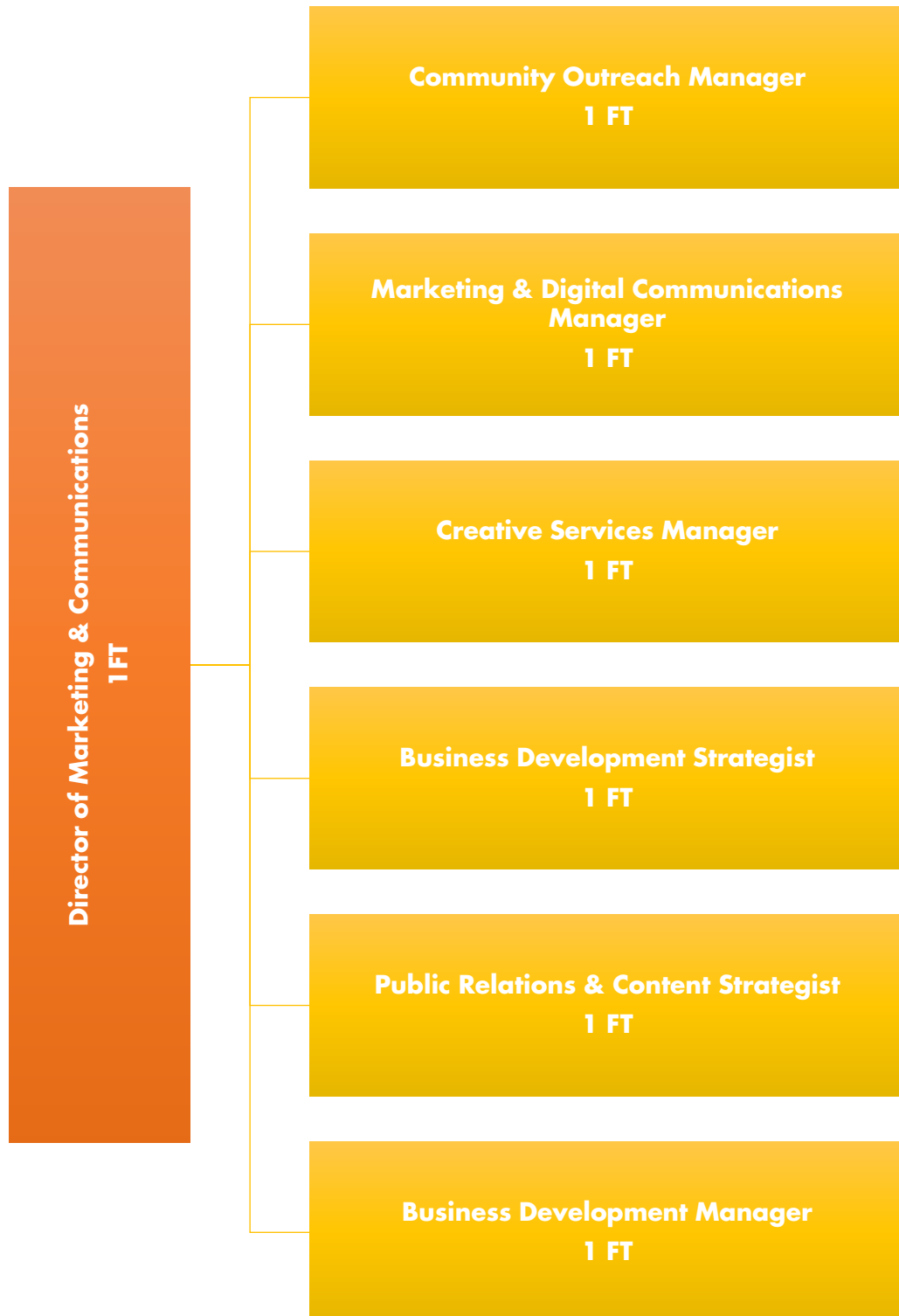
- ✓ Decreased printing line item by \$100,000 by shifting to digital distribution
- ✓ Eliminated PT Graphic Design support position
- ✓ Conversica not budgeted for – \$40,000 savings
- ✓ Addition of Artificial Intelligence platform to spur revenue growth

Long-Term Goals

- ✓ Shift all community bulletin boards to digital, TV-based models
- ✓ Implement website Chat or AI bot to handle easy questions
- ✓ Address continued District-wide need for video production

Fox Valley Park District
2021 Budget
Recreation Fund – Marketing & Communications

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Salaries and Wages	\$ 362,140	\$ 446,943	\$ 463,990	\$ 544,600	\$ 465,995
Health & Other Insurance Costs	24,741	4,744	28,977	23,129	34,442
Other Employee Costs	3,998	12,357	12,900	9,460	4,600
Professional Services	77,835	39,390	77,000	62,000	50,000
Maintenance & Repairs	4,000	6,135	5,000	4,700	4,500
Other Services	273,138	242,683	261,350	117,000	123,350
Materials & Supplies	8,907	5,220	4,200	3,472	3,200
Miscellaneous	29,223	25,688	28,900	20,200	20,500
Capital Expenditures	550	-	500	-	-
Total Expenses:	\$ 784,533	\$ 783,160	\$ 882,817	\$ 784,561	\$ 706,587



Fox Valley Park District
2021 Budget
Recreation Fund – Vaughan Athletic Center (VAC)

The 225,000 square foot Vaughan Athletic Center includes a 10,000-square-foot fitness center, three group exercise rooms, upper level premium locker rooms, lower level locker rooms, a childcare center, two indoor tracks (1/6 of a mile and 1/8 of a mile), an indoor fieldhouse with four basketball courts, a café, nine tennis courts, three indoor pools including a leisure waterpark, competition pool and therapy pool, multi-purpose rooms, ATI's physical therapy location, and is also the main location for the Fox Valley Special Recreation Association. The facility has a strong focus on fitness, health and wellness, and athletic programming. In addition to the health and wellness focus, the Vaughan Athletic Center has historically hosted camps, preschool and birthday parties, further increasing the revenues generated by this facility.

Personnel Summary			
	2019 Actual	2020 Projected	2021 Proposed
Full-Time Positions	22.0	22.0	22.0
Full-Time Equivalents	20.3	21.0	20.01
Part-time Positions	383.0	410.0	250.0

FY 2020 Accomplishments

- ✓ Offered camp programming for the community during a global pandemic and did so in a safe manner, following guidelines put in place by the CDC, ACA and IDPH
- ✓ Reorganized the structure of aquatic birthday parties to accommodate more parties, resulting in an additional \$10,000 in revenue in the first quarter of 2020
- ✓ Continued swim team practices once Phase 3 Restore Illinois began which generated \$13,000 in revenue
- ✓ Received a meets-overall on the Star Guard Lifeguard Audit in February and an exceeds-overall on the July and August 2020 audits
- ✓ Eliminated previous smoothie program and introduced an all-natural based shake lineup to help members in their journey to achieve the desired health results
- ✓ Offered outdoor tennis programs, including high-performance camps, at Washington Park during Phase 3 Restore Illinois. Outdoor tennis had a 15% increase in participation and a 40% increase in revenue
- ✓ Implemented COVID-19 Safe Play guidelines to host sanctioned USTA Adult League Matches indoors. From late June – August, Vaughan Tennis hosted six separate matches netting roughly \$2,200 between court fees and pro shop sales
- ✓ Offered a Pickleball tournament for the first time in January 2020, serving 18 players. Pickleball continues to emerge within the facility
- ✓ Developed and implemented the MVP virtual sports programming during the Covid-19 closure
- ✓ Brought in a new market with the development of E-Gaming classes and leagues
- ✓ Hosted the very successful 2020 Family Fun Fair. 32 vendors and roughly 1,200 guests enjoyed an afternoon of Zumba, music, games, inflatables, raffles, and more. Participants of the Family Fun Fair were able to learn about valuable services, programs, and organizations in our community. The Fox

Fitness team created a fun, intricate obstacle course and lead several fitness demos including Zumba and Pound

Short Term Goals

- ✓ Reorganize birthday parties to allow for aquatic birthday parties to operate under Phase 4 Restore Illinois plans
- ✓ Expand eCare to hybrid or before and after school care for District 129 held to continue to service constituents in need of care for their students while in the Phase 4 Restore Illinois plan and beyond
- ✓ Hire an Aquatics General Manager to oversee three aquatic facilities including programming, lifeguard management, and the overall operations of the facilities
- ✓ Research and investigate outdoor tennis program options on the East side of town to either partner/rent space or relocate to the eastside of town
- ✓ Host at least one in-house athletic tournament/event that generates profit
- ✓ Explore options to create a fully electronic sign in/out system for VAC Child Care
- ✓ Provide additional training areas for FVPD athletic teams to train and outside athletic teams to rent for group trainings. Work with Fitness to develop a membership that will allow members to use the area during off times

Long Term Goals

- ✓ Offer eCare before and after school program in the District schools' once children can safely to return to school
- ✓ Implement 5-year Master Plan that was created in Spring 2020 with focus on revenue generating improvements within the facility
- ✓ Reevaluate location of programming to best maximize revenue including dance, karate and aquatic fitness programming
- ✓ Increase programming opportunities for early childhood including expanding preschool offerings both morning and afternoon and provide a weekend option for working families
- ✓ Evaluate current NITTL team structure and player placement. Research feasibility of converting to a structure where pro staff-lead teams and the club places players versus captain-lead teams. Evaluate pros and cons of each structure
- ✓ Train several pro-staff under the USTA Tournament Director guidelines and Serve Tennis Software to enable Vaughan Tennis to offer multiple sanctioned USTA tournaments throughout the indoor and outdoor season with an end goal of hosting a Level 6 regional tournament every other weekend after a five-year span
- ✓ Increase fieldhouse/program rental revenue by 20% by 2025

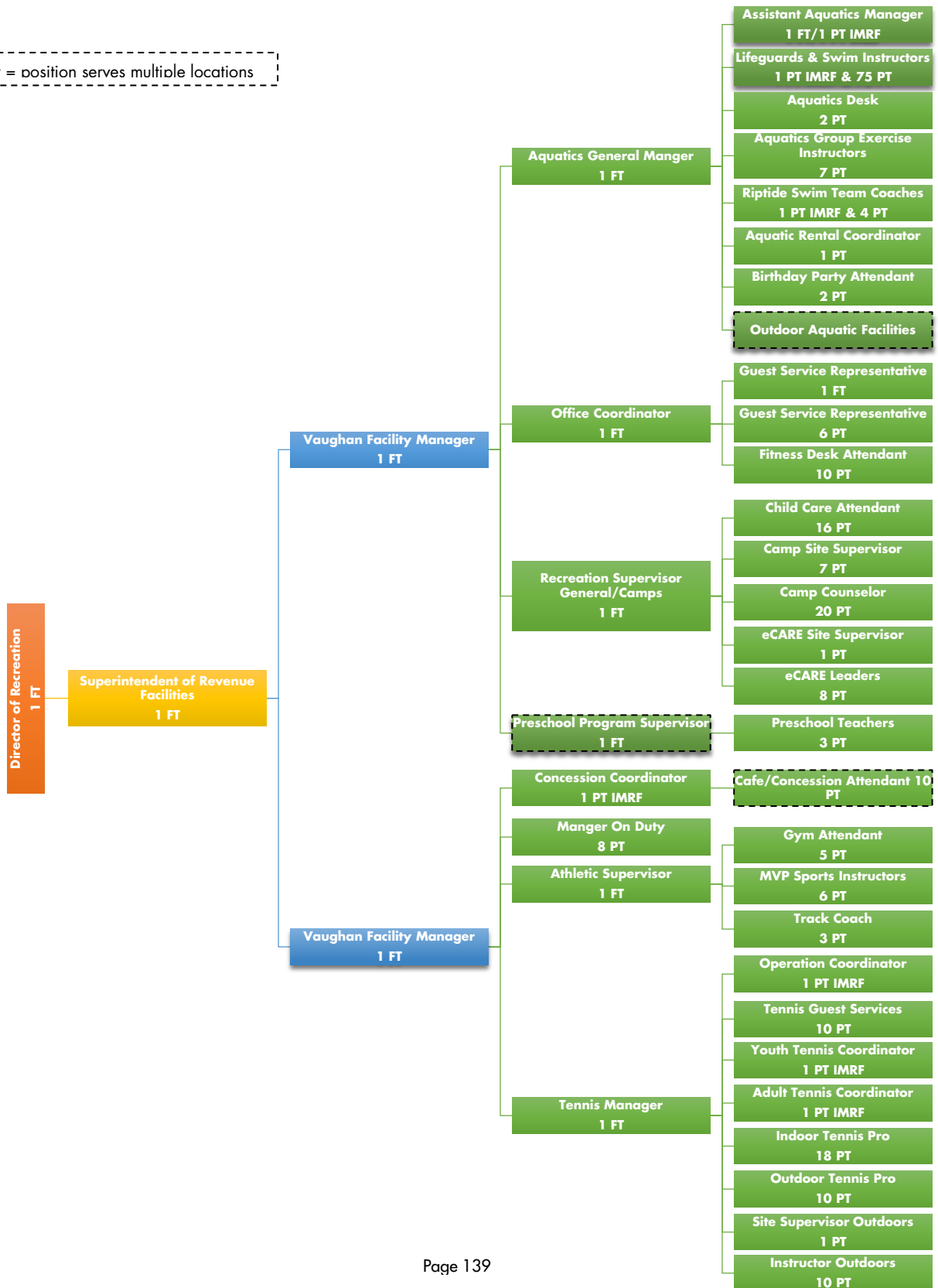
Fox Valley Park District
2021 Budget
Recreation Fund – Vaughan Athletic Center (VAC)

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Salaries and Wages	\$ 2,217,600	\$ 2,489,098	\$ 2,661,453	\$ 1,935,485	\$ 2,349,216
Health & Other Insurance Costs	207,507	39,785	243,036	193,987	288,869
Other Employee Costs	3,843	11,630	11,000	7,188	13,100
Utilities	504,837	532,070	470,200	442,620	502,200
Professional Services	3,456	7,084	5,000	5,000	5,000
Maintenance & Repairs	433,292	533,010	440,232	396,856	478,732
Other Services	159,506	144,133	137,115	89,603	116,389
Materials & Supplies	482,947	497,649	408,350	274,303	406,805
Merchandise	44,410	50,855	46,000	30,890	49,250
Food & Beverage	32,906	30,039	32,000	13,000	30,000
Miscellaneous	3,633	5,269	3,000	3,000	3,000
Capital Expenditures	659	3,049	4,410	4,410	-
Total Expenses:	\$ 4,094,596	\$ 4,343,671	\$ 4,461,796	\$ 3,396,342	\$ 4,242,561

**Fox Valley Park District
2021 Budget
Vaughan Athletic Center**

(A component of the Recreation Department)

Dashed Border = position serves multiple locations



The 63,000-square-foot Eola Community Center opened in 1993 through a joint effort between the Fox Valley Park District and the City of Aurora Public Library. The building occupies two acres and has 15 acres of community park space. Eola Community Center offers visitors more than 2,000 programs annually including athletics, preschool, gymnastics, cheer, martial arts, dance, early childhood, day camps, special events, and a fitness center. Eola Community Center staff actively engage with the community to offer current and relevant programs that meet the overall needs of the community.

Personnel Summary			
	2019 Actual	2020 Projected	2021 Proposed
Full-Time Positions	8.0	8.0	8.0
Full-Time Equivalents	8.1	8.2	7.02
Part-time Positions	188.0	190.0	134.0

FY 2020 Accomplishments

- ✓ Restructured fitness desk staff under the supervision of the fitness coordinator to be more focused on memberships leads and sales, walk-ins, member scans and promoting group exercise, fitness and personal training options
- ✓ Evaluated and streamlined the rental process to tightened up before and after rental times to maximize space, minimize setup and tear down time and increase rental profits
- ✓ Introduced Minecraft challenges and e-sports gaming leagues to engage our customers during phase 3 of the pandemic
- ✓ Created craft-kits for parents to pick up along with links to online tutorials and provided Storytime online for children during the pandemic
- ✓ Hosted multiple virtual classes utilizing MVP Sports where students were instructed live by a coach to provide training on basic skills, conditioning, and fun sports trivia
- ✓ Collaborated across the District to offer eCare, an extended care program for families in need of childcare due to schools going fully remote during the pandemic
- ✓ Retained more than 40% of the Creative Play participants despite pandemic, well above the national standard
- ✓ Provided private gymnastics lessons, sibling playdates, create your own classes, and traditional recreation classes in the fall, which had strong participation despite the shutdown and various reopening phases

Short-Term Goals

- ✓ Offer more free outdoor community events during the months of May to September
- ✓ Offer 30-minute, private, 1-on-1 basketball instruction during hours when the gym isn't being utilized
- ✓ Continue to offer trending e-gaming options, including online tournaments and pop-up Minecraft building events utilizing times during days off and holidays, in lieu of in-person events
- ✓ Transition eCare into an after-school program in partnership with nearby schools to provide supervision of grade and middle school aged children
- ✓ Continue to develop "outside of the box" programming that will increase enrollment and create comfort to patrons to bring participation back to what it was prior to the pandemic

Long-Term Goals

- ✓ Rearrange Pre-K classes to only afternoon offerings to allow more morning classrooms to fill with 3's and 4's, but also guarantee the afternoon classrooms will fill
- ✓ Create more incentives to purchase a 5-week session pass in Summer Blast Camp, instead of week to week options to reduce gaps in weekly registration
- ✓ Simplify the paperwork necessary for renting a room and streamline the rental times offered on weekends to allow for less downtime between rentals
- ✓ Rebuild the specialty fitness class enrollment and programs
- ✓ Create dedicated spaces at VAC and Prisco for gymnastics classes to run consistently
- ✓ Partner with District 204 schools to utilize gym space to expand youth leagues and youth sports programming for greater partnership connections and greater profit

Fox Valley Park District
2021 Budget
Recreation Fund – Eola Community Center

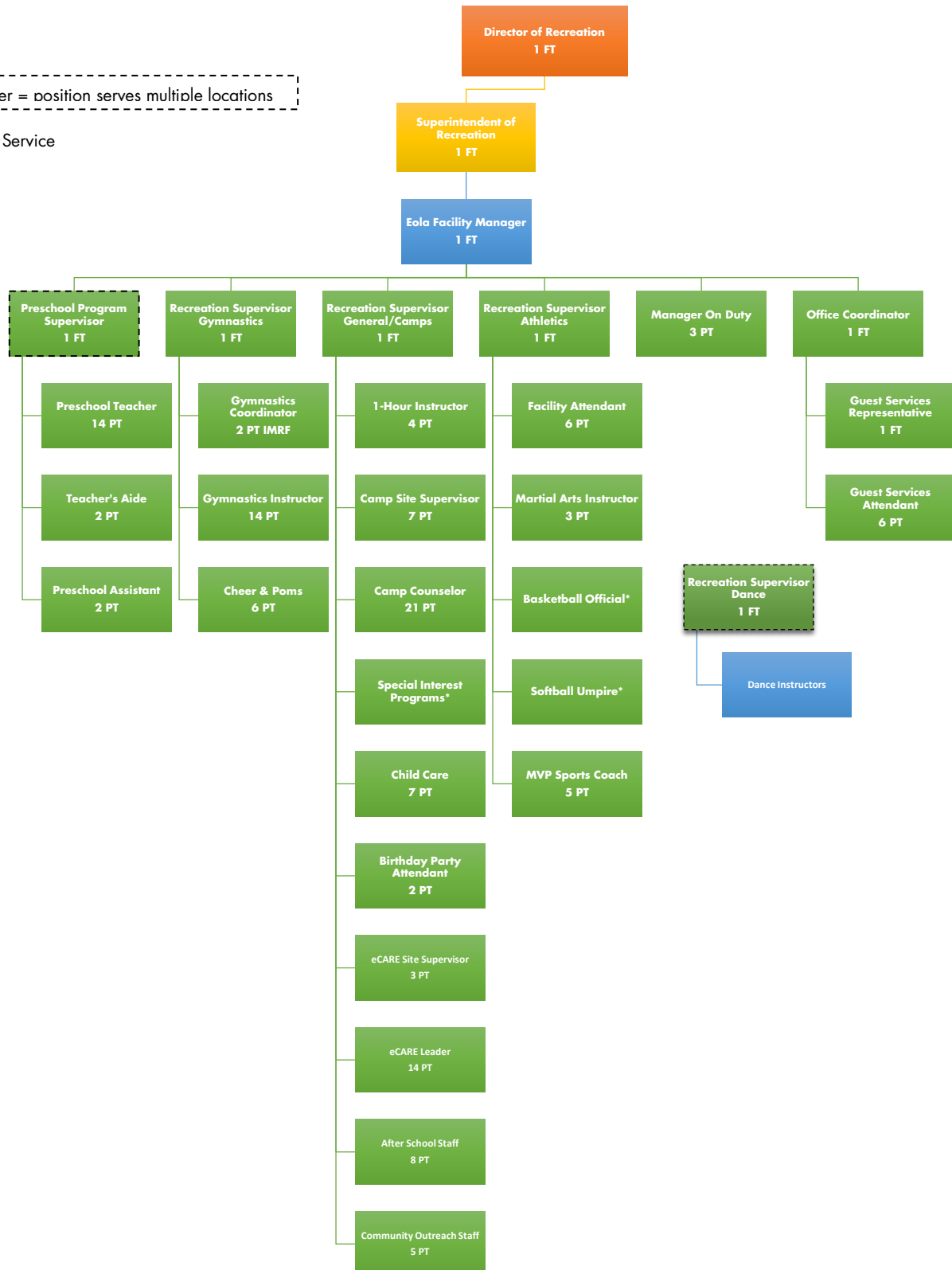
	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Salaries and Wages	\$ 970,132	\$ 1,028,217	\$ 1,092,256	\$ 737,446	\$ 985,010
Health & Other Insurance Costs	88,094	16,890	103,177	82,354	122,635
Other Employee Costs	1,657	2,762	2,950	3,000	2,150
Utilities	138,195	127,028	121,404	100,450	138,304
Professional Services	3,409	5,000	4,400	5,000	5,000
Maintenance & Repairs	380,382	563,066	577,783	470,463	541,500
Other Services	235,587	164,991	174,694	80,138	113,578
Materials & Supplies	235,445	220,280	240,756	103,200	180,656
Merchandise	23,975	16,737	14,000	6,500	8,500
Food & Beverage	1,526	1,657	1,600	500	800
Miscellaneous	-	719	175	175	1,000
Capital Expenditures	-	-	2,000	-	-
Total Expenses:	\$ 2,078,401	\$ 2,147,348	\$ 2,335,195	\$ 1,589,226	\$ 2,099,133

**Fox Valley Park District
2021 Budget
Eola Community Center**

(A component of the Recreation Department)

Dashed Border = position serves multiple locations

* Contracted Service



Fox Valley Park District
2021 Budget
Recreation Fund – Prisco Community Center

Prisco Community Center offers a wide variety of programming and services to all ages. Friendly Center Club, Creative Play Preschool, performing arts programs and leagues are just a few of the many programs provided at this facility. McCullough Park is adjacent to the community center and features a playground, small picnic shelter, open space, and a walking path with connection to the Fox River Trail. The facility features a newly renovated fitness center, three large community rooms, multiple classrooms, a gymnasium, and a performance stage. It is an ideal location for business meetings, corporate events, receptions, and parties.

Programming also extends from the Prisco Community Center to the Copley Boxing and Training Center. Copley is home to programs such as Jesse "The Law" Boxing Club, a free youth mentoring program and Parkinson's Rock Steady training.

Personnel Summary			
	2019 Actual	2020 Projected	2021 Proposed
Full-Time Positions	8.0	7.0	9.0
Full-Time Equivalents	7.6	7.0	7.96
Part-time Positions	113.0	122.0	121.0

FY 2020 Accomplishments

- ✓ Successful completion of the A-Factor Dance Company competitive season, winning multiple top placing awards in their category
- ✓ Created virtual programming for the Active Adult population, including virtual Coffee Talks, newsletters, weekly challenges, virtual trips from around the world, bingo, and other activities to keep them physically and mentally interactive during the pandemic shutdown
- ✓ Created the Rainbow Explorers virtual early childhood program in collaboration with staff at Eola with recorded YouTube videos and activities for children ages 2-5
- ✓ As a major contributor to the Aurora Hispanic Heritage Advisory Board, awarded 26 local students with a \$1,000 scholarship with money generated through special events, sponsorships, and donations
- ✓ Reorganized the scholarship policy with the assistance of the Diversity Committee members to aid more families in enjoying the many activities the District offers
- ✓ Presented the Winter Stage's version of Disney's Tarzan with a cast of more than 70, performing for 800+ audience members
- ✓ Livestreamed daily activities and challenges on Facebook with the assistance of the Performing Arts Department, increasing their followers from 1,200 to 1,800 over that time

Short-Term Goals

- ✓ Increase A-Factor enrollment by 150% within the next 1-2 years by more effective advertising and showcases to the community
- ✓ Reinvent the Active Adult Trip program to create a new lineup of experiences that engage the community and operates at a fiscally responsible profit margin
- ✓ Create programs that have the flexibility to be held both virtually and live, so that programs can continue to run regardless of which phase of the Illinois 5-Stage Recovery Plan Kane County falls to during the pandemic
- ✓ Renew focus on special events, to bring more revenue to Performing Arts through one-time offerings providing recreation that is affordable and requires no long-term scheduling commitments
- ✓ Increase membership base for the Copley Boxing and Training Center

Long-Term Goals

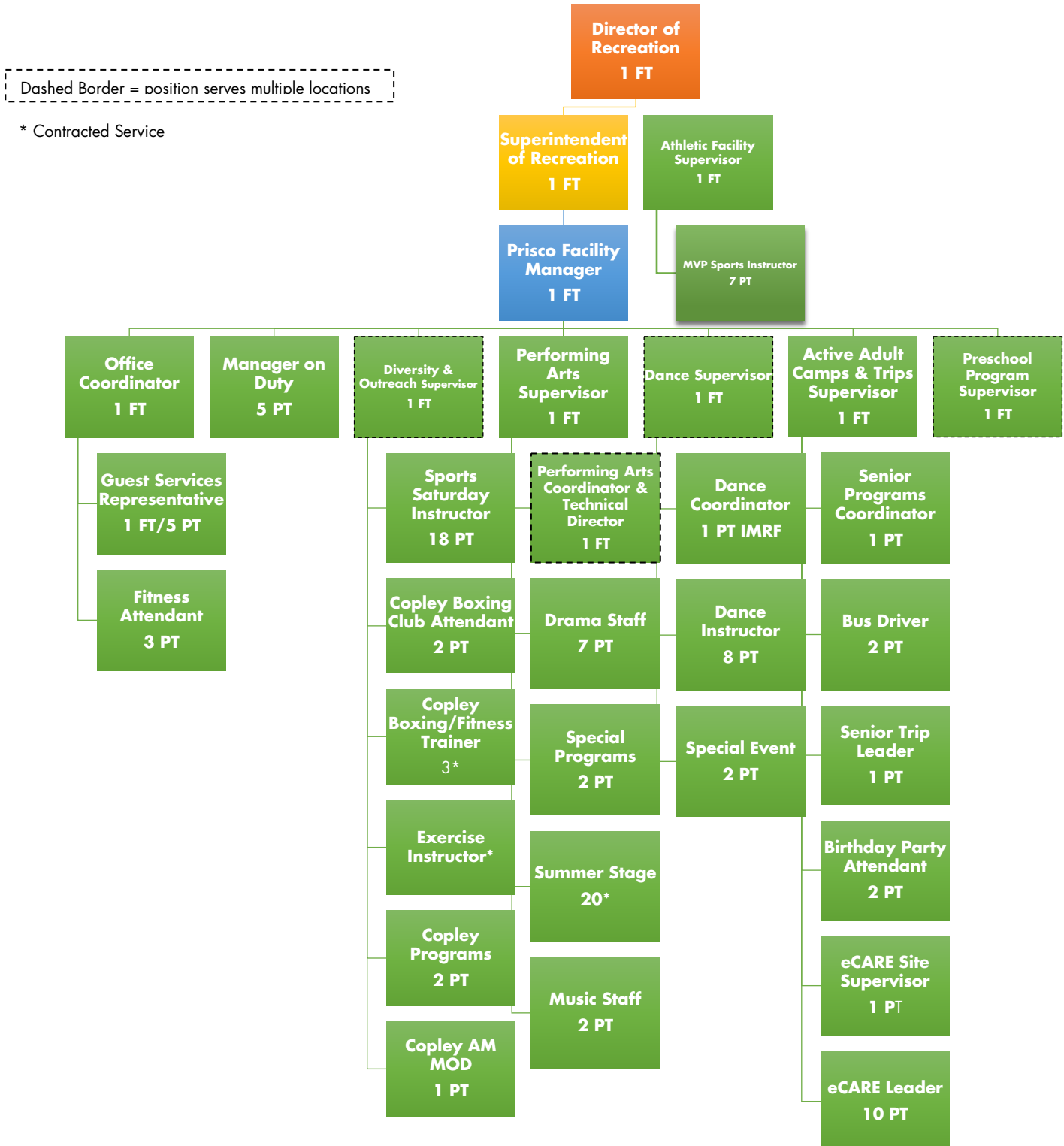
- ✓ Increase Friendly Center Club membership 10% each year by recruiting members through trips and area retirement communities
- ✓ Unify Early Childhood Classes across the district to limit internal competition and create a cohesive focus on the importance of early childhood experiences that leads to the established Creative and Nature Play Preschool program
- ✓ Improve the costume gallery shopping experience by organizing, labeling, and marketing available costumes to area schools and theaters for rent
- ✓ Create productions that collaborate with other program areas within the District such as music, art, dance, gymnastics, and theatre to showcase other programs and increase awareness and participation
- ✓ Expand the use of the Copley Boxing and Training facility

Fox Valley Park District
2021 Budget
Recreation Fund – Prisco Community Center

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Salaries and Wages	\$ 653,378	\$ 614,418	\$ 692,336	\$ 473,401	\$ 585,010
Health & Other Insurance Costs	90,778	17,405	106,321	84,863	126,371
Utilities	97,043	116,807	100,800	98,000	126,800
Other Employee Costs	2,010	1,858	2,650	1,090	2,650
Professional Services	3,457	4,999	7,000	6,500	7,000
Maintenance & Repairs	255,711	352,151	397,793	273,885	357,400
Other Services	94,166	81,825	114,150	42,932	73,851
Materials & Supplies	326,477	226,457	317,674	139,129	198,975
Miscellaneous	160	440	500	500	500
Capital Expenditures	2,190,184	270,380	50,300	28,800	-
Total Expenses:	\$ 3,713,364	\$ 1,686,742	\$ 1,789,524	\$ 1,149,100	\$ 1,478,557

Fox Valley Park District
2021 Budget
Prisco Community Center

(A component of the Recreation Department)



Fox Fitness encourages members to be healthy and have more energy to spend time with family and friends. With locations at Eola, Prisco and Vaughan, Fox Fitness is focused on moving forward to deliver premier and consistent fitness experiences through dedicated staff members, state-of-the-art spaces, trending programs, personal training, and unmatched amenities.

Fox Fitness at the Vaughan Athletic Center provides the District's largest fitness center at 10,000 square feet, with three separate rooms containing state of the art cardiovascular, selectorized, free weight machines and functional training. It also has separate rooms for Cycling, Yoga, Group Exercise, and a 1/6th mile indoor track. Fox Fitness at the Prisco Community Center re-opened in July 2018 after an expansion and features state of the art cardiovascular, selectorized and free weight machines. It also has a separate studio for Cycling and another studio for Yoga and Group Exercise. Fox Fitness at the Eola Community Center was re-freshened during the summer of 2019 and offers state of the art cardiovascular, selectorized and free weight machines. It also has a studio for Cycling, Yoga and Group Exercise and a 1/10th of a mile track.

Personnel Summary			
	2019 Actual*	2020 Projected*	2021 Proposed
Full-Time Positions			6.0
Full-Time Equivalents			6.0
Part-time Positions			71.0

*Note – Fox Fitness positions were previously recorded with Prisco Community Center and Vaughan Athletic Center

FY 2020 Accomplishments

- ✓ Provided group Exercise classes district-wide, with more than 900 additional participants in January 2020 vs. January 2019; in March 2020, the number of fitness members peaked at 9,685, which was 97 more than the previous year/month
- ✓ Created Healthy tips and a series of virtual group exercise classes to keep our members and community engaged in healthy living during the pandemic shutdown
- ✓ Began offering Outdoor Fox Fitness Group Exercise classes at the beginning of June during Phase 3 of the pandemic re-opening plan. From June 8 until June 30, 608 participants participated in outdoor classes
- ✓ Prepared detailed reopening plans and spaced out equipment utilizing the fieldhouse, gymnasium and lobby space within the facilities which greatly increased the District's available capacity when we were able to reopen on July 8th. In July, we had 14,000 fitness scans district wide
- ✓ Debuted branded dumbbells at the Eola location featuring the Fox Fitness logo

Short Term Goals

- ✓ Increase Fox Fitness' online presence through social media engagement and sales of memberships online
- ✓ Utilize GymSales management tool to capture and convert new members, plan, implement and monitor proactive sales strategies, grow the District's member base, and provide reporting to measure staff performance and campaign effectiveness
- ✓ Increase overall average Group Exercise participation in classes
- ✓ Increase profitability of paid fitness programs through changes in the overall format of how the classes are offered to members and the community
- ✓ Expand fitness into Studio 3 for usable fitness floor space to help create a larger fitness area for members and a better experience for yoga participants who have had issues with noise since reconfiguring group exercise rooms in 2016
- ✓ Continue to offer and expand Pop-Up in Park classes in 202
- ✓ Implement a fee increase for Personal training packages at the start of the year to increase revenue and stay competitive
- ✓ Integrate Fox Fitness into the Copley Boxing & Training Center and work as a partnership with the current Jesse The Law Torres Boxing club and community

Long Term Goals

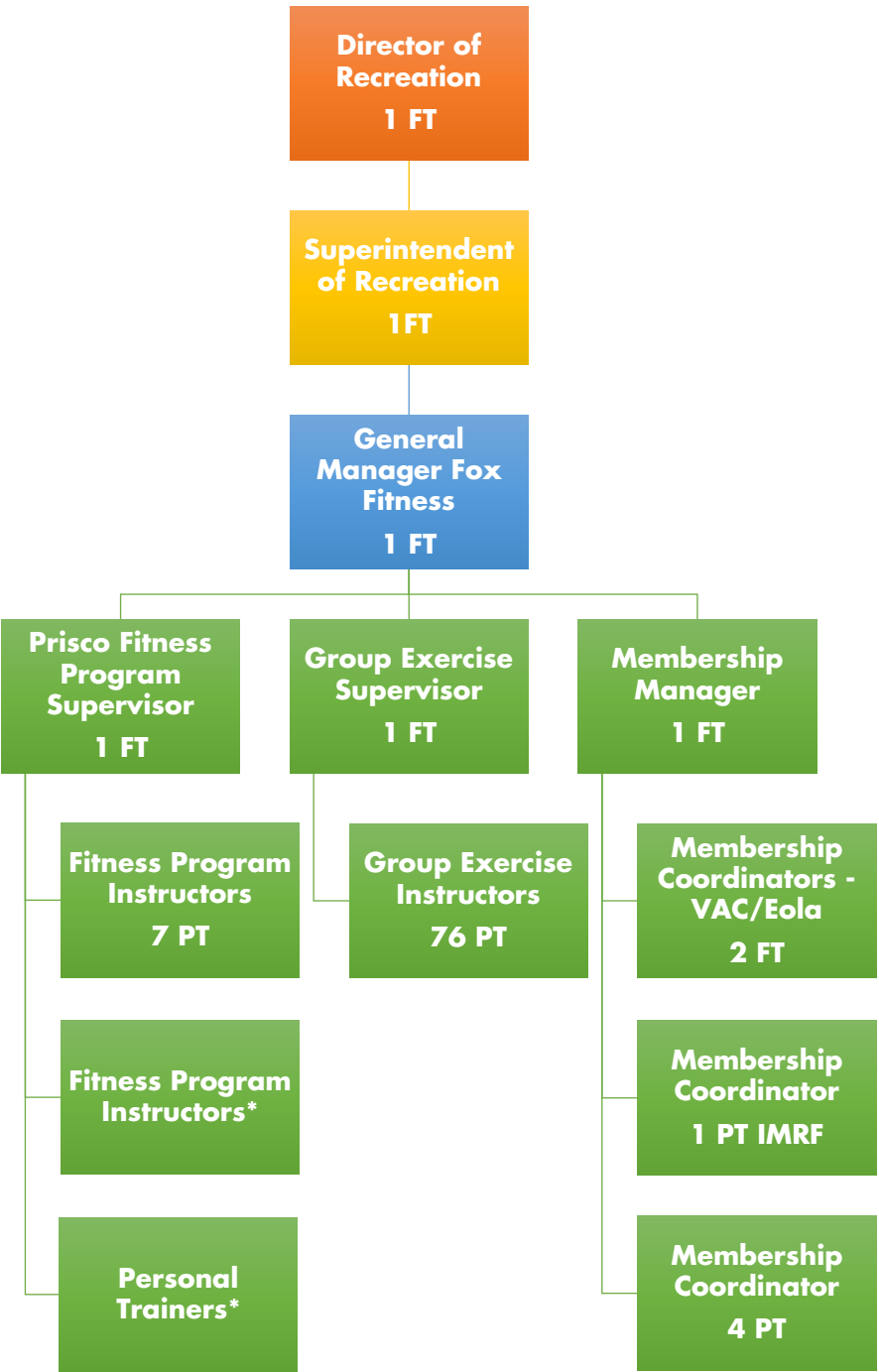
- ✓ Continue to evaluate capital replacement plans to prioritize improvements with increased awareness of rising costs of equipment and the return on investment
- ✓ Research the possibility of Fox Fitness becoming a management and consulting company for other agency fitness centers (WWC, Aurora University)
- ✓ Research options of a 5th stand-alone Fitness Center

Fox Valley Park District
2021 Budget
Recreation Fund – Fox Fitness

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Salaries and Wages	\$ 342,805	\$ 416,656	\$ 549,712	\$ 326,960	\$ 539,204
Health & Other Insurance Costs	66,623	12,773	78,030	62,282	92,745
Maintenance & Repairs	24,098	25,738	29,000	19,000	25,000
Other Services	112,341	120,975	128,050	61,557	95,580
Materials & Supplies	39,870	49,507	49,000	26,599	90,650
Merchandise	1,036	2,769	1,850	400	1,200
Miscellaneous	6,750	14,667	15,500	13,000	16,000
Capital Expenditures	104,404	80,686	136,200	134,650	-
Total Expenses:	\$ 697,926	\$ 723,771	\$ 987,342	\$ 644,448	\$ 860,379

(A component of the Recreation Department)

* Contracted Service



**Fox Valley Park District
2021 Budget
Recreation Fund – Stuart Sports Complex**

Stuart Sports Complex serves over 225,000 people a year from approximately 30 states and two countries. The complex has expanded in the past year from a local and regional destination to a nationally recognized sports complex for programming of District leagues, athletic programs, rentals, tournaments, and special events. Stuart Sports Complex has two full size grass infield ball diamonds, six flex baseball/softball diamonds, and 200 acres of sport fields to host a variety of field sports. In addition to the athletic fields and diamonds, Stuart also features a dog park, splash pad, playground, and a basketball court. In 2018, the Fox Valley Park District and Aurora University partnered on the design and construction of an artificial turf infield and bullpens at baseball field "H". This renovated field will allow play to occur when inclement weather would otherwise prevent usage. Field "H" is the spring season home of the Aurora University Spartans men's baseball team and a premier field for park district use for the balance of the baseball season. These positions serve multi-purpose roles that overlap headcounts at various facilities and are therefore only presented once.

Personnel Summary			
	2019 Actual*	2020 Projected*	2021 Proposed
Full-Time Positions	-	-	1.0
Full-Time Equivalents	-	-	0.50
Part-time Positions	-	-	14.0

Note – Stuart Sports Complex positions were previously reported Prisco Community Center and Vaughan Athletic Center.

FY 2020 Accomplishments

- ✓ Scheduled a full line up of events and tournaments for 2020, many of which were either reduced in size, cancelled, or rebooked for 2021 to follow the Restore Illinois DECO All Sports Policy due to the COVID-19 pandemic
- ✓ Practices by Aurora University began on the turf field in the spring of 2020, but the University will have to wait until the spring of 2021 to play games and showcase their new home field
- ✓ Successfully modified the Fall Youth Soccer league into MVP Intramural Soccer scrimmages. This program had 42 registered last year and this year amid the Covid-19 pandemic and strict DCEO guidelines we had 39 registered in the modified program

Fox Valley Park District
2021 Budget
Recreation Fund – Stuart Sports Complex

Short-Term Goals

- ✓ Work with Montgomery Chamber of Commerce to co-host a food truck event at Stuart serving food and beverages from the concessions
- ✓ Seek out a healthy vending company to offer additional vending options at the North diamond's quad
- ✓ Advertise Stuart to new local athletic organizations to maximize revenue during weekdays
- ✓ Develop a plan to increase usage during the fall at Stuart Sports Complex

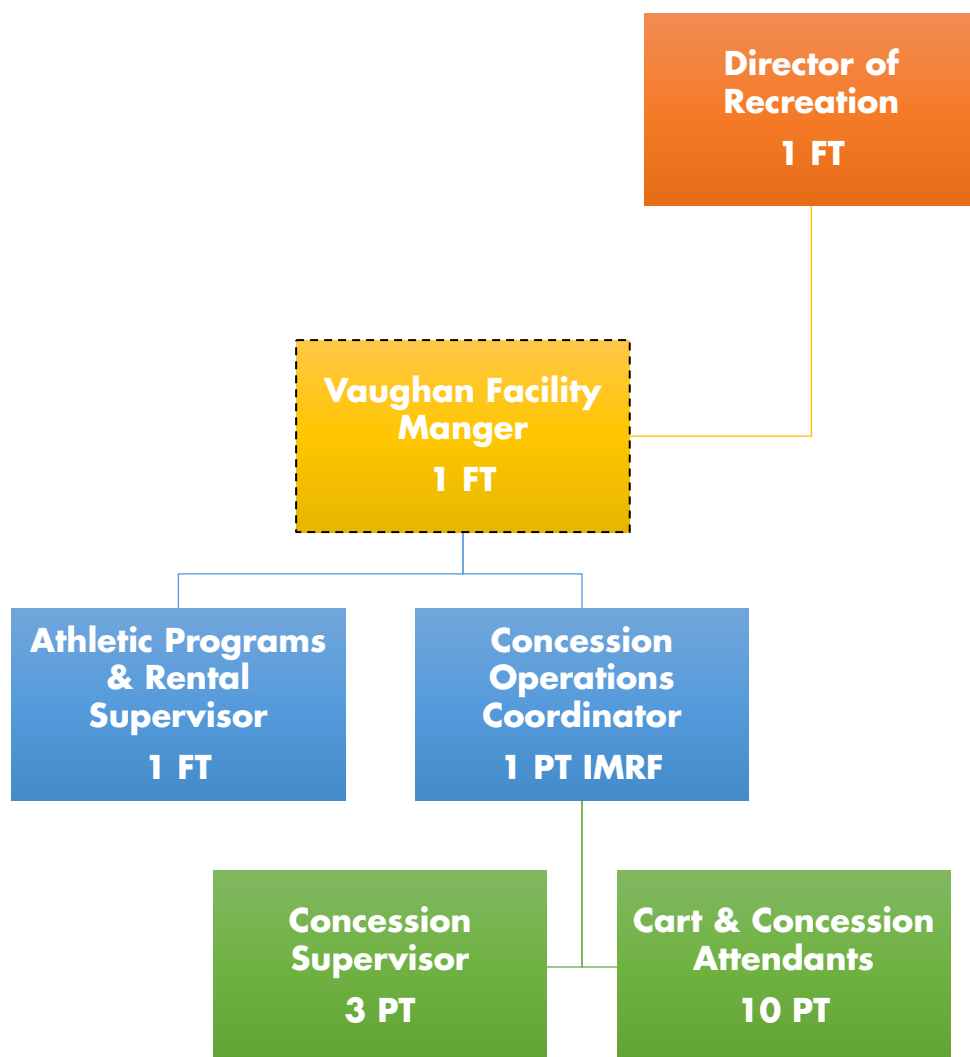
Long-Term Goals

- ✓ Continue to evaluate the need to install a lightning detection alarm at the complex to increase safety levels
- ✓ Evaluate the options of installing a live stream video subscription service on the diamonds as another service and revenue stream for the facility
- ✓ Increasing parking to allow for larger events at the complex

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Salaries and Wages	\$ 212,234	\$ 229,793	\$ 218,101	\$ 182,671	\$ 229,401
Health & Other Insurance Costs	48,132	9,228	56,373	44,996	67,004
Other Employee Costs	770	602	775	-	-
Utilities	31,824	44,508	37,400	32,985	37,000
Professional Services	123	120	700	-	500
Maintenance & Repairs	117,243	187,592	111,075	171,075	130,075
Other Services	61,197	38,041	48,450	18,140	43,596
Materials & Supplies	214,928	170,971	194,661	151,828	184,361
Capital Expenditures	1,379	549	700	574	-
Total Expenses:	\$ 687,830	\$ 681,404	\$ 668,235	\$ 602,269	\$ 691,937

(A component of the Recreation Department)

Dashed Border = position serves multiple locations





Reimagining Recreation
2021 ANNUAL BUDGET
MAJOR FUNDS -
CAPITAL DEVELOPMENT FUND

The Capital Development Fund is used to account for funding of future capital improvements, renovations and replacements of the District's recreation and operations facilities and equipment.

The 2021 Budget for the Capital Development Fund can be found on the following page.

Fox Valley Park District
2021 Budget
Capital Development Fund

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues:					
Investment Income	\$ 93,797	\$ 149,884	\$ 90,000	\$ 134,000	\$ 99,000
Intergovernmental Income	232,127	20,744	-	-	454,400
Miscellaneous Income	24,871	-	-	-	-
Total Revenues:	\$ 350,795	\$ 170,628	\$ 90,000	\$ 134,000	\$ 553,400
Expenses:					
Professional Services	3,079,203	228	-	300	-
Capital Expenditures	1,570,434	2,152,400	746,408	439,882	1,561,000
Total Expenses:	\$ 4,649,637	\$ 2,152,629	\$ 746,408	\$ 440,182	\$ 1,561,000
Excess (Deficiency) of Revenues Over Expenses:	\$ (4,298,842)	\$ (1,982,000)	\$ (656,408)	\$ (306,182)	\$ (1,007,600)
Other Financing Sources (Uses):					
Transfers In	3,150,000	1,800,000	2,420,000	2,420,000	-
Proceeds from the Sale of Capital Assets	142,663	77,466	-	66,000	-
Total Other Financing Sources (Uses):	\$ 3,292,663	\$ 1,877,466	\$ 2,420,000	\$ 2,486,000	\$ -
Net Income (Loss):	\$ (1,006,179)	\$ (104,534)	\$ 1,763,592	\$ 2,179,818	\$ (1,007,600)
Beginning Fund Balance:	6,974,375	5,968,196	5,863,662	5,863,662	8,043,480
Ending Fund Balance:	\$ 5,968,196	\$ 5,863,662	\$ 7,627,254	\$ 8,043,480	\$ 7,035,880



Reimagining Recreation
2021 ANNUAL BUDGET

MAJOR FUNDS -
DEBT SERVICE FUND

The Debt Service Fund is used to account for the accumulation of resources for and the payment of principal, interest, and finance charges for the bonded debt.

Under Illinois State Statute (50 ILCS 405), the District may borrow money and issue bonds subject to a legal limit of 2.875% of the District's taxable Equalized Assessed Valuation (EAV). The proceeds from the sale may be used for the following:

- ✓ Land acquisition or purchases for parks
- ✓ Building, maintaining, equipping and protecting the land and parks
- ✓ Payment of related expenditures and refunding bonds that are payable solely from revenues derived from the operation of any of its facilities.

Fox Valley Park District
2021 Budget
Debt Service Fund

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues:					
Taxes	\$ 7,186,588	\$ 5,959,615	\$ 6,644,279	\$ 6,636,597	\$ 6,393,405
Investment Income	57,424	46,754	12,700	5,700	5,600
Intergovernmental Income	8,145	-	-	-	-
Total Revenues:	\$ 7,252,157	\$ 6,006,369	\$ 6,656,979	\$ 6,642,297	\$ 6,399,005
Expenses:					
Professional Services	3,819	2,580	4,000	104,010	5,000
Debt Payments	7,777,252	6,244,838	6,853,655	6,696,379	6,608,252
Total Expenses:	\$ 7,781,070	\$ 6,247,418	\$ 6,857,655	\$ 6,800,389	\$ 6,613,252
Excess (Deficiency) of Revenues Over Expenses:	\$ (528,913)	\$ (241,049)	\$ (200,676)	\$ (158,092)	\$ (214,247)
Other Financing Sources (Uses):					
Transfers In	479,850	204,063	209,375	209,375	214,847
Transfers (Out)	(57,673)	(63,258)	(13,000)	-	-
Issuance of Bonds	-	-	-	7,265,000	-
Premium on Issuance	-	-	-	1,399,559	-
Payment to Refunding Escrow Agent	-	-	-	(8,733,963)	-
Total Other Financing Sources (Uses):	\$ 422,177	\$ 140,805	\$ 196,375	\$ 139,971	\$ 214,847
Net Income (Loss):	\$ (106,737)	\$ (100,243)	\$ (4,301)	\$ (18,121)	\$ 600
Beginning Fund Balance:	585,889	479,153	378,910	378,910	360,789
Ending Fund Balance:	\$ 479,153	\$ 378,910	\$ 374,609	\$ 360,789	\$ 361,389

Reimagining Recreation
2021 ANNUAL BUDGET
NON-MAJOR FUNDS



Reimagining Recreation
2021 ANNUAL BUDGET
NON-MAJOR FUNDS -
SPECIAL REVENUE FUNDS



Blackberry Farm

Blackberry Farm is responsible for offering museum displays and artifacts depicting everyday life from 1840 through the early 1900s. Blackberry Farm also offers family-friendly amenities such as the historic theme park that features unique play areas for all ages, live animals, amusement rides, and a living history museum that brings Aurora's history to life through demonstrations, exhibits and extensive artifact collections. Blackberry Farm also hosts events for all ages and has become a desired destination for weddings, birthday parties, family reunions and corporate picnics.

Personnel Summary			
	2019 Actual	2020 Projected	2021 Proposed
Full-Time Positions	4.0	4.0	4.0
Full-Time Equivalents	4.0	4.0	3.09
Part-time Positions	101.0	54.0	69.0

FY 2020 Accomplishments

- ✓ Adapted the Blackberry Farm summer camp program to COVID-19 standards and provided five weeks of fun and safe camp experiences for 20 weekly participants
- ✓ Successfully organized and ran multiple virtual programs including the Virtual Barnyard Dash 5K, Virtual Visits with Princesses, Porch Portraits and Character Visit
- ✓ Increased rentals of the event barn for 2020 by 75% compared to 2019; retained 70% of 2020 bookings that could not take place due to COVID-19 by rescheduling them in 2021
- ✓ Created an outdoor classroom for the Nature Play Preschool program
- ✓ Expanded the Event Barn Patio to include a fireplace, fire pit, interpretive garden and lighting providing a beautiful addition for outdoor weddings and programming

Short-Term Goals

- ✓ Implement a day camp program for tween participants who are working towards the responsibility of the counselor in training program
- ✓ Evaluate member benefits and utilize marketing to share the value of being a Blackberry Farm member with a goal of 2,800 members in 2021
- ✓ Increase group admission revenue by advertising to previous groups, schools, daycares and IPRA and create a targeted marketing piece for both camps and schools
- ✓ Increase birthday party revenue by adding Fridays as a package option
- ✓ Develop marketing information to advertise each rentable space around Blackberry Farm to increase bookings for daytime and after-hour rentals

- ✓ Continue the growth of the Event Barn rentals and weddings by attending wedding showcases, building local network connections, and building our presence online

Long-Term Goals

- ✓ Continue to increase awareness of the Event Barn at Blackberry to maximize rental and revenue potential of \$95,000 by 2023
- ✓ Expand reach and bookings of educational programs working with educators to evaluate and develop historical curriculum that will draw additional schools to Blackberry Farm
- ✓ Build a relationship with home school and daycare provider networks to increase field trip participation

Red Oak Nature Center

Red Oak Nature Center and Lippold Park provide a natural setting in a suburban area made available to the community for education, entertainment, health, and leisure. Through environmental education provided at both facilities and interactive exhibits and trails, Red Oak Nature Center provides a variety of nature-based experiences for all ages.

Personnel Summary			
	2019 Actual	2020 Projected	2021 Proposed
Full-Time Positions	2.0	2.0	3.0
Full-Time Equivalents	2.0	2.0	2.0
Part-time Positions	17.0	11.0	9.0

FY 2020 Accomplishments

- ✓ Presented Red Oak Nature Center strategic plans and new programming style to local and national organizations
- ✓ Completed various facility improvements, including shelter replacement, preschool nook addition of a Play cabin, updated bird window with interactive citizen science data collection station, lobby tank overhaul, LED lighting replacement, installation of a doorway air curtain, replacement of railing at employee and front entrance and replumb of the wildlife turtle tank
- ✓ Adapted and created new virtual programming, including activity bags, social media engagements with learning links and created and recorded a podcast, "When Nature Calls" to connect to our community during Covid-19
- ✓ Began a provisional partnership with the Kane County Certified Naturalist agencies and held the second successful *Rusty Rodeo* event in conjunction with Forest Preserve District of Kane County and St. Charles Park District

- ✓ Partnered with the Midwest Museum of Natural History in accepting taxidermized biofacts, exhibits and animal ambassadors due to their closing of the museum
- ✓ Partnered with Brookfield zoo as a 'preferred site' for their graduate student projects and became a selected host site for 2021 and 2022's IDNR ENTICE program
- ✓ Initiated and implemented a new 2020 successful winter recurring fest titled, *Frosty Fest*, and improved *Scout Syrup Saturday* by including a themed yearly scout patch for all scout participants and tiered pricing for adults and scouts

Short Term Goals

- ✓ Create virtual instruction and content for all environmental education lessons with hands-on kits for all age
- ✓ Continue to connect with the community during Covid-19 through programming and social media that meets any DCEO phase of recovery
- ✓ Design and implement new tubing and kayak programming and rentals at Lippold Park for increase revenue opportunities
- ✓ Reach out to Friends of the Fox and engage more of the community through digital tracking and social media challenges

Long Term Goals

- ✓ Increase accessibility, equity, and diversity in programming
- ✓ Increase environmental education programming offerings and rental opportunities
- ✓ Develop grant and large sponsorship donor opportunities

Museum Properties

The primary function of the Museum Properties Division is the management and coordination of the maintenance and repair activities at Blackberry Farm and the Red Oak Nature Center facilities. The Division is positioned within the Operations Department and reporting to the Director of Operations but working closely with the facility managers at both locations.

Personnel Summary

	2019 Actual	2020 Projected	2021 Proposed
Full-Time Positions			2.0
Full-Time Equivalents			1.20
Part-time Positions			30.0

*Note – In prior years, Operations personnel was not reported by division.

FY 2020 Accomplishments

- ✓ Provided maintenance and customer service during the pandemic with full time staffing, focusing on asset protection, sanitation/disinfection, inspection, preventative maintenance, and repairs
- ✓ Completed carousel animal painting improvements
- ✓ Performed facility inspections during Covid-19 shutdown

Short and Long-Term Goals

- ✓ Contractual outsourcing of animal experience barn exhibit for future years

The 2021 Budget for the Museum Fund can be found on the following page.

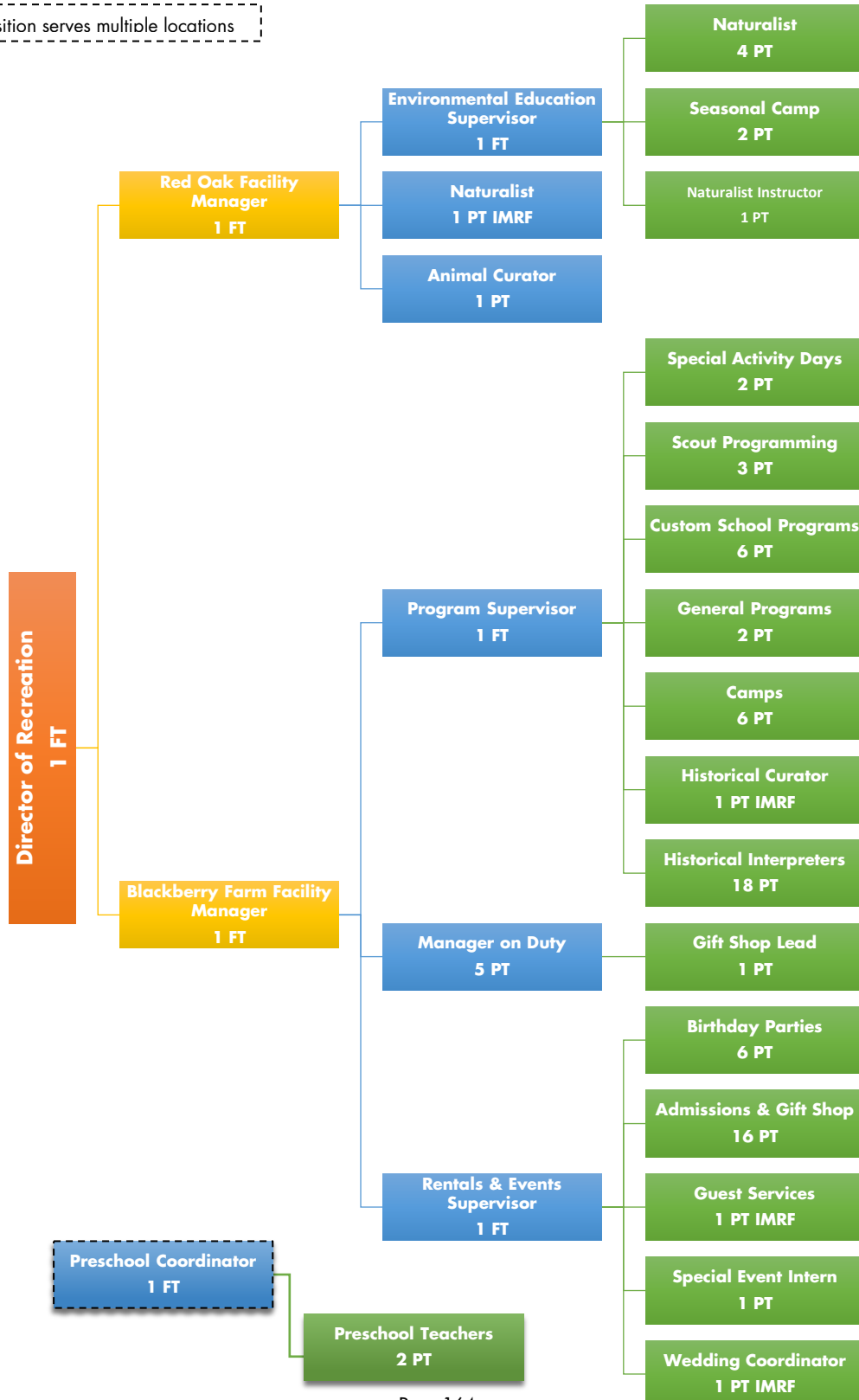
**Fox Valley Park District
2021 Budget
Museum Fund**

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues:					
Taxes	\$ 872,324	\$ 908,087	\$ 940,000	\$ 871,553	\$ 900,000
Rental Income	48,138	76,778	85,500	7,790	119,355
Investment Income	27,891	32,435	12,100	11,200	10,800
Intergovernmental Income	11,850	4,859	50,000	50,500	500
Fees & Memberships	520,371	516,779	532,000	100	436,625
Merchandise Sales	49,351	56,766	49,100	466	49,750
Food & Beverage Sales	11,832	11,335	13,450	200	11,200
Miscellaneous Receipts	20,162	15,151	17,225	5,770	12,860
Program Revenues	505,171	581,618	581,108	103,283	531,256
Total Revenues:	\$ 2,067,091	\$ 2,203,809	\$ 2,280,483	\$ 1,050,862	\$ 2,072,346
Expenses:					
Salaries and Wages	814,489	\$ 865,880	\$ 937,196	\$ 509,424	\$ 998,983
Health & Other Insurance Costs	158,621	18,802	80,934	109,950	97,056
Other Employee Costs	11,881	11,549	14,283	8,489	14,067
Utilities	69,850	73,362	68,700	63,522	98,600
Professional Services	6,110	6,267	8,050	12,050	14,050
Maintenance & Repairs	241,135	289,290	232,425	183,786	238,789
Other Services	158,010	185,894	154,773	68,665	158,272
Materials & Supplies	293,831	353,331	369,914	192,737	312,097
Merchandise	33,550	32,209	39,000	16,700	26,000
Miscellaneous	1,391	2,568	2,000	854	2,100
Capital Expenditures	24,729	108,592	56,000	55,407	-
Total Expenses:	\$ 1,813,597	\$ 1,947,743	\$ 1,963,275	\$ 1,221,584	\$ 1,960,014
Excess (Deficiency) of Revenues Over Expenses:	\$ 253,494	\$ 256,066	\$ 317,208	\$ (170,722)	\$ 112,332
Other Financing Sources (Uses):					
Fund Balance Transfers (Out)	(300,000)	(300,000)	(300,000)	(300,000)	-
Total Other Financing Sources (Uses):	\$ (300,000)	\$ (300,000)	\$ (300,000)	\$ (300,000)	\$ -
Net Income (Loss):	\$ (46,506)	\$ (43,934)	\$ 17,208	\$ (470,722)	\$ 112,332
Beginning Fund Balance:	1,444,234	1,397,728	1,353,794	1,353,794	883,072
Ending Fund Balance:	\$ 1,397,728	\$ 1,353,794	\$ 1,371,002	\$ 883,072	\$ 995,404

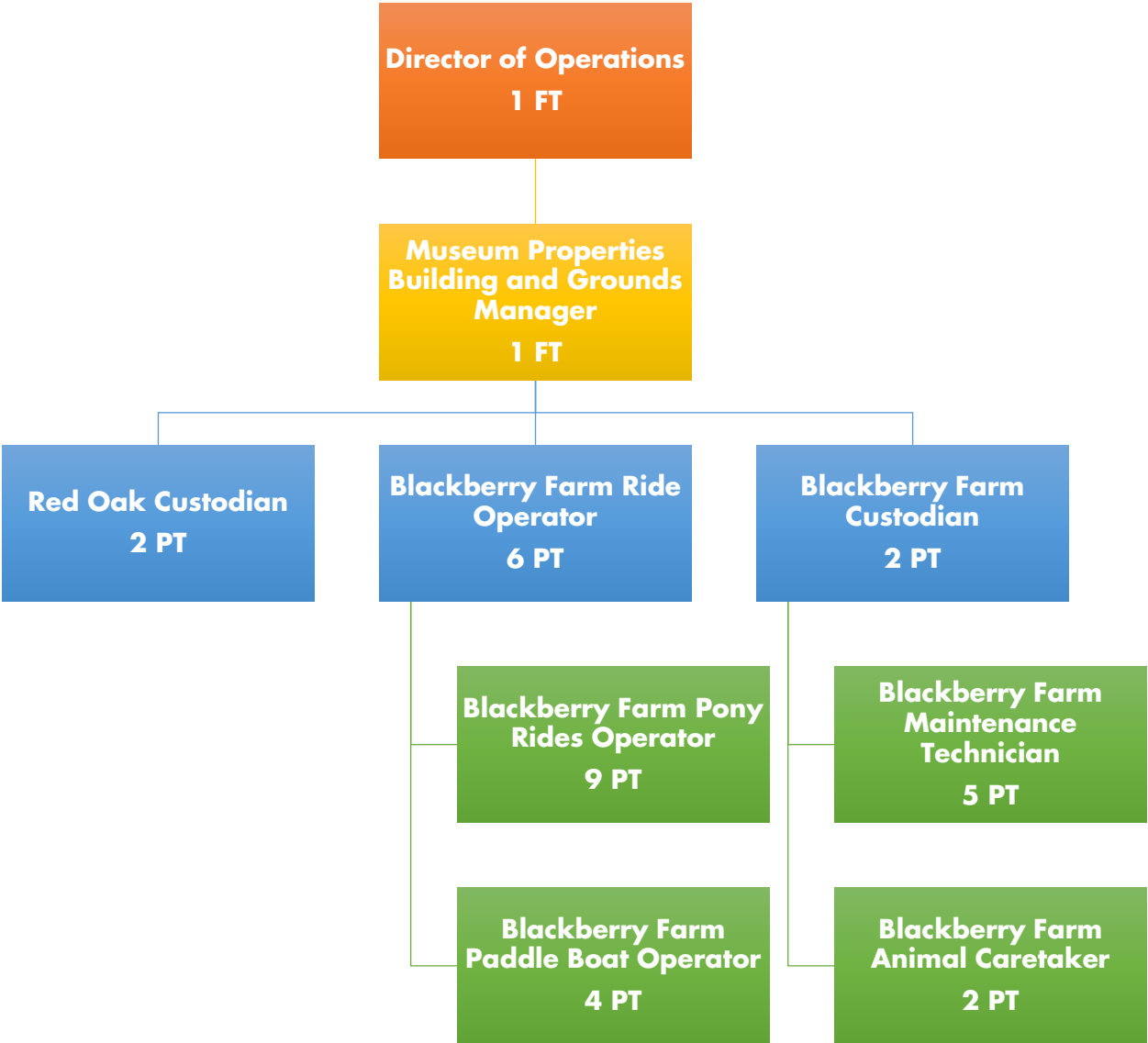
Fox Valley Park District
2021 Budget
Blackberry Farm and Red Oak

(A component of the Recreation Department)

Dashed Border = position serves multiple locations



(A component of the Operations Department)



It is the mission of the Fox Valley Park District Police Department to work in partnership with the citizens of Fox Valley Park District toward providing a safe environment and enhancing the quality of life consistent with the values of the District. We are committed to creating an atmosphere of safety and security in the District. We obtain this by operating with four core values, Worthy of Trust, Respect Others, Community Focused, and Always Improving.

The Park Police and Public Safety Department routinely seeks out new and innovative methods to provide the best policing services to our district. We seek alternative funding sources whenever possible to remain on the cutting edge of technology. Park District Police and Public Safety are the primary police authority, having jurisdiction over all District lands and facilities and enforcement of District ordinances governing park use.

The Department provides various Community Oriented Policing programs throughout the District. When problem locations are identified, the Department uses proactive strategies and actively works with all available resources to properly identify and then address the problem.

Personnel Summary			
	2019 Actual	2020 Projected	2021 Proposed
Full-Time Positions	3.0	3.0	3.0
Full-Time Equivalents	3.4	3.0	3.0
Part-time Positions	23.0	28.0	24.0

2020 Accomplishments

- ✓ Used directed patrol techniques to address areas of concern
- ✓ Continued to develop our Emergency Management policies and procedures
- ✓ Hosted North East Multi-Regional Training which provides training for police officers in the Chicagoland area. Our officers were provided this training at no cost to the district
- ✓ Continued to use TRIAD program to work together with the community to solve neighborhood & crime problems
- ✓ Worked collaboratively with contiguous public safety entities
- ✓ Completed our transition to Lexipol® for police department policies and procedures
- ✓ Began using Daily Training Bulletins (DTB) as a method to reinforce personnel's knowledge of both policies and procedures
 - ✓ Participated in multi-jurisdictional events (e.g. North Aurora Days and Montgomery Fest)

2021 Short-Term goals

- ✓ Review current resource allocation and implement more efficient uses of resources
- ✓ Provide state mandated training opportunities for all police officers

- ✓ Collaboratively evaluate the most effective and efficient ways to deliver police services within the district.
- ✓ Maintain current information on District website and Facebook
- ✓ Continue to improve our Emergency Management policies and procedures

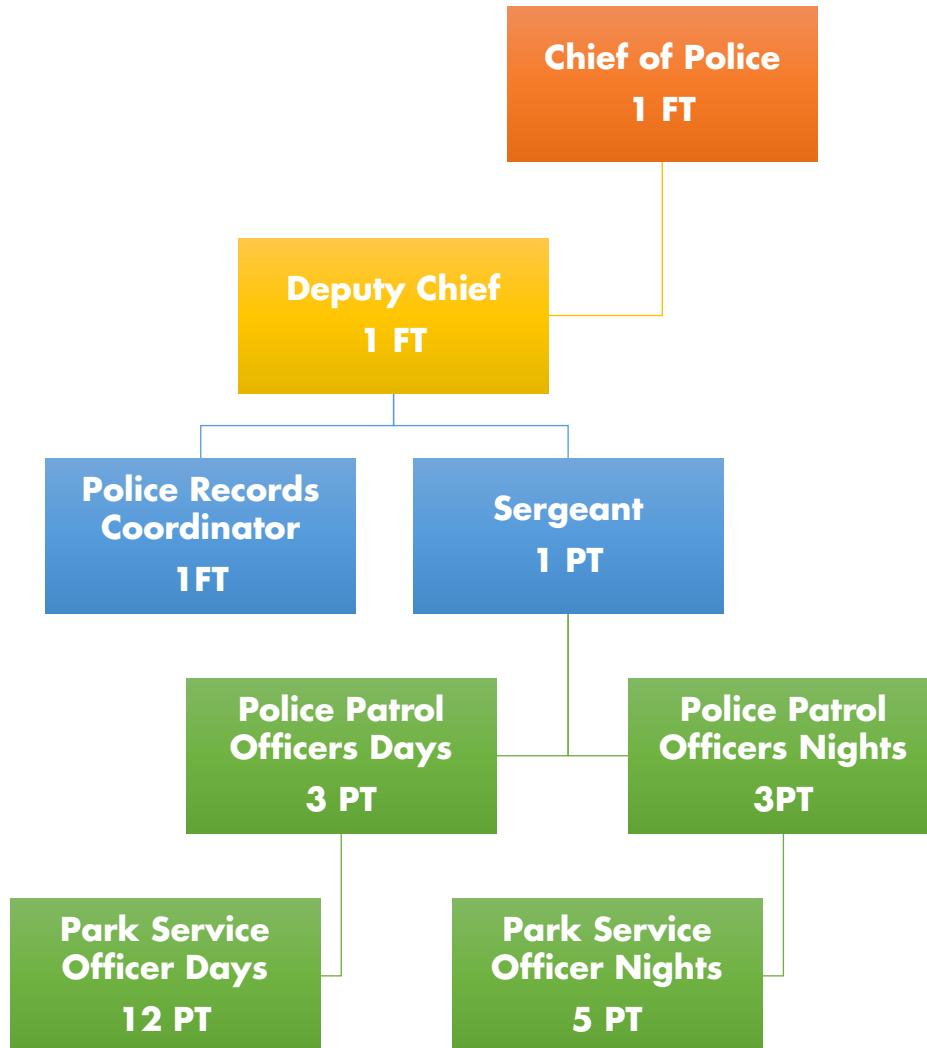
2021 Long-Term Goals

- ✓ Continue to utilize the district's resources for training endeavors and community events
- ✓ Keep patrol officers well rounded by utilizing temporary assignments in specialty areas
- ✓ Expand training opportunities for officers
- ✓ Maintain up to date equipment and stimulate citizen input for new initiatives through strategic planning.
- ✓ Switch from Kane-Com for dispatching services to the City of Aurora Police Department.
- ✓ Become an A.L.I.C.E. Training Certified Organization. (*Alert, Lockdown, Inform, Counter, Evacuate*)
- ✓ Review intergovernmental agreements or memorandums of understandings annually.

The 2021 Budget for the Police & Security Fund can be found on the following page.

**Fox Valley Park District
2021 Budget
Police and Security Fund**

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues:					
Taxes	\$ 855,991	\$ 771,942	\$ 150,000	\$ 147,049	200,000
Rental Income	11,006	4,676	1,600	-	1,500
Investment Income	13,491	22,181	5,600	7,600	5,100
Intergovernmental Income	97,939	3,086	-	4,274	3,950
Miscellaneous Receipts	24,642	9,369	8,700	20,803	9,005
Total Revenues:	\$ 1,003,068	\$ 811,254	\$ 165,900	\$ 179,726	\$ 219,555
Expense:					
Salaries and Wages	539,756	352,779	428,113	278,295	416,979
Health & Other Insurance Costs	133,298	11,024	41,209	33,275	17,573
Other Employee Costs	15,065	11,247	18,700	6,500	16,800
Utilities	12,698	11,423	14,000	14,100	17,900
Professional Services	4,208	4,050	6,000	3,500	6,000
Maintenance & Repairs	44,773	30,133	39,000	38,175	34,500
Other Services	77,534	115,841	109,300	93,550	93,200
Materials & Supplies	38,290	19,988	35,300	15,175	41,750
Miscellaneous	261	492	750	60	750
Capital Expenditures	-	-	3,000	-	-
Total Expenses:	\$ 865,882	\$ 556,978	\$ 695,372	\$ 482,630	\$ 645,452
Excess (Deficiency) of					
Revenues Over Expenses:	\$ 137,186	\$ 254,276	\$ (529,472)	\$ (302,904)	\$ (425,897)
Other Financing Sources (Uses):					
Fund Balance Transfers (Out)	-	-	(120,000)	(120,000)	-
Total Other Financing Sources (Uses):	\$ -	\$ -	\$ (120,000)	\$ (120,000)	\$ -
Net Income (Loss):	\$ 137,186	\$ 254,276	\$ (649,472)	\$ (422,904)	\$ (425,897)
Beginning Fund Balance:	672,093	809,279	1,063,555	1,063,555	640,651
Ending Fund Balance:	\$ 809,279	\$ 1,063,555	\$ 414,083	\$ 640,651	\$ 214,754



On September 30, 1989 The Fox Valley Park District and the City of Aurora entered into an agreement for the joint construction of the family aquatic centers for joint use by the citizens of both agencies. The District is responsible for all daily operations, including management and administration of the aquatic centers. Both agencies equally share responsibility for any operating loss from the aquatic centers.

Splash Country, located on the far west side of Aurora, is home to the second-largest lazy river attractions in the state of Illinois with 1,100 feet winding through dumping buckets, sprayers, jets and bubbling rapids. Additional features include a six-lane zero-depth pool, two large winding tube slides, two regulation sand volleyball courts and an enclosed kid-friendly water play area with spray guns, waterfall and other interactive features.

Phillips Park, located on the southeastern side of Aurora, features a zero-depth entry leisure pool, two drop-off slides into a plunge pool, one twisting enclosed body flume slide, two winding tube slides, kid-friendly water play areas with spray guns, waterfall and a small slide and dumping coconut tree and two regulation sand volleyball courts.

FY 2020 Accomplishments

- ✓ N/A for 2020 - During the pandemic, both outdoor aquatic facilities remained closed. The District continued the maintenance and upkeep at both facilities throughout the season.

Short-Term Goals

- ✓ Evaluate special events to capitalize on the popularity of glow swim and offer two per month in 2021
- ✓ Evaluate the membership price and options to bundle services and/or meet the needs of the community
- ✓ Obtain a new birthday party food vendor for outdoor aquatics birthday parties

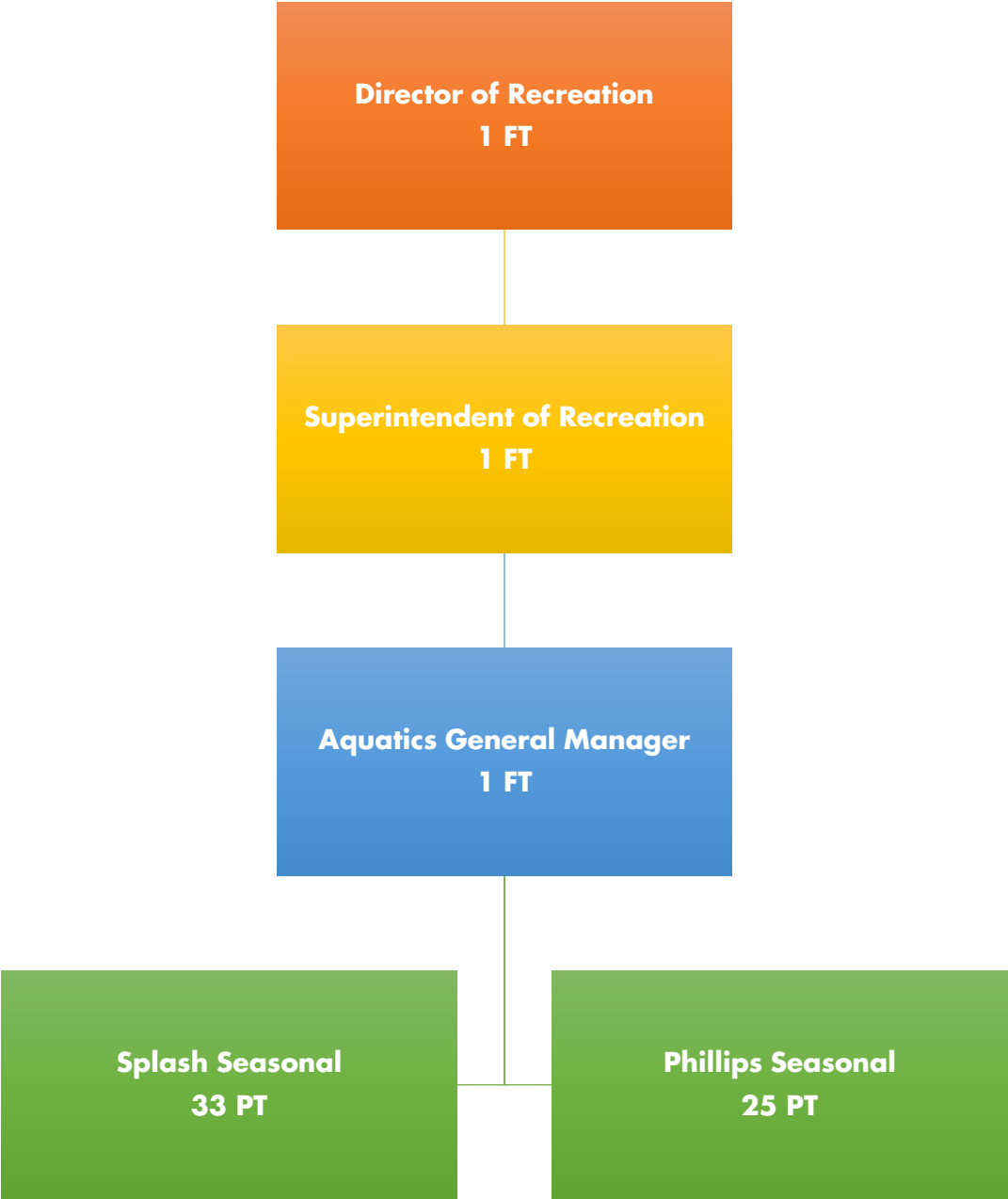
Long-Term Goals

- ✓ Develop rentable areas under the funbrellas to increase revenue from camps or family gatherings
- ✓ Redevelop the birthday party and after-hour rental packages to provide additional add on features such as lounge reservation, tents, programming activities and more

**Fox Valley Park District
2021 Budget
Outdoor Aquatics Fund**

	2018 Actual	2019 Actual	2020 Budget	2020 Projection	2021 Budget
Revenues:					
Rental Income	\$ 15,779	\$ 13,671	\$ 8,000	\$ -	\$ 6,500
Intergovernmental Income	435,636	469,017	442,897	239,951	312,359
Fees & Memberships	667,261	666,109	657,000	(184)	651,845
Merchandise Sales	3,205	2,837	3,100	-	2,800
Miscellaneous Receipts	(83)	2,507	-	-	5,400
Program Revenues	42,176	47,815	52,852	-	47,120
Total Revenues:	\$ 1,163,974	\$ 1,201,957	\$ 1,163,849	\$ 239,767	\$ 1,026,024
Expenses:					
Salaries and Wages	193,602	186,879	246,510	80,380	526,228
Health & Other Insurance Costs	37,853	33,702	35,702	30,430	50,036
Other Employee Costs	1,083	1,963	3,400	500	16,030
Utilities	249,066	177,427	176,550	77,000	204,400
Professional Services	74,560	110,758	88,800	16,100	25,000
Maintenance & Repairs	493,254	300,204	214,800	97,439	166,500
Other Services	337,994	373,206	499,158	41,950	75,200
Materials & Supplies	210,371	242,093	231,725	76,024	247,388
Miscellaneous	-	-	100	-	100
Capital Expenditures	-	244,743	110,000	59,894	27,500
Total Expenses:	\$ 1,597,782	\$ 1,670,974	\$ 1,606,745	\$ 479,717	\$ 1,338,382
Excess (Deficiency) of					
Revenues Over Expenses:	\$ (433,808)	\$ (469,017)	\$ (442,897)	\$ (239,950)	\$ (312,358)
Other Financing Sources (Uses):					
Fund Balance Transfers In	433,808	469,017	442,897	239,950	312,358
Total Other Financing Sources (Uses):	\$ 433,808	\$ 469,017	\$ 442,897	\$ 239,950	\$ 312,358
Net Income (Loss):	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance:	200,000	200,000	200,000	200,000	200,000
Ending Fund Balance:	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000

(A component of the Recreation Department)



As of January 1, 2010, the District entered into an agreement with Billy Casper Golf, LLC (BCG) to outsource the operations of the District owned Orchard Valley Golf Course (OVGC). BCG has access to operate and run the premises, including the golf course, driving range, clubhouse, and restaurant. BCG agrees to pay the District a license fee comprised of a base license fee (\$226,667 annually due in four equal installments), a percentage of gross golf revenues (25% of gross golf revenues between \$1,700,000 and \$1,900,000 and 35% of any amount above \$1,900,000) and a percentage of gross nongolf revenue (10% of amount between \$750,000 and \$950,000 and 15% for any amount above \$950,000).

Threshold amounts shall be adjusted annually by the amount of any annual increase or decrease in the consumer price index. Additionally, BCG is required to make payments to a dedicated capital fund of OVGC on an annual basis in the amount of \$80,000 due February 15 of each year commencing February 15, 2012 and a one-time contribution of \$200,000. The agreement commenced on January 1, 2010 for a ten-year period ending no later than December 31, 2019, with an optional five-year extension. The agreement was amended in 2011 and the five-year option was exercised.

On November 19, 2018, the Board of Commissioners ratified the third amendment to the license agreement between the District and BCG and OVGC. The amendment called for an immediate payment of \$45,000 to satisfy a portion of unpaid license fees (\$20,000) and a capital account contribution (\$25,000). This payment was made in December 2018. The amendment reduced the 2018 license fees to \$60,000 and deferred the payments. In recognition of the seasonal cash flows related to golf operations, the deferred amount due from BCG/OVGC of \$96,667 will be repaid by BCG/OVGC at the rate of \$3,000/month from April - September, commencing April 30, 2019 and thereafter each year on the same monthly dates until paid in full.

The 2021 Budget for the Orchard Valley Golf Course Fund can be found on the following page.

Fox Valley Park District
2021 Budget
Orchard Valley Golf Course Fund

	2018 Actual	2019 Actual	2020 Budget	2020 Projection	2021 Budget
Revenues:					
Miscellaneous Receipts	\$101,643	\$178,062	\$190,000	\$196,680	\$219,099
Total Revenues:	\$101,643	\$178,062	\$190,000	\$196,680	\$219,099
Expenses:					
Salaries and Wages	47,917	\$36,695	\$28,686	\$32,000	\$-
Health & Other Insurance Costs	26,543	5,471	14,920	19,899	-
Other Employee Costs	1,364	-	700	-	-
Utilities	1,321	1,823	2,016	1,416	1,416
Maintenance & Repairs	24,901	3,551	500	5,900	5,500
Other Services	16,507	15,745	15,094	14,590	15,200
Materials & Supplies	4,753	6,041	8,000	8,100	8,000
Capital Expenditures	298,467	345,026	221,000	45,304	120,000
Debt Service	37,457	35,174	-	33,689	-
Total Expenses:	\$459,230	\$449,524	\$290,916	\$160,898	\$150,116
Net Income (Loss):	(357,587)	(271,462)	(100,916)	35,782	68,983
Beginning Fund Balance:	570,867	213,280	(58,182)	(58,182)	(22,400)
Ending Fund Balance:	\$213,280	\$ (58,182)	\$ (159,098)	\$ (22,400)	\$ 46,583

The Liability Fund provides for the District's overall risk management, loss prevention and safety programs. The District is a member of the Park District Risk Management Agency (PDRMA), a self-insured intergovernmental risk pool that provides the District with comprehensive insurance coverage, including general liability, automobile liability, public official's errors and omissions coverage, employment practices, liquor liability, workers compensation and property coverage.

The insurance fund also provides for the District's unemployment compensation expenses. The District has chosen the reimbursable plan as opposed to the payroll tax plan for funding unemployment claims.

The 2021 Liability Insurance Fund budget can be found on the following page.

Fox Valley Park District
2021 Budget
Liability Insurance Fund

	2018 Actual	2019 Actual	2020 Budget	2020 Projection	2021 Budget
Revenues:					
Taxes	\$ 353,930	\$ 677,715	\$ 750,000	\$ 724,826	\$ 500,000
Investment Income	1,986	2,497	750	700	650
Miscellaneous Receipts	3,660	1,500	1,500	-	-
Total Revenues:	\$ 359,576	\$ 681,712	\$ 752,250	\$ 725,526	\$ 500,650
Expenses:					
Insurance	\$ 206,941	\$ 246,566	\$ 230,000	\$ 190,000	\$ 228,000
Other Services	266,309	296,394	318,000	283,362	305,000
Total Expenses:	\$ 473,250	\$ 542,960	\$ 548,000	\$ 473,362	\$ 533,000
Net Income (Loss)	\$ (113,674)	\$ 138,752	\$ 204,250	\$ 252,164	\$ (32,350)
Beginning Fund Balance	95,981	(17,693)	121,059	121,059	373,223
Ending Fund Balance	\$ (17,693)	\$ 121,059	\$ 325,309	\$ 373,223	\$ 340,873

The District is party to the Fox Valley Special Recreation Association joint agreement between the District and the Oswegoland Park District, the Cities of Batavia, Geneva, and St. Charles and the Villages of South Elgin and Sugar Grove to provide recreational programs under Section 8-10b of the Park District Code. The FVSRA provides a diverse range of year-round recreation activities for individuals with special needs and disabilities. FVSRA administrative offices are located at the Vaughan Athletic Center (VAC) and are governed by a Board of Directors comprised of representatives from each of its member districts.

Contributions to this fund from member districts are determined annually by the Board of Directors and are based on each district's taxable Equalized Assessed Valuation. Capital improvements to District facilities, parks and playgrounds relating to special recreation programs and the American's with Disabilities Act (ADA) accessibility requirements also can be paid for through this fund. The District levies property taxes fund its contribution to the FVSRA; the maximum tax rate for this fund is .04 cents. The District's member contribution to FVSRA represents approximately 37.5% of all member contributions. Additionally, the District has a Condominium Agreement and Memorandum of Understanding regarding the use of the Vaughan Athletic Center.

The 2021 Budget for the Fox Valley Special Recreation District can be found on the following page.

Fox Valley Park District
2021 Budget
Fox Valley Special Recreation Fund

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues:					
Taxes	\$ 1,099,643	\$ 1,413,265	\$ 853,734	\$ 1,490,997	\$ 853,734
Investment Income	15,994	25,724	11,500	16,000	13,000
Total Revenues:	\$ 1,115,636	\$ 1,438,989	\$ 865,234	\$ 1,506,997	\$ 866,734
Expenses:					
Maintenance & Repairs	22,726	51,064	265,000	125,000	175,000
Other Services	34,796	42,772	45,000	15,000	90,000
Miscellaneous	694,682	703,933	750,406	750,405	760,000
Capital Expenditures	460,000	175,000	200,000	75,000	180,000
Total Expenses:	\$ 1,212,205	\$ 972,770	\$ 1,260,406	\$ 965,405	\$ 1,205,000
Net Income (Loss):	\$ (96,568)	\$ 466,219	\$ (395,172)	\$ 541,592	\$ (338,266)
Beginning Fund Balance:	853,674	757,106	1,223,325	1,223,325	1,764,917
Ending Fund Balance:	\$ 757,106	\$ 1,223,325	\$ 828,153	\$ 1,764,917	\$ 1,426,651

The Illinois Municipal Retirement Fund (IMRF) is a Qualified Plan under section 401(a) of the Internal Revenue Code. Since 1941, IMRF has provided employees of local governments and school districts in Illinois with a sound and efficient system for the payment of retirement, disability, and death benefits. IMRF is entirely funded by member contributions, investment returns and contributions from IMRF employers. The District levies property taxes to fund its annual IMRF contribution.

All IMRF-designated employees (those expected to work 1,000 or more hours annually) of the Fox Valley Park District are required to participate in IMRF. Employees contribute 4.5% of their gross wages and the District contributes an amount actuarially determined by IMRF on an annual basis.

The 2021 rate is 9.80%, which is a decrease as compared to the 2020 rate of 10.42%.

The 2021 Budget for the IMRF Fund can be found on the following page.

Fox Valley Park District
2021 Budget
Illinois Municipal Retirement (IMRF) Fund

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues:					
Taxes	\$ 881,652	\$ 771,942	\$ 650,000	\$ 724,826	\$ 230,000
Investment Income	11,618	17,822	12,000	6,500	5,950
Total Revenues:	\$ 893,269	\$ 789,763	\$ 662,000	\$ 731,326	\$ 235,950
Expenses:					
Pension Contributions	756,401	\$ 617,887	\$ 750,000	\$ 767,885	\$ 713,807
Total Expenses:	\$ 756,401	\$ 617,887	\$ 750,000	\$ 767,885	\$ 713,807
Net Income (Loss):	\$ 136,868	\$ 171,876	\$ (88,000)	\$ (36,559)	\$ (477,857)
Beginning Fund Balance:	562,074	698,942	870,818	870,818	834,259
Ending Fund Balance:	\$ 698,942	\$ 870,818	\$ 782,818	\$ 834,259	\$ 356,402

The Federal Insurance Compensation Act (FICA) requires employee contributions to Social Security (6.20%) and Medicare (1.45%) based on gross wages paid to the employee. The District is required to match this amount at the same percentages. In calendar year 2021, once an employee's wages reach \$142,800 for the year, they are exempt from the Social Security contribution. There is no salary cap for Medicare contributions.

The District levies property taxes to fund its share of Social Security and Medicare contributions.

The 2021 Budget for the Social Security (FICA) Fund can be found on the following page.

Fox Valley Park District
2021 Budget
Social Security (FICA) Fund

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues:					
Taxes	\$ 540,598	\$ 867,718	\$ 960,000	\$ 927,780	\$ 560,000
Investment Income	7,623	7,059	5,000	3,250	3,050
Total Revenues:	\$ 548,221	\$ 874,777	\$ 965,000	\$ 931,030	\$ 563,050
Expenses:					
Social Security and Medicare	740,632	786,451	904,612	635,000	845,792
Total Expenses:	\$ 740,632	\$ 786,451	\$ 904,612	\$ 635,000	\$ 845,792
Net Income (Loss):	\$(192,411)	\$ 88,326	\$ 60,388	\$ 296,030	\$(282,742)
Beginning Fund Balance:	515,757	323,346	411,672	411,672	707,702
Ending Fund Balance:	\$ 323,346	\$ 411,672	\$ 472,060	\$ 707,702	\$ 424,960

The purpose of the Audit Fund is to provide financial resources to be used to prepare and publish the Comprehensive Annual Financial Report that encompasses all funds and account groups of the District.

The 2021 Budget for the Audit Fund can be found on the following page.

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues:					
Taxes	\$ 71,633	\$ 57,462	\$ 20,000	\$ 21,087	\$ 20,000
Investment Income	2	243	200	300	275
Total Revenues:	\$ 71,635	\$ 57,705	\$ 20,200	\$ 21,387	\$ 20,275
Expenses:					
Professional Services	30,690	32,320	51,000	40,000	40,000
Total Expenses:	\$ 30,690	\$ 32,320	\$ 51,000	\$ 40,000	\$ 40,000
Net Income (Loss):	\$ 40,946	\$ 25,385	\$(30,800)	\$ (18,613)	\$ (19,725)
Beginning Fund Balance:	25,972	66,918	92,303	92,303	73,690
Ending Fund Balance:	\$ 66,918	\$ 92,303	\$ 61,503	\$ 73,690	\$ 53,965

Reimagining Recreation **2021 ANNUAL BUDGET**

**NON-MAJOR FUNDS -
CAPITAL PROJECT FUNDS**



The Land Cash Development Fund is used to account for land cash contributions from new development within the District. These contributions are used for the construction of parks and related improvements.

The 2021 Budget for the Land Cash Development Fund can be found on the following page.

Fox Valley Park District
2021 Budget
Land Cash Development Fund

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues:					
Investment Income	\$ 25,077	\$ 42,110	\$ 26,000	\$ 48,915	\$ 39,000
Intergovernmental Income	151,368	316,259	-	366,793	142,750
Total Revenues:	\$ 176,445	\$ 358,369	\$ 26,000	\$ 415,708	\$ 181,750
Expenses:					
Professional Services	-	-	250,000	250,000	-
Capital Expenditures	1,042	-	55,000	353,888	442,565
Total Expenses:	\$ 1,042	\$ -	\$ 305,000	\$ 603,888	\$ 442,565
Net Income (Loss):	\$ 175,403	\$ 358,369	\$ (279,000)	\$ (188,180)	\$ (260,815)
Beginning Fund Balance:	1,434,222	1,609,625	1,967,994	1,967,994	1,779,814
Ending Fund Balance:	\$ 1,609,625	\$ 1,967,994	\$ 1,688,994	\$ 1,779,814	\$ 1,518,999

The Fox Bend Proceeds Fund is used to account for proceeds from the sale of the District's share of the Fox Bend Golf Course. Available funds are restricted to improvements of the District's Orchard Valley Golf Course.

The 2021 Budget for the Fox Bend Proceeds Fund can be found on the following page.

Fox Valley Park District
2021 Budget
Fox Bend Proceeds Fund

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues:					
Investment Income	\$ 20,272	\$ 31,656	\$ 20,350	\$ 29,000	\$ 27,000
Total Revenues:	\$ 20,272	\$ 31,656	\$ 20,350	\$ 29,000	\$ 27,000
Expenses:					
None	-	-	-	-	-
Total Expenses:	\$ -	\$ -	\$ -	\$ -	\$ -
Net Income (Loss):	\$ 20,272	\$ 31,656	\$ 20,350	\$ 29,000	\$ 27,000
Beginning Fund Balance:	1,052,410	1,072,682	1,104,338	1,104,338	1,133,338
Ending Fund Balance:	\$ 1,072,682	\$ 1,104,338	\$ 1,124,688	\$ 1,133,338	\$ 1,160,338

The District's 2015A, 2017 and 2019 GO Bond Funds are used to account for proceeds from the issuance of general obligation bonds. All proceeds are restricted for use in the construction and/or improvement of the District's capital assets.

The 2021 Budget for the Bond Funds can be found on the following pages.

Fox Valley Park District
2021 Budget
2015A GO Bonds Fund

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues:					
Investment Income	\$ 30,789	\$ 9,999	\$ -	\$ 6,000	\$ 5,500
Intergovernmental Income	759,924	-	-	-	-
Total Revenues:	\$ 790,713	\$ 9,999	\$ -	\$ 6,000	\$ 5,500
Expenses:					
Capital Expenditures	2,400,730	186,654	1,189,500	1,115,000	135,000
Total Expenses:	\$ 2,400,730	\$ 186,654	\$ 1,189,500	\$ 1,115,000	\$ 135,000
Net Income (Loss):	\$(1,610,017)	\$ (176,654)	\$(1,189,500)	\$(1,109,000)	\$(129,500)
Beginning Fund Balance:	3,033,587	1,423,570	1,246,916	1,246,916	137,916
Ending Fund Balance:	\$ 1,423,570	\$ 1,246,916	\$ 57,416	\$ 137,916	\$ 8,416

Fox Valley Park District
2021 Budget
2017 GO Bonds Fund

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues:					
Investment Income	\$ 48,520	\$ 58,592	\$ 5,000	\$ 21,000	\$ 16,500
Intergovernmental Income	-	-	-	-	800,000
Miscellaneous Receipts	400	-	-	-	-
Total Revenues:	\$ 48,921	\$ 58,592	\$ 5,000	\$ 21,000	\$ 816,500
Expenses:					
Capital Expenditures	341,156	277,113	1,050,000	291,249	842,000
Total Expenses:	\$ 341,156	\$ 277,113	\$ 1,050,000	\$ 291,249	\$ 842,000
Net Income (Loss):	\$ (292,236)	\$ (218,521)	\$ (1,045,000)	\$ (270,249)	\$ (25,500)
Beginning Fund Balance:	3,200,813	2,908,577	2,690,056	2,690,056	2,419,807
Ending Fund Balance:	\$ 2,908,577	\$ 2,690,056	\$ 1,645,056	\$ 2,419,807	\$ 2,394,307

Fox Valley Park District
2021 Budget
2019 GO Bonds Fund

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues:				
Investment Income	\$ 27,034	\$ -	\$ 48,000	\$ 41,500
Total Revenues:	\$ 27,034	\$ -	\$ 48,000	\$ 41,500
Expenses				
Professional Services	27,700	-	-	-
Total Expenses:	\$ 27,700	\$ -	\$ -	\$ -
Excess (Deficiency) of Revenues Over Expenses:	\$ (666)	\$ -	\$ 48,000	\$ 41,500
Other Financing Sources (Uses):				
Proceeds from Bonds	3,466,795	-	-	-
Total Other Financing Sources (Uses):	\$ 3,466,795	\$ -	\$ -	\$ -
Net Income (Loss):	\$ 3,466,129	\$ -	\$ 48,000	\$ 41,500
Beginning Fund Balance:	-	3,466,129	3,466,129	3,514,129
Ending Fund Balance:	\$ 3,466,129	\$ 3,466,129	\$ 3,514,129	\$ 3,555,629

Reimagining Recreation
2021 ANNUAL BUDGET
PERFORMANCE MEASURES



Performance measures are established and tracked at the department level. Monthly, information is communicated to the Board of Commissioners through board reports. The performance measures presented in this section are linked to specific key strategies and goals established within the District's strategic plan. In some cases, 2019 serves as the benchmark year while in others, 2020 was the first year the measure was tracked. The District will continue to build on and expand these measures in future years.

Operations

The Operations Department tracks both internal and external workorder requests through the Cartegraph asset management system. Workorders are submitted by District employees and the public utilizing the "See, Click, Fix" submission tool. The following summary provides the workorders for 2020.

Key Strategy 1- Build Community and Customer Loyalty

Goal A - Provide safe, distinctive and well-maintained parks and facilities.

Goal C - Provide excellent two-way public communication

Key Strategy 4 - Achieve Excellence in Organizational Planning, Administration & Operations

Goal B - Promote continuous improvement through innovation and technology.

Goal C - Improve efficiency and effectiveness

Department/Division	Number of Tasks	Labor Hours	Avg. Dwell Time
No Department	324	-	129
Aquatics	503	1,721	116
Arboriculture	974	3,354	99
Athletics	1,507	11,691	46
Blackberry Farm	192	1,279	93
Central Maintenance	4,173	8,391	61
East Maintenance	1,728	3,474	16
Facilities	506	2,125	73
Fleet	1	1	-
Horticulture	3,897	8,200	23
Natural Areas	178	715	784
Operations	588	2,473	79
Snow Team	374	1,491	9
Trades	4,298	8,055	70
West Maintenance	3,338	14,742	41

This data will continue to be tracked and reported on for subsequent years

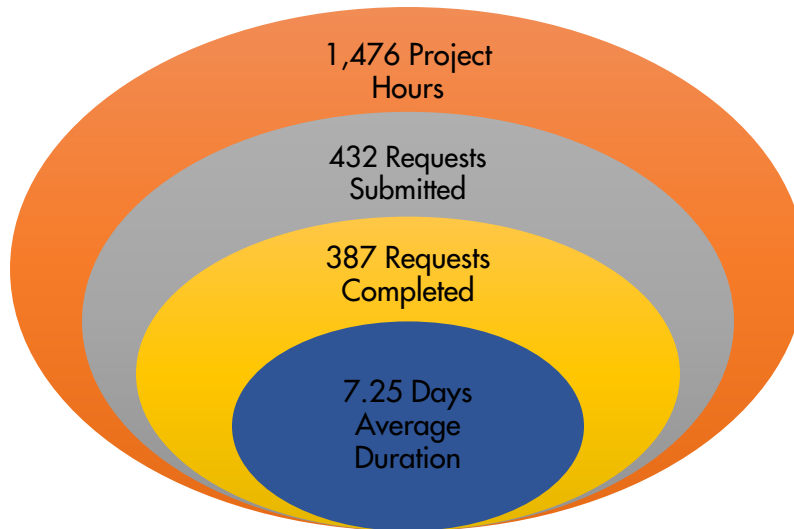
Marketing

RoboHead is the Marketing Department's internal work order system that provides the ability to manage projects requested by internal District staff. RoboHead is a means for creative input, a forum for collaboration and a dashboard to prioritize requests and deadlines. The following performance measures are from 2020.

Key Strategy 4 - Achieve Excellence in Organizational Planning, Administration & Operations

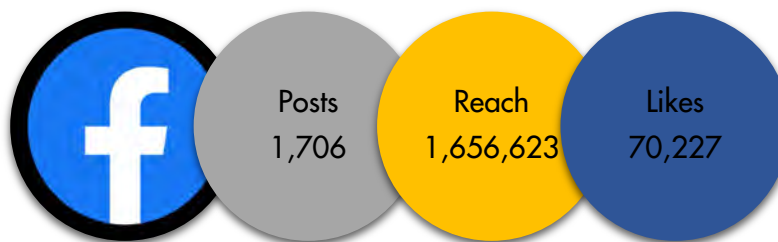
Goal B - Promote continuous improvement through innovation and technology

Goal C - Improve efficiency and effectiveness



Key Strategy 1 - Build Community and Customer Loyalty

Goal C - Provide excellent two-way public communication



Finance

Key Strategy 3 - Strengthen Financial Performance

Goal A - Reduce reliance on tax revenues

Goal B - Ensure appropriate funding availability for operations and maintenance

Measure	2020	2019
Bond Rating	Reaffirmed AA+	N/A
Receive GFOA Distinguished Budget Award	Yes	Yes
District Fund Balance Reserves	13.1 Months (projected)	12.5 Months
Property Tax as % of Revenues	79% (projected)*	63%

*Overall, revenues were down roughly \$7 million compared to the budgeted 2020 revenues; therefore, making the property tax percentage a more significant portion of overall revenues as these were a minimally affected revenue source.

Human Resources

Key Strategy 5: Enrich Employee Work Environment

Goal A - Develop employee skills, abilities, and knowledge

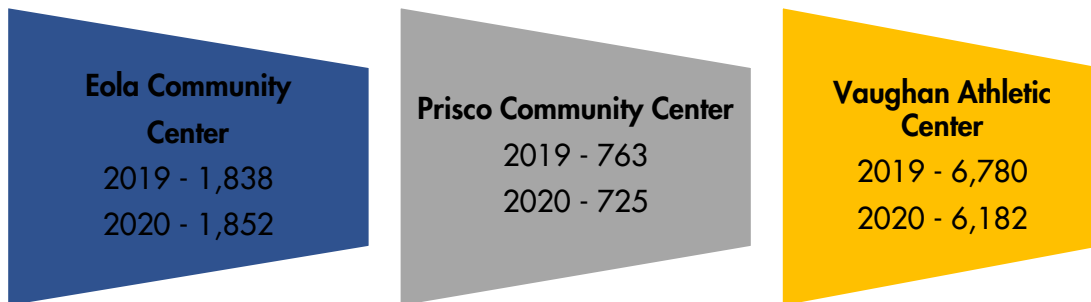
	Full Time	Transfers	35	Rehires	11
		Promotions	19	Terminations	38
		New Hires	103	Resignations	37
	Part Time	Transfers	35	Rehires	11
		Promotions	19	Terminations	38
		New Hires	103	Resignations	37

Recreation

The recreation department is heavily reliant on program and membership revenues. The District continues to promote and enhance its offerings to increase user-based revenues.

Key Strategy 3 - Strengthen Financial Performance

Goal A - Reduce reliance on tax revenues

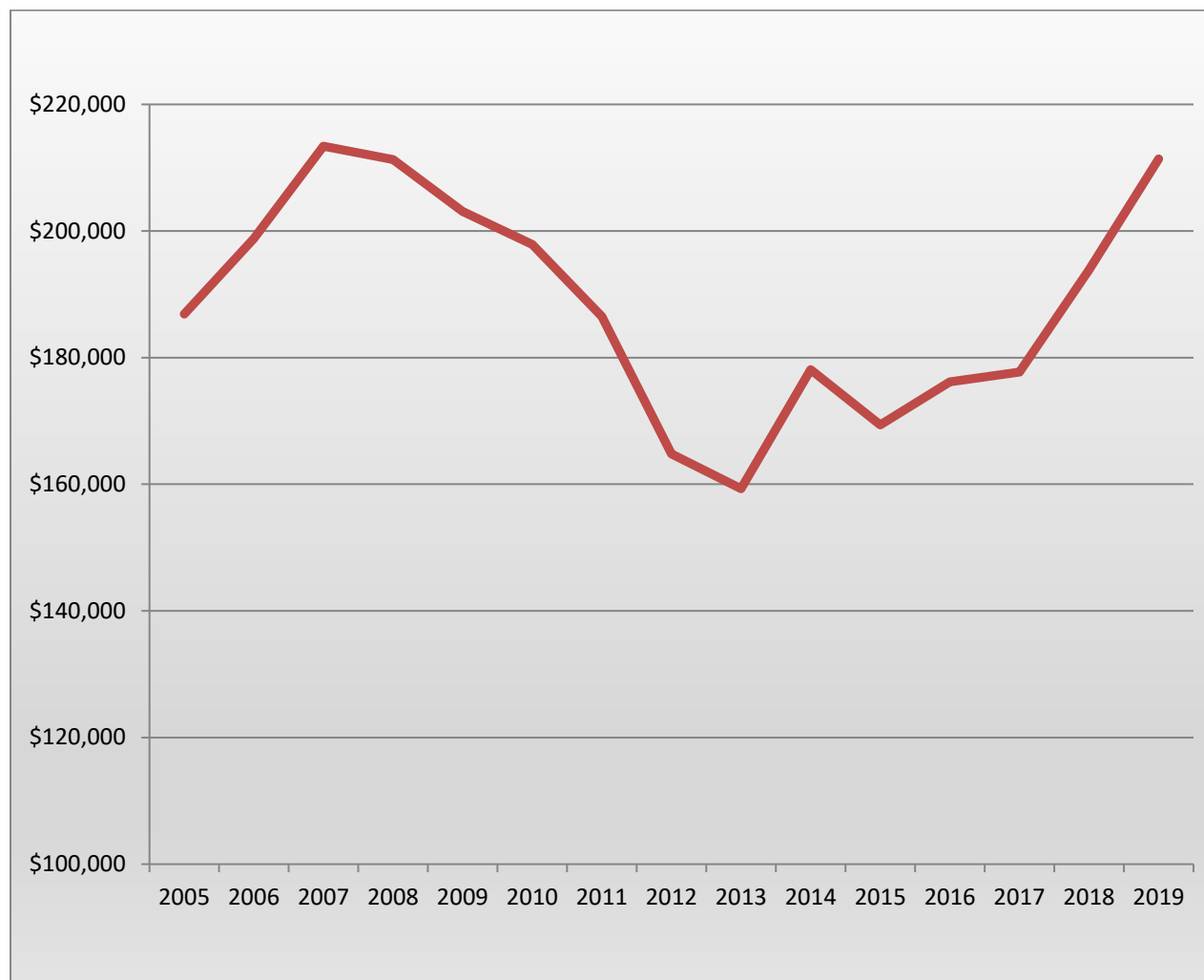


Revenues	Eola Fitness	Prisco Fitness	Vaughan Fitness
2019	\$546,520	\$147,662	\$2,088,738
2020	\$234,687	\$68,153	\$823,383

Program Category	2020 Enrolled	2019 Enrolled	Program Category	2020 Enrolled	2019 Enrolled
Aquatics	2,120	6,826	Gymnastics	585	4,056
Arts & Crafts	176	530	Health	429	2,034
Athletics	205	964	In House	12	68
Baseball	102	633	Scouts	7	5
Basketball	212	1,939	Martial Arts	302	1,400
B&A Care	49	-	Music	7	86
Camps	278	4,831	Nature Play	57	78
Cheer & Pom	160	431	Nature Program	207	286
Creative Play	159	360	Prime Times	83	1,721
Dance	350	1,429	Shows	-	171
Drama	345	612	Soccer	268	1,196
Early Childhood	43	649	Special Events	384	1,959
eCARE	634	-	Tennis	2,158	2,977
Flag Football	56	111	Tours	-	993
General Int.	214	824	Volleyball	368	916
			Total	9,970	38,085



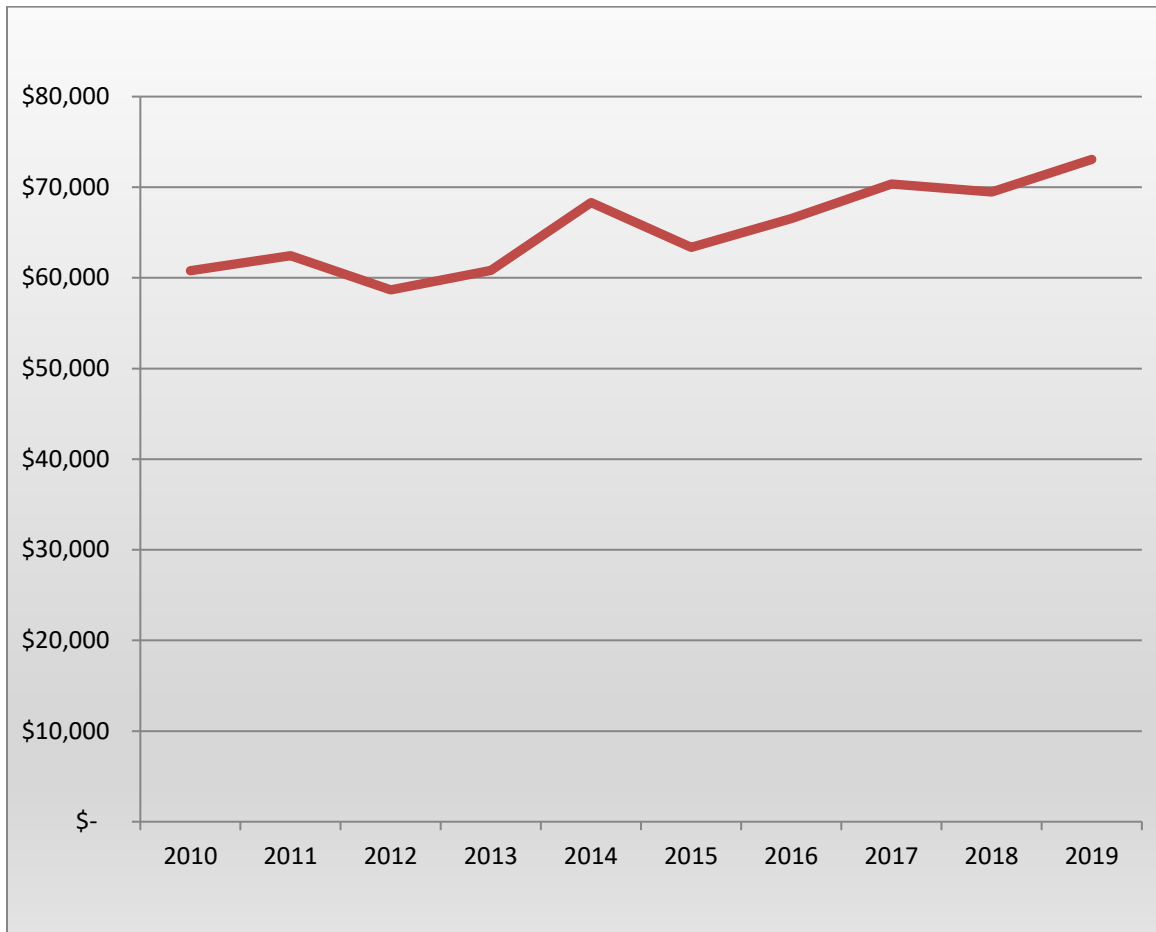
Reimagining Recreation
2021 ANNUAL BUDGET
TRENDS



This chart displays the change in the median value of homes within the District's boundaries. Changes in median home value serve as an indicator of the financial health of the District's tax base.

Trend Analysis

Median home values have steadily climbed back to their pre-recession peaks driven by sustained low interest rates, low inventory, and high demand. Median home values directly impact the finances of the District via their effect on the Equalized Assessed Values (EAV) upon which property taxes are based. EAV is relative to median home value; the median home value represents the current fair market value of a property, which is the main input in the EAV calculation.

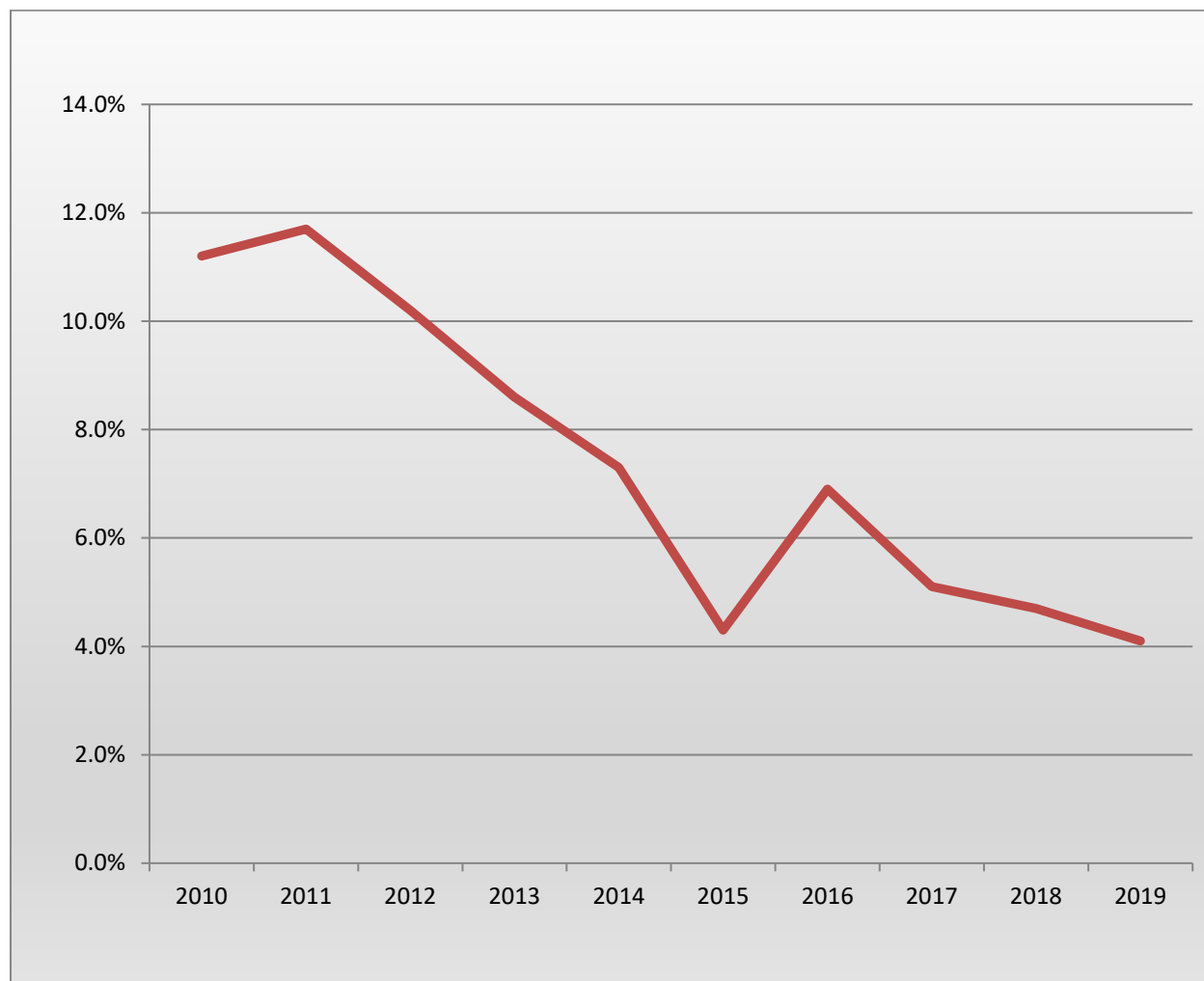


This chart displays the change in the median income of households residing within the District. Changes in median household income are an indicator of local economic health or distress.

Trend Analysis

Local households have experienced modest income gains over the past 5 years due to improved conditions in the local and national economy. In this timeframe the District's economic base experienced both recovery and growth. As a result, there is a greater availability of jobs and additional, higher paying opportunities in new industries.

Source: US Census Bureau American Community Survey 1-Year Estimates



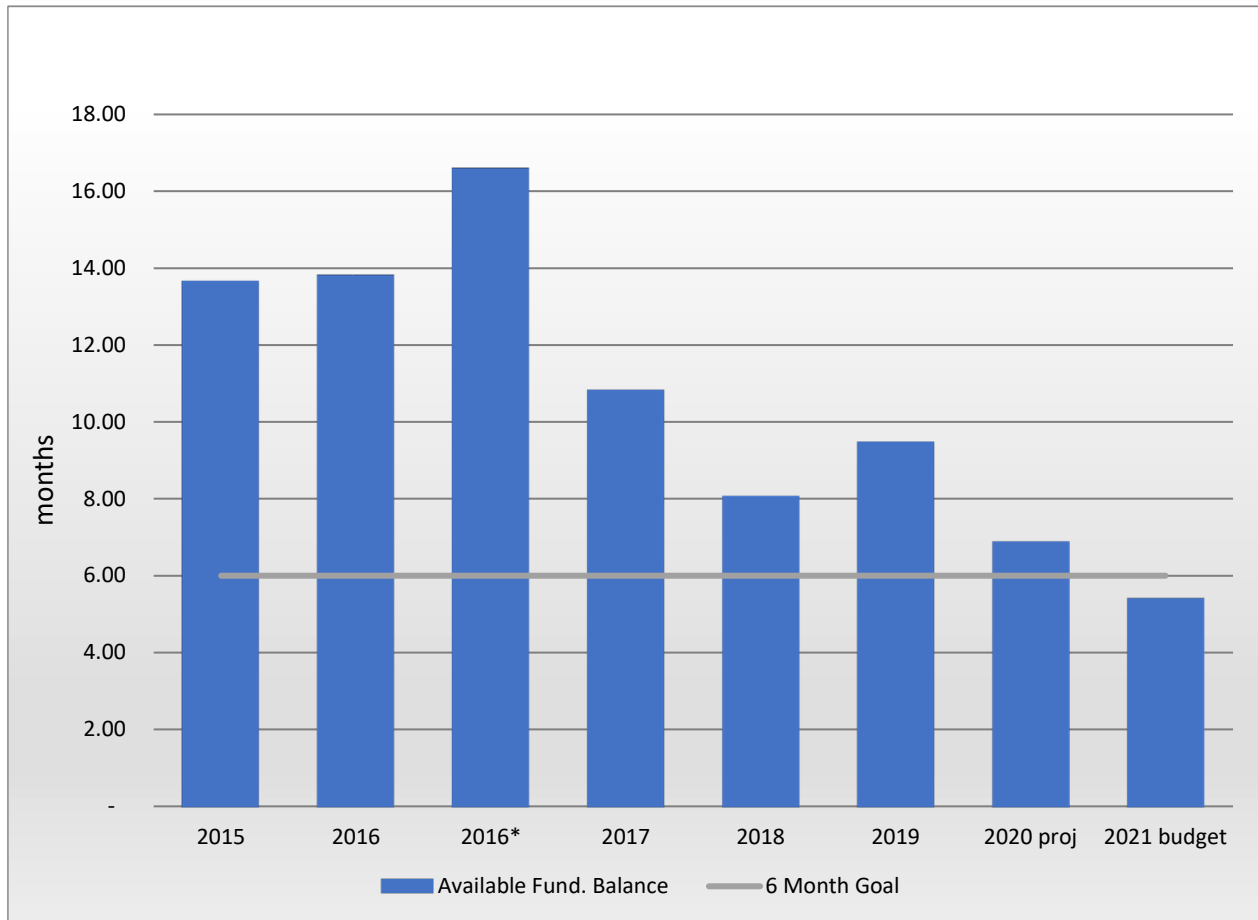
This chart displays the change in the local unemployment rate. Changes in the unemployment rate serve as an indicator of local economic health or distress.

Trend Analysis

Improved economic conditions have replaced jobs lost at the peak of the Great Recession. Growth within certain industries (such as logistics/fulfillment) has also created additional employment opportunities.

Source: US Census Bureau American Community Survey 1-Year Estimates

Fox Valley Park District
2021 Budget
Available Fund Balance Reserve Goals



This chart represents the combined available fund balance for the District's General and Recreation funds. Available fund balance (current assets - current liabilities - restricted portion of the Fund Balance) is a measure of accumulated financial resources available for discretionary use and determines the District's ability to respond to opportunities and emergencies. It also is an important consideration in how the District finances capital projects; use of fund balance precludes the need to raise capital via issuing debt.

2016* is the eight-month short year ending December 31, 2016. The short year serves as a transition from an April 30th fiscal year-end to a calendar year beginning in 2017.

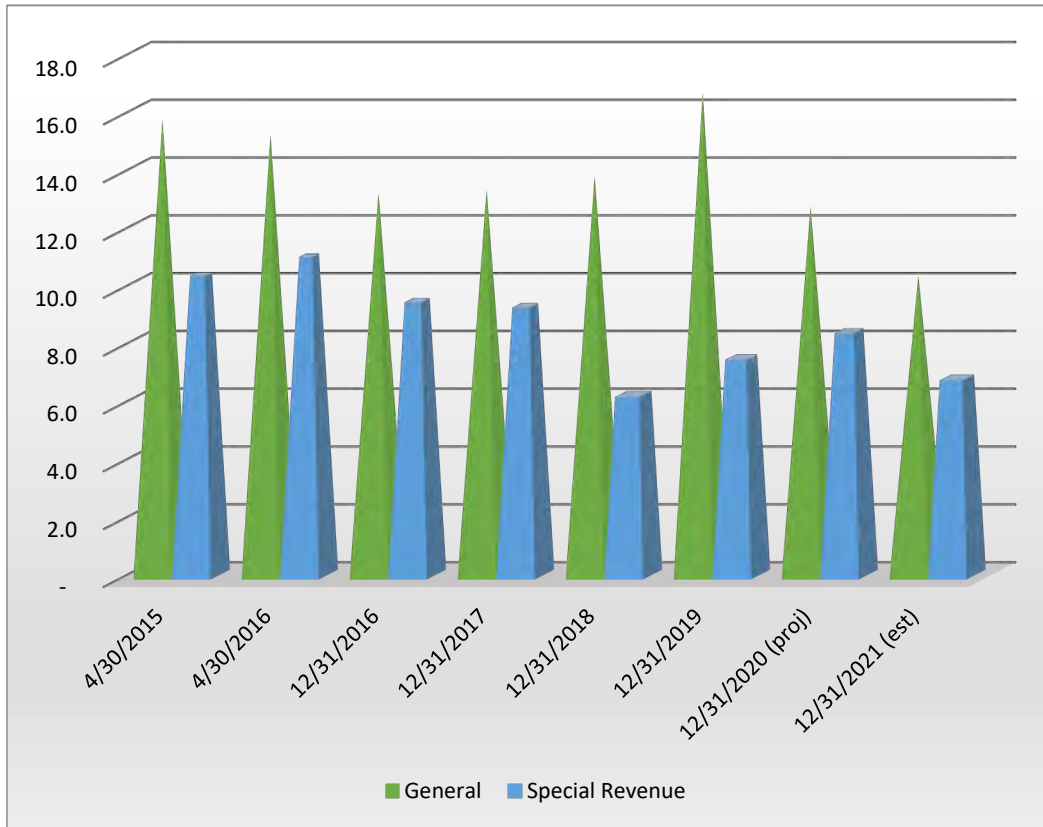
Analysis

The District maintains a Fund Balance Policy of no less than three months and at or near six months of operating expenditures in Fund balance. The District is currently drawing down the months of capital expenditures of fund balance to be in accordance with the guidelines set for in the Fund Balance Policy and to follow the best practices set forth by the Government Finance Officers Association. The drawdown in fund balance is gradual as the District takes a conservative approach in not dramatically drawing down fund

balance all in one year. The drawdown has been accomplished by transferring excess fund balance to the Capital Development fund for maintenance of our existing assets as well as the replacement of existing aging vehicles and equipment.

Source: Fox Valley Park District Comprehensive Annual Financial Report

Fund Balance in Months of Expenditures - Tax Capped Funds



This chart represents the number of months the District could operate if financing its expenditures only with existing fund balances.

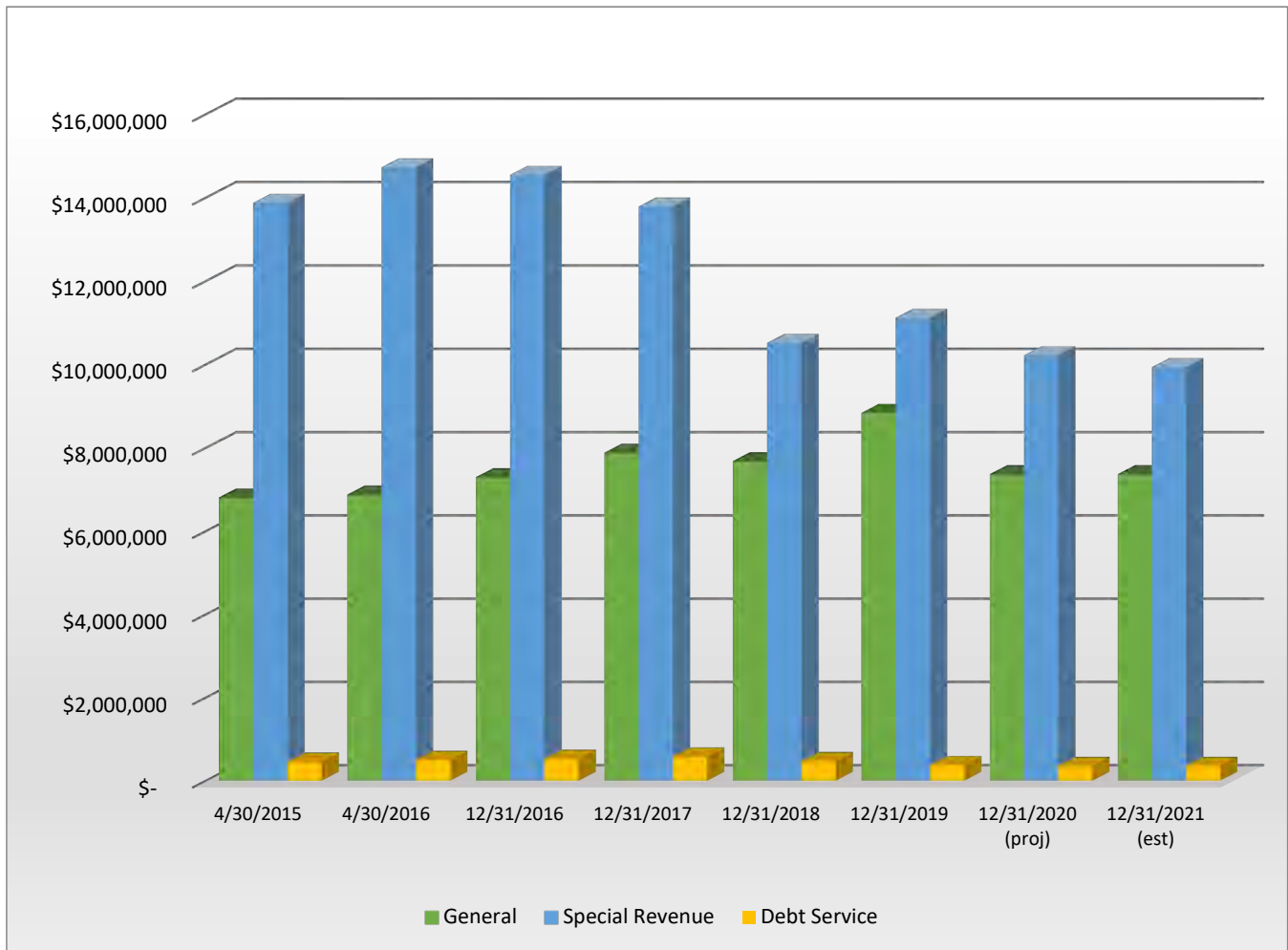
12/31/2016 is the eight-month short year ending December 31, 2016.

Analysis

The District is gradually drawing down the number of months of reserves to comply with the changes made to its Fund Balance policy, which was updated to align with best practices set forth by the Government Finance Officers Association. Goal levels are set on the individual fund or fund type level.

Source: Fox Valley Park District Comprehensive Annual Financial Report

Fox Valley Park District
2021 Budget
Fund Balance - Tax Capped Funds



Illinois law caps the amount of taxing bodies annual property tax extension increases. This chart represents the fund balances in each of the District's three groups of funds (General, Special Revenue and Debt Service) subject to legal tax caps.

2016* is the eight-month short year ending December 31, 2016.

Special Revenue funds are made up of the Recreation, Museum, Illinois Municipal Retirement (IMRF), Insurance, Audit, Police, Social Security (FICA) and Fox Valley Special Rec Association (FVSRA) Funds.

Analysis

The declining fund balance in the General and Special Revenue funds is a result of a change in District policy. The District has been intentionally drawing down these balances to comply with the policy, which is intended to bring the District in line with the Government Finance Officer Association best-practice

recommendations. The District is using investment in capital project funds for maintenance and repairs as the primary mechanism to gradually draw down fund balances.

Source: Fox Valley Park District Comprehensive Annual Financial Report

**Fox Valley Park District
2021 Budget
Top Ten Taxpayers**

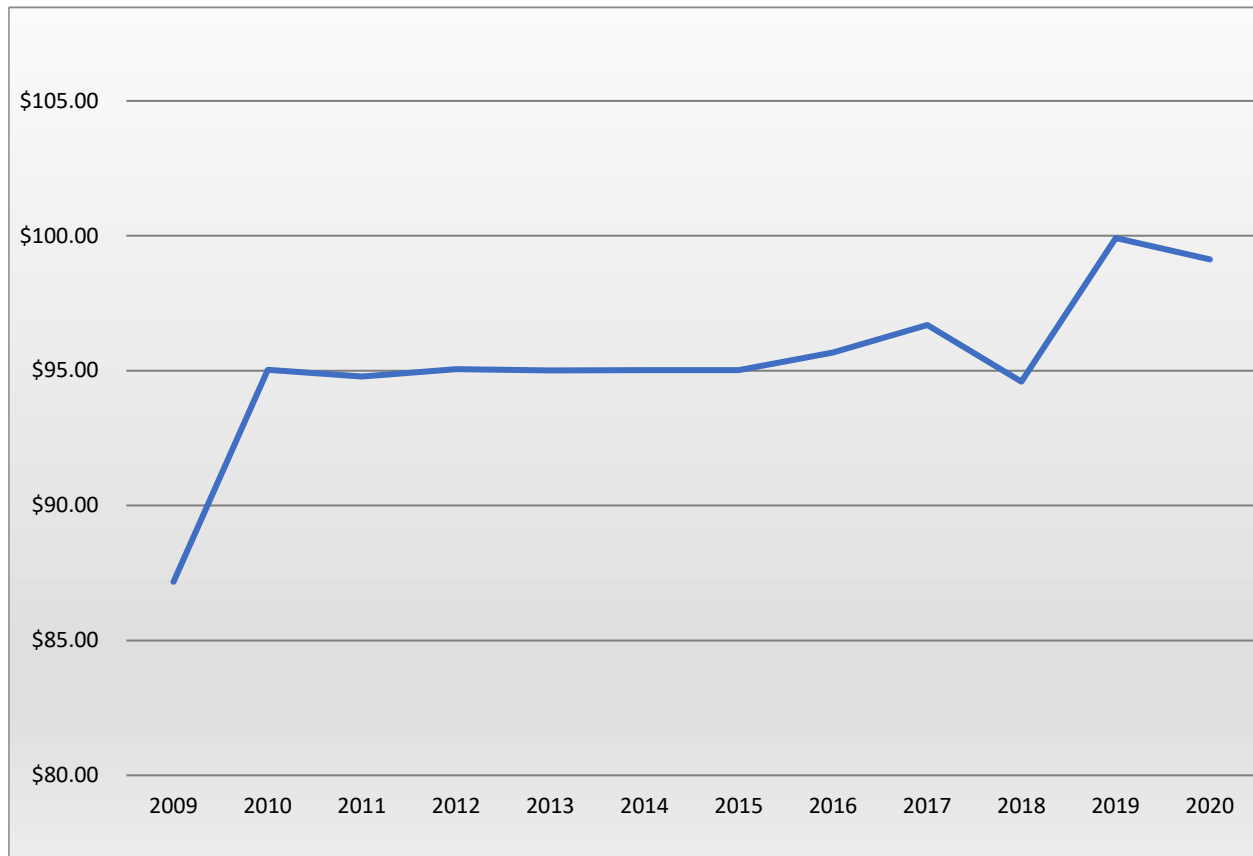
Taxpayer Name	Business/Service	2019 EAV (2)
Simon/Chelsea Development LLC	Real Property	\$ 66,616,345
Liberty Illinois LP	Real Property	37,336,884
Fox Valley Mall LLC	Shopping Mall	27,255,110
Chicago Premium Outlets LLC	Shopping Mall	23,410,204
TGM Chesapeake Inc.	Apartments	19,198,000
JVM Aventine Apartments	Apartments	17,011,630
LIT Industrial LP	Industrial Property	14,634,515
SSIL Fox Valley LLC	Real Property	14,391,510
Chase McElwee	Real Property	13,380,892
L3C Acquisition LLC	Real Property	10,985,560
Total		\$ 244,220,678

Ten Largest Taxpayers as a Percent of District's 2019 EAV (\$4,746,836,817) 5.14%

Notes (1) Source: DuPage, Kane, Kendall and Will County Clerks

(2) Every effort has been made to seek out and report the largest taxpayers. However, many of the taxpayers listed contain multiple parcels, and it is possible that some parcels and their valuations have been overlooked. The 2019 EAV is the most recent available.

Fox Valley Park District
2021 Budget
2019 Tax Levy (payable in 2020) Per Resident



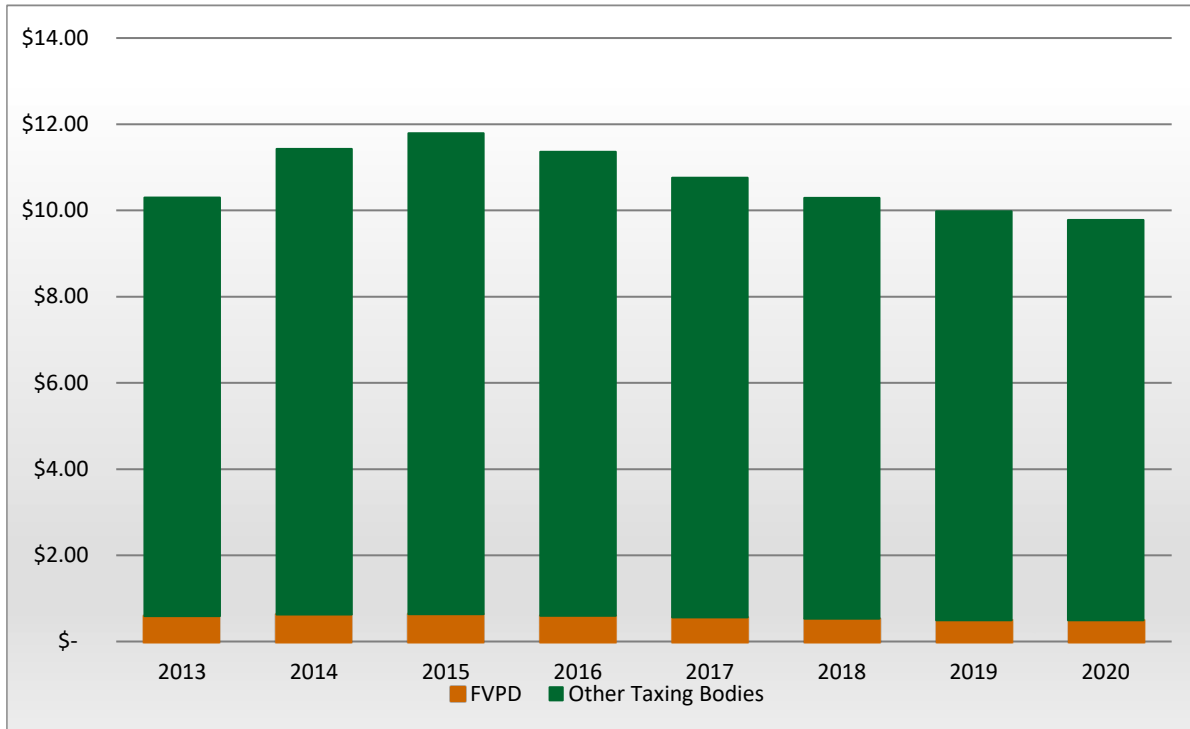
This chart illustrates the District's annual tax levies on a per resident basis. The tax levy represents the total amount of property tax revenue raised by the District.

Trend Analysis

In the years immediately following the 2008 recession, the District voluntarily froze its aggregate property tax levy. In recent years, District leadership remained committed to keeping taxes as flat as possible despite improving economic conditions. 2019 was the first year with a moderate increase to the levy, primarily due to an increase in the sub-levy requested by Fox Valley Special Recreation.

Source: Fox Valley Park District Comprehensive Annual Financial Report

Fox Valley Park District
2021 Budget
Property Tax Distribution per \$100 EAV



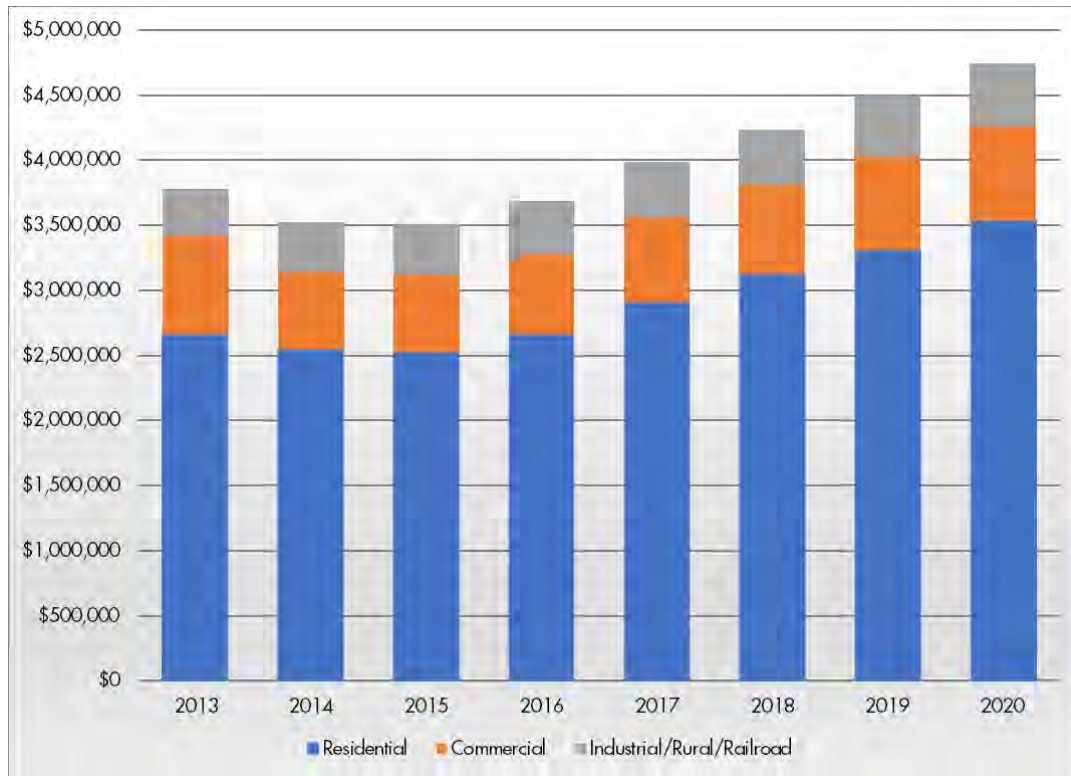
This chart illustrates the amount of a resident's total property taxes attributed to the District and to other overlapping governments (school districts, county/local governments, library districts, etc.). The District must consider the total tax burden placed on taxpayers by overlapping governmental units when it develops its budget & tax levy.

Trend Analysis

The District's 5% share of a resident's total property tax bill remains essentially unchanged. The overall downward trend in total property taxes is attributed to a combination of other taxing bodies reducing their tax rates and EAV growth. Overlapping county/municipal governments and school districts have reduced their tax rates. EAV's also continue to grow at a higher year-over-year rate than the change in the aggregate levy. Tax rates and EAV have an inverse relationship; when the EAV of a property increases at a higher rate than tax levies, the effective tax rate goes down.

Source: Fox Valley Park District Comprehensive Annual Financial Report

Fox Valley Park District
2021 Budget
Value and Components of Taxable Property

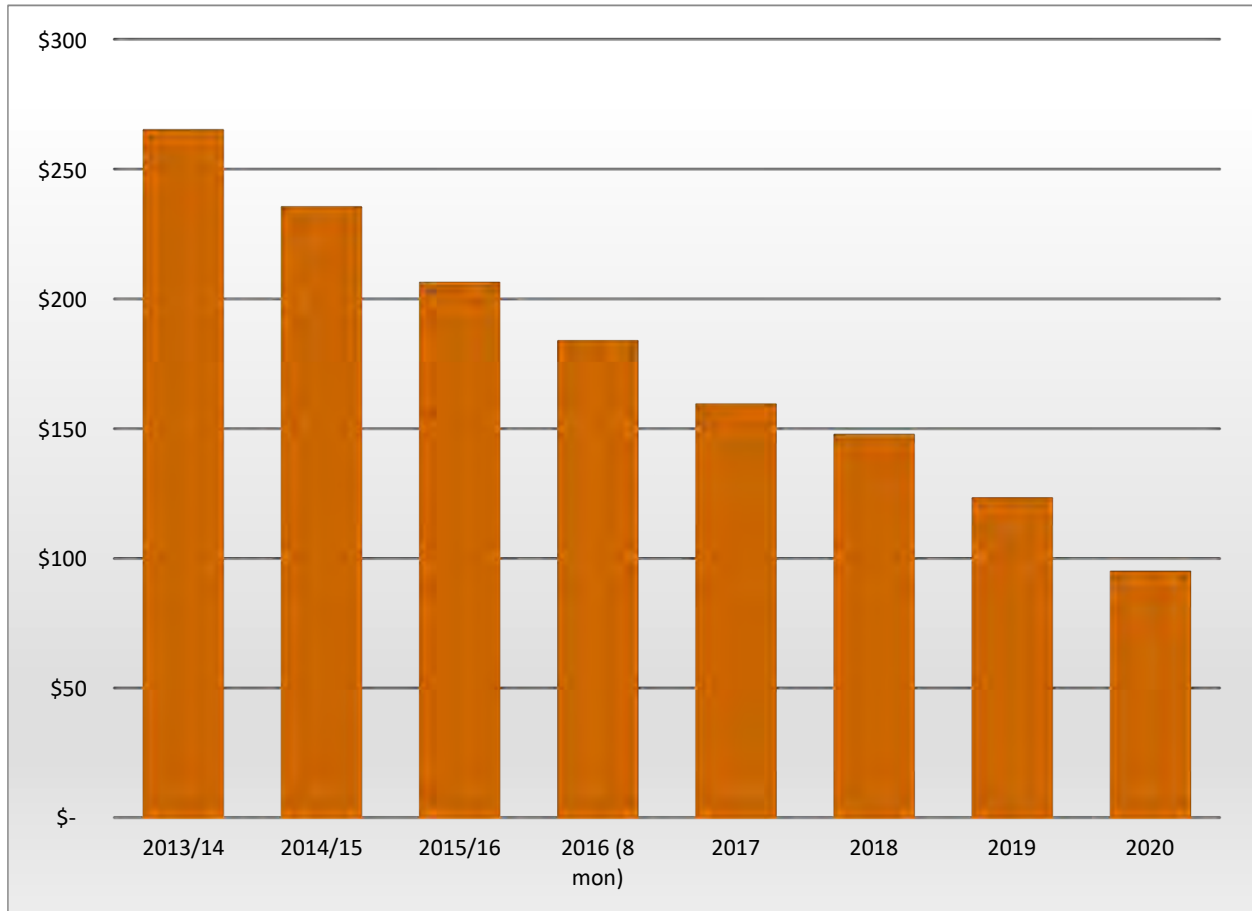


Real property in Illinois is assessed at 1/3 of its fair market value for tax purposes. Assessed value serves as the base to determine the property tax rate. This chart illustrates the composition of the District's tax base and the change in assessed value within each category of real property. Increasing assessed values may be a result of appreciation in fair market value and/or newly developed property becoming taxable. Decreasing assessed values may indicate deteriorating conditions in the local real estate market.

Trend Analysis

2020 marked five consecutive years of growth for the District's property tax base. Aggregate total assessed value increased 6% in 2020. All five real property categories experienced assessed value growth. Residential properties comprise 75% of the District's property tax base. The growth in the residential values is a result of low interest rates and high buyer demand pushing up housing prices.

Source: Fox Valley Park District Comprehensive Annual Financial Report



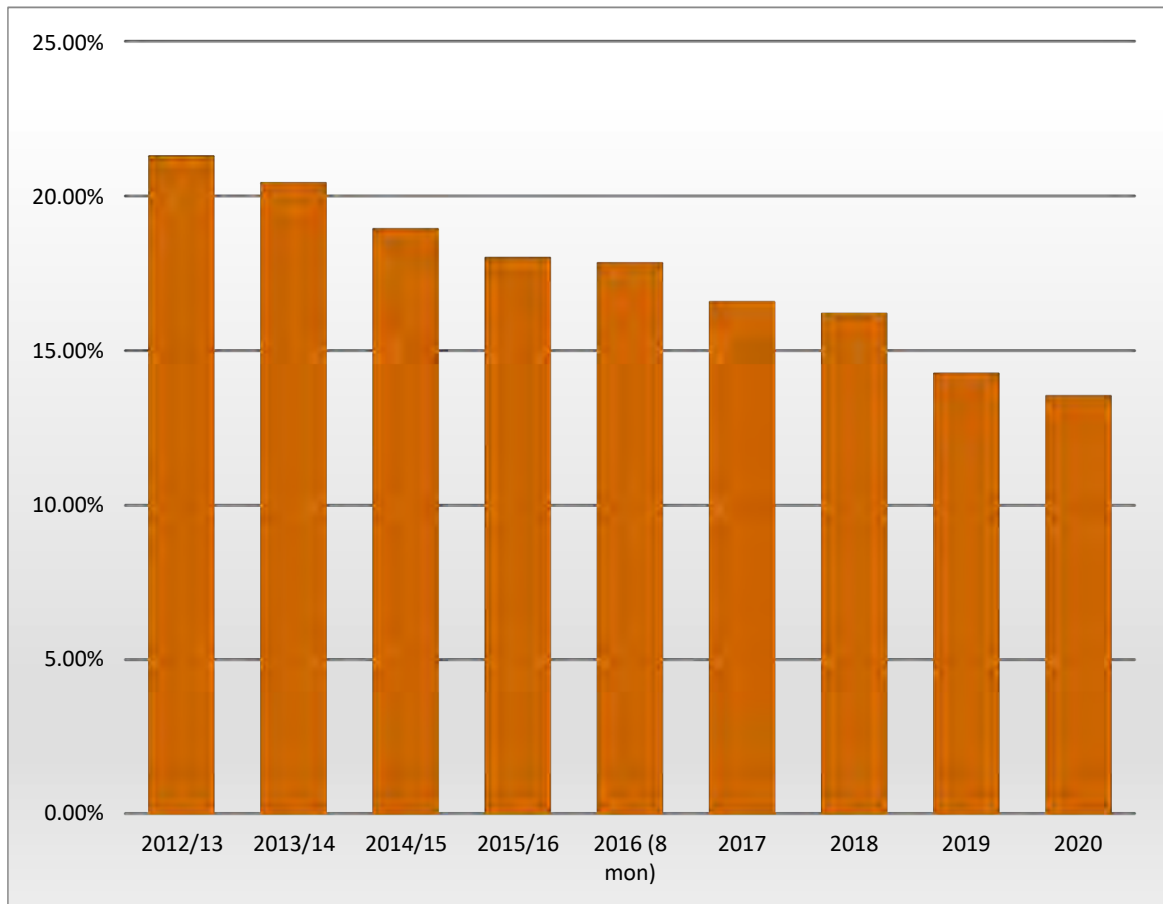
This graph illustrates the District's long-term bonded debt per capita. The graph does not include debt of overlapping jurisdictions (school district, park district, library district, etc.).

Trend Analysis

The District has continued to retire more existing debt than the amount of new debt issued.

Source: Fox Valley Park District Comprehensive Annual Financial Report

Overlapping Bonded Debt as a % of Equalized Assessed Value



Overlapping Debt represents the combined bonded debt of the District and all other governmental units within the District's taxing geographical boundaries. These other taxing districts are government bodies such as schools, forest preserves, county/city governments, and libraries. Overlapping Bonded Debt as a percentage of Equalized Assessed Value (EAV) serves as a measure of a property tax base's debt carrying capacity.

Trend Analysis

Overlapping bond debt has slightly decreased year over year while EAV continued to grow. EAV growth is an extension of a healthy local real estate market and economy.

Source: Fox Valley Park District Comprehensive Annual Financial Report

Reimagining Recreation

2021 ANNUAL BUDGET

APPENDIX



Like many organizations, the Park District uses many acronyms. The use of acronyms often makes reading any material somewhat difficult. To aid the ease of reading this budget document and to avoid any confusion, a separate acronym glossary has been added.

ADA – Americans with Disability Act of 1990 regulated through the Department of Justice, which prohibits discrimination on the basis of disability in "places of public accommodation" (businesses and non-profit agencies that serve the public) and "commercial facilities" (other businesses). The regulation is responsible for establishing minimum standards for ensuring accessibility when designing and constructing a new facility or altering an existing facility.

BMP – Best management practices

CFA – Computerized fleet analysis software

CPI – Consumer Price Index is an index of prices used to measure the change in the cost of basic goods and services in comparison with a fixed base period.

CMAQ – Congestion, Mitigation and Air Quality Improvement Program are federal grants for projects that contribute to air quality improvements and reduce congestion.

EAB – Emerald Ash Borer

EAV – Equalized Assessed Value is the value of a property that serves as the basis for tax calculation.

ERI – Early Retirement Incentive is a plan that allows eligible employee to purchase additional service credit, enabling those employees to retire early often resulting in a savings to the employer.

FICA – Federal Insurance Contributions Act tax is a United States payroll (or employment) tax imposed by the federal government on both employees and employers to fund Social Security and Medicare – federal programs that provide benefits for retirees, the disabled and children of deceased workers.

GAAP – Generally Accepted Accounting Practices are uniform minimum standards and guidelines for financial accounting and reporting.

GASB – Governmental Accounting Standards Board is the independent organization that establishes standards of accounting and financial reporting for U.S. state and local governments.

GIS – Geographic Information System

HVAC – Heating, ventilating, air conditioning system

IAPD – Illinois Association of Park Districts a non-profit service, research and education organization that serves park districts, forest preserves, conservation, recreation and special recreation agencies.

IDNR – Illinois Department of Natural Resources manages, protects and sustains Illinois' natural and cultural resources; provides resource-compatible recreational opportunities and promotes natural resource-related issues for the public's safety and education.

IMRF – Illinois Municipal Retirement Fund is an organization that provides employees of most local governments and school districts in Illinois (with the exception of the City of Chicago and Cook County) with a system for the payment of retirement, disability and death benefits.

IPM – Integrated Pest Management

IPRA – Illinois Park and Recreation Association is a not-for-profit organization and public interest group whose members share the common goal of providing quality park and recreation opportunities for the citizens of Illinois.

KDOT – Kane County Department of Transportation is responsible for the maintenance, planning and design and construction of approximately 320 miles of roadway. KDOT also provides technical assistance to the 16 townships and coordinates with a number of different State, regional, and local agencies on transportation and land use issues.

LEED – Leadership in Energy and Environmental Design is a program that many District employees are certified.

NIMS – National Incident Management System is a critical tool in promoting the nationwide implementation of NIMS is a well-developed training program that facilitates NIMS training throughout the Nation, growing the number of adequately trained and qualified emergency management/response personnel. Closely related to the training, core competencies will form the basis of the training courses' learning objectives and personnel qualifications that validate proficiency. The National Integration Center (NIC) is charged with the development of NIMS core competencies, training courses, and personnel qualifications.

NRPA – National Recreation and Park Association is governed by a 70-member Board of Trustees comprising citizens and professionals who represent the diverse interest areas and disciplines within the parks and recreation industry on a national basis.

OPEB – Other Post-Employment Benefits are non-pension benefits provided after a person leaves employment, such as retiree health care.

OSLAD – Open Space Lands Acquisition and Development is a state-financed grant program that provides funding assistance to local government agencies for acquisition and/or development of land for public parks and open space.

OSPRI – Open Space, Park and Recreation Investment Plan is the District’s multi-year capital investment plan for providing capital funds for open space and park acquisition, regional trail improvements, Fox River park improvements, along with renovations and construction of neighborhood and community parks and playgrounds. In addition, sports fields and facilities also will be improved.

PACA - Patient Protection and Affordable Care Act is the government health care program.

PARC – Park and Recreational Facility Construction Grant Program

PDRMA – Park District Risk Management Agency is the Fox Valley Park Districts insurance for liability, property and workman’s compensation.

PPO – Preferred Provider Organizations is a medical insurance plan in which members receive more coverage if they choose health care providers approved by or affiliated with the plan.

PTLL – Property Tax Extension Limitation Law is designed to limit the increases in property tax extensions for non-home rule taxing districts. The law allows a taxing district to receive a limited inflationary increase in tax extensions on existing properties plus an additional amount for new construction.

YMCA – Young Men’s Christian Association serves more than 20.2 million people each year, uniting men, women and children of all ages, races, faiths, backgrounds, abilities and income levels with various programs and activities.

The Annual Budget contains terminology unique to public finance and budgeting. This glossary was prepared to assist the reader of this document in understanding some of the terms. Most of the descriptions were taken from the book, "2005 Governmental Accounting, Auditing and Financial Reporting" by Stephen J. Gauthier.

1991 Illinois Property Tax Extension Limitation Law

This Act limits the increase in property tax base extensions to 5% or the percent increase in the national Consumer Price Index (CPI), whichever is less, plus growth. The Act became effective October 1, 1991, and first applied to the 1991 levy year for taxes payable in 1992. Increases above 5% or the CPI must be approved by the voters in a referendum. In July 1991, the Illinois General Assembly enacted the Property Tax Limitation Act. In January 1994, the provisions of the Property Tax Limitation Act were replaced by the Property Tax Extension Limitation Law, a part of the Property Tax Code (the "Property Tax Limitation Law").

2002 Bond Referendum

This referendum authorized the issuance of \$33 million general obligation bonds to provide funds for recreation center improvements and new construction. The referendum was approved by 71% of the voters of the District at the election held on March 19, 2002.

2008 Bond Referendum

This referendum authorized the issuance of \$44,850,000 general obligation bonds to acquire and protect land for nature areas, open space and for park and recreation purposes, including along the Fox River; improve and develop trails and fishing access, improve and renovate neighborhood and community parks and playgrounds, sports fields and facilities, and Blackberry Farm.

Agency funds

One of four types of fiduciary funds. Agency funds are used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment, and remittance of fiduciary resources to individuals, private organizations, or other governments.

Appropriated budget

Expenditure authority created by the appropriation bills or ordinances that are signed into law and related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes.

Appropriation

A legal authorization granted by the District to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in the amount and time it may be expended.

Arbitrage

In government finance, the reinvestment of the proceeds of tax-exempt securities in materially higher yielding taxable securities.

Assessed valuation

A value established for real or personal property to use as a basis for levying property taxes. Illinois law requires real property to be assessed at 33 1/3 percent of fair cash value. (Note: Property values are established by the County Assessor.)

Asset allocation

Term used in connection with pension and other postemployment benefit plans to describe the process of determining which types of investments are to be included and the percentages that they are to comprise in an overall investment portfolio.

Assets

Resources with present service capacity that the government presently controls.

Assigned Fund Balance

The portion of the net position of a governmental fund that represents resources set aside ("earmarked") by the government for a particular purpose.

Audit

A systematic collection of sufficient, competent evidential matter needed to attest to the fairness of the presentation of the District's financial statements. The audit tests the District's accounting system to determine whether the internal accounting controls are both available and being used.

Availability Period

Designated period immediately following the close of the fiscal year by the end of which cash must be collected for related revenue to be recognized under the modified accrual basis of accounting.

Balanced budget

Occurs when the total sum of money a government collects in a year is equal to the amount it spends on goods, services, and debt payments.

Balance sheet

That portion of the District's financial statement that discloses the assets, liabilities, reserves, and balances of a specific governmental fund as of a specific date.

Basic financial statements

Minimum combination of financial statements and note disclosure required for fair presentation in conforming with Generally Accepted Accounting Principles.

Basis differences

Differences that arise when the basis of budgeting differs from the basis of accounting prescribed by GAAP for a given fund type.

Basis of accounting

Timing of recognition for financial reporting purposes (i.e., when the effects of transactions or events should be recognized in financial statements).

Basis of budgeting

Method used to determine when revenues and expenditures.

Betterment

Addition made to, or change made in, a capital asset, other than maintenance, to prolong its life or to increase its efficiency or capacity. The cost of the addition or change normally is added to the book value of the asset. The term *improvement* is preferred.

Bond

A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used to finance capital improvements.

Budget

A plan of District financial operations that includes an estimate of proposed expenditures and a proposed means of financing them. The term used without any modifier usually indicates a financial plan for a single operating year. The budget is the primary means by which the expenditure and service levels of the District are controlled.

Budget and appropriation ordinance

A legal document adopted by the Board authorizing expenditures for specific purposes within a specific period of time.

Budget message

The opening section of the budget, which provides the Board of Trustees and public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years

and the views and recommendations of the District Executive Director and Finance and Administration Director.

Budgetary guidelines

Recommendations on budgeting issued by the National Advisory Council on State and Local Budgeting (NACSLB). The NACSLB's Budgetary Guidelines are chiefly of interest to accountants because of the emphasis they place on performance measurement in the context of the budgetary process.

Budgetary integration

Use of budgetary accounts to record the operating budget in the general ledger to facilitate control during the year by providing a point of reference for comparisons with actual results.

Budgetary journal entries

Journal entries involving budgetary accounts. Budgetary journal entries arise in connection with budgetary integration.

Budgetary reporting

As used by accountants, requirement to present budget-to-actual comparisons in connection with general purpose external financial reporting. Budgetary reporting is required in connection with the basic financial statements for both the general fund and individual major special revenue funds with annual (or biennial) appropriated budgets. Budgetary reporting also is required within the comprehensive annual financial report to demonstrate compliance at the legal level of control for all governmental funds with annual (or biennial) appropriated budgets.

Business-type activities

One of two classes of activities reported in the government-wide financial statements. Business-type activities are financed in whole or in part by fees charged to external parties for goods or services. These activities are usually reported in enterprise funds.

Capital and related financing activities

Term used in connection with cash flows reporting. Capital and related financing activities include 1) acquiring and disposing of capital assets used in providing services or producing goods, 2) borrowing money for acquiring, constructing, or improving capital assets and repaying the amounts borrowed, including interest, and 3) paying for capital assets obtained from vendors on credit.

Capital assets

Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

Capital outlay

The amount budgeted and appropriated for purchase of land, buildings, equipment, improvements, software, and furniture, which individually amounts to expenditures of more than \$5,000 and having an expected life of longer than one year.

Capital projects

The amount of funds budgeted and appropriated to be used for the acquisition, construction, or development of facilities.

Capital projects fund

Fund type used to account for financial resources that are restricted, committed, or assigned to expenditure for capital outlays including the acquisition or construction of capital facilities and other capital assets (excluding capital-related outflows financed by proprietary funds or for assets that will be held in trust for individuals, private organizations, or other governments).

Capitalization threshold

Dollar value at which a government elects to capitalize tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period. Generally, capitalization thresholds are applied to individual items rather than groups of items unless the result would be to exclude items that in the aggregate would clearly be material to the financial statements.

Cash

In the context of cash flows reporting, not only currency on hand, but also demand deposits with banks or other financial institutions. Cash also includes deposits in other kinds of accounts or cash management pools that have the general characteristics of demand deposit accounts.

Cash basis of accounting

Basis of accounting that recognizes transactions or events when related cash amounts are received or disbursed.

Cash equivalent

In the context of cash flows reporting, short-term, highly liquid investments that are both 1) readily convertible to known amounts of cash and 2) so near their maturity that they present insignificant risk of changes in value because of the changes in interest rates. Generally, only investments with original maturities of three months or less meet this definition. For this purpose, "original maturity" means maturity as of the date the investment is acquired.

Cash management

The management of cash necessary to pay for government services while investing temporary cash excesses to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships and investing funds in order to achieve the balance of the highest interest and return, liquidity and minimal risk with these temporary cash balances.

Certificate of Achievement for Excellence in Financial Reporting Program

Program sponsored by the Government Finance Officers Association to encourage and assist state and local governments to prepare high-quality comprehensive annual financial reports. The program has been in continuous operation since 1946. The program originally was known as the Certificate of Conformance Program.

Charges for service

User charges for services provided by the District to those specifically benefiting from those services.

Committed Fund Balance

The portion of the net position of a governmental fund that represents resources whose use is subject to a legally binding constraint that is imposed by the government itself at its highest level of decision-making authority and that remains legally binding unless removed in the same manner.

Comparability

Principle according to which differences between financial reports should reflect substantive differences in the underlying transactions or the governmental structure rather than the selection of different alternatives in accounting procedures or practices.

Comparative data

Information from prior fiscal periods that is provided to enhance the analysis of financial data of the current fiscal period.

Component unit

Legally separate organization that must be included in the financial reports of the primary government (primary government + component unit = financial reporting entity).

Composite depreciation methods

Depreciation methods applied to groups of assets rather than to individual assets.

Comprehensive annual financial report

Financial report that contains, at a minimum, three sections: 1) introductory, 2) financial, and 3) statistical, and whose financial section provides information on each individual fund and component unit.

Comprehensive framework of internal control

Structure of internal control that provides for 1) a favorable control environment, 2) the continuing assessment of risk, 3) the design, implementation, and maintenance of effective control-related policies and procedures, 4) the effective communication of information, and 5) the ongoing monitoring of the effectiveness of control-related policies and procedures as well as the resolution of potential problems identified by controls.

Credit risk

Risk that an issuer or other counterparty to an investment will not fulfill its obligations.

Custodial credit risk

Risk that a government will not be able to 1) recover deposits if the depository financial institution fails or 2) to recover the value of investments or collateral securities that are in the possession of an outside party if the counterparty to the investment or deposit transaction fails.

Debt

A financial obligation resulting from borrowing money. Debts of government include bonds and installment contracts.

Debt service fund

Governmental fund type used to account for the accumulations of resources that are restricted, committed, or assigned to expenditure for principal and interest.

Deductions

Term used to describe decreases in the net position of fiduciary funds.

Deferred inflow of resources

An acquisition of net position by the government that is applicable to a future reporting period.

Deferred outflow of resources

A consumption of net position by the government that is applicable to a future reporting period.

Deficit

The excess of expenditures or expenses over revenues or income during a single accounting period.

Department

A major administrative division of the District that indicates overall management responsibility for an operation.

Depreciation

The allocation of the cost of a fixed asset over the asset's useful life. Through this process the entire cost of this asset less any salvage value is ultimately charged off as an expense. This method of cost allocation is used in proprietary funds.

Early recognition option

Option to recognize an expenditure in the current period in a debt service fund for principal and interest payments due early in the subsequent period.

Encumbrances

Commitments related to unperformed (executory) contracts for goods or services.

Enterprise fund

Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services.

Entity differences

Difference between the basis of budgeting and generally accepted accounting principles arising because 1) the appropriated budget includes organizations, programs, activities, or functions that are not within the financial reporting entity as defined by generally accepted accounting principles or 2) the appropriated budget excludes organizations, programs, activities, or functions that are part of the financial reporting entity.

Expenditure-driven grants

Government-mandated or voluntary nonexchange transactions in which expenditure is the prime factor for determining eligibility. Also referred to as *reimbursement grants*.

Expenditures

Under the current financial resources measurement focus, decreases in net financial resources not properly classified as *other financing uses*.

Expenses

Charges incurred, whether paid or unpaid, resulting from the delivery of District services.

Fiduciary funds

A category of funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. The fiduciary fund category includes pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds and agency funds.

Final amended budget

Original budget adjusted by all reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes applicable to the fiscal year, whenever signed into law or otherwise legally authorized.

Financial reporting entity

The primary government, organizations for which the primary government is financially accountable, and other organizations for which the nature and significance of their relationship with the primary government are such that exclusion would cause the reporting entity's financial statements to be misleading. A governmental organization other than a primary government (a component unit, a joint venture, a jointly governed organization, another stand-alone government) serves as the nucleus for its own reporting entity when it issues separate financial statements.

Financial resources

Resources that are or will become available for spending. Financial resources include cash and resources ordinarily expected to be converted to cash (receivables, investments). Financial resources also may include inventories and prepaids (because they obviate the need to expend current available financial resources).

Financial statement

A tabulation of amounts, derived from accounting records and expressed in words and dollars, that displays either 1) the financial position of the reporting unit at a moment in time or 2) inflows and outflows of resources from transactions or other events during a period of time.

Fiscal year

A 12-month period to which the District's annual operating budget applies and at the end of which the District determines its financial position and the results of its operation. The District's fiscal year is from January 1 through December 31 of each year. Golf and Aquatics operations are also budgeted on a calendar year, January to December.

Fixed assets

Assets of a long-term character intended to continue to be held or used. Examples of fixed assets include items such as land, buildings, machinery, furniture, and other equipment.

Function

Group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

Fund

Fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund balance

Net position of a governmental fund (difference between assets, liabilities, deferred outflows of resources, and deferred inflows of resources).

Fund type

One of eleven categories into which all individual funds can be categorized. Governmental fund types include the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds. Proprietary fund types include enterprise funds and internal service funds. Fiduciary fund types include pensions (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

Generally Accepted Accounting Principles (GAAP)

Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provides a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

General fund

One of five governmental fund types. The general fund typically serves as the chief operating fund of a government. The general fund is used to account for all financial resources except those required to be accounted for in another fund.

General obligation bonds

Bonds that finance a variety of public projects such as roads, buildings, and improvements; the repayment of these bonds is usually made from the Debt Service Fund, and these bonds are backed by the full faith and credit of the issuing government.

General revenues

All revenues that are *not* required to be reported as program revenues in the government-wide statement of activities.

Governmental activities

Activities generally financed through taxes, intergovernmental revenues, and other non-exchange revenues. These activities are usually reported in governmental funds and internal service funds.

Governmental funds

Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds and permanent funds.

Governmental fund types

Funds used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities, except those accounted for in proprietary and trust funds. In essence, these funds are accounting segregation of financial resources. Expendable assets are assigned to a particular governmental fund type according to the purposes for which they may or must be used. Current liabilities are assigned to the fund type from which they are to be paid. The difference between the assets and the liabilities of governmental fund type from which they are to be paid. The difference between the assets and the liabilities of governmental fund types is referred to as fund balance. The measurement focus in these fund types is on the determination of financial position and changes in financial position (sources, uses and balances of financial resources), rather than on net income determination. The statement of revenues, expenditures and changes in fund balance is the primary governmental fund type operating statement. It may be supported or supplemented by more detailed schedules of revenues, expenditures, transfers, and other changes in fund balance. Under current GAAP, there are four governmental fund types: general, special revenue, debt service and capital projects.

Income

A term used in proprietary fund type accounting to represent (1) revenues, or (2) the excess of revenues over expenses.

Indirect expenses

Expenses that cannot be specifically associated with a given service, program or department and thus, cannot be clearly associated with a particular functional category.

Integrated budget

Situation where the accounting system has been designed to automatically provide timely budgetary information concerning the uncommitted balance of appropriations and unrealized revenues.

Interfund activity

Activity between funds of the primary government, including blended component units. Interfund activities are divided into two broad categories: reciprocal and nonreciprocal. Reciprocal interfund activity comprises interfund loans and interfund services provided and used. Nonreciprocal interfund activity comprises interfund transfers and interfund reimbursements.

Interfund reimbursements

Repayments by one fund or blended component unit of a primary government to another for expenditures or expenses incurred on its behalf.

Interfund transfers

Flows of assets (such as cash or goods) between funds and blended component units of the primary government without equivalent flows of assets in return and without a requirement for repayment.

Intergovernmental revenue

Funds received from federal, state, and other local government sources in the form of grants, shared revenues and payments in lieu of taxes.

Internal service funds

Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

Legal debt margin

Excess of the amount of debt legally authorized over the amount of debt outstanding.

Legal level of budgetary control

Level at which a government's management may not reallocate resources without approval from the legislative body.

Levy

(verb) To impose taxes, special assessments, or service charges for the support of governmental activities.
(Noun) The total amount of taxes, special assessments or service charges imposed by the District.

Liabilities

Present obligations to sacrifice resources that the government has little or no discretion to avoid.

Major fund

Governmental fund or enterprise fund reported as a separate column in the basic fund financial statements and subject to a separate opinion in the independent auditor's report.

Modified accrual basis of accounting

Basis of accounting used in conjunction with the current financial resources measurement focus that modifies the accrual basis of accounting in two important ways: (1) revenues are not recognized until they are measurable and available, and (2) expenditures are recognized in the period in which governments in general normally liquidate the related liability rather than when that liability is first incurred (if earlier).

Net income

Proprietary fund excess of operating revenues, non-operating revenues and operating transfers in over operating expenses, non-operating expenses and operating transfers out.

Net position

The residual of all other financial statement elements presented in a statement of financial position.

Noncapital financing activities

Term used in connection with cash flows reporting. Noncapital financing activities include 1) borrowing money for purposes other than to acquire, construct, or improve capital assets, and 2) repaying the amounts borrowed, including interest. This category includes proceeds from all borrowings not clearly attributable to the acquisition, construction, or improvement of capital assets, regardless of the form of the borrowing. Also included are certain other interfund and intergovernmental receipts and payments.

Nonfinancial assets

In the context of the current financial resources measurement focus and the modified accrual basis of accounting, assets that are expected to be used in the provision of goods or services rather than converted to cash. Financial statement preparers have the option of treating prepaid items and inventories of supplies as either a financial asset (consumption method) or as a nonfinancial asset (purchases method).

Nonspendable Fund Balance

The portion of the net position of a governmental fund that cannot be spent either because the underlying resources are not in spendable form or because the government is legally or contractually required to maintain the resources intact.

Operating activities

Term used in connection with cash flows reporting. Operating activities generally result from providing services and producing and delivering goods; and include all transactions and other events that are not defined as capital and related financing, noncapital financing, or investing activities.

Operating revenues and expenses

Cost of goods sold and services provided to customers and the revenue thus generated.

Original budget

First complete appropriated budget. The original budget may be adjusted by reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes before the beginning of the fiscal year. The original budget should also include actual appropriation amounts automatically carried over from prior years by law. For example, a legal provision may require the automatic rolling forward of appropriations to cover prior-year encumbrances.

Other financing sources

Increases in the net position of a governmental fund other than revenues. Only items identified as other financing sources in authoritative accounting standards may be classified as such.

Other financing uses

Decreases in the net position of a governmental fund other than expenditures. Only items identified as other financing uses in authoritative accounting standards may be classified as such.

Other Postemployment Benefits (OPEB)

Postemployment benefits other than pension benefits. Other postemployment benefits (OPEB) include postemployment health care benefits, regardless of the type of plan that provides them, and all postemployment benefits provided separately from a pension plan, excluding benefits defined as termination offers and benefits.

Outcome measures

In the context of service efforts and accomplishments reporting, indicators that measure accomplishments or results that occur (at least partially) because of services provided. Results also include measures of public perceptions of outcomes.

Outflow of resources

A consumption of net position by the government that is applicable to the reporting period.

Overlapping governments

In the context of the statistical section, all local governments located wholly or in part within the geographic boundaries of the reporting government.

Overlapping rate

In the context of the statistical section, an amount or percentage applied to a unit of a specific revenue base by governments that overlap, at least in part, with the government preparing the statistical section.

Pension plan

Arrangement for the provision of pension benefits in which all assets accumulated for the payment of benefits may legally be used to pay benefits (including refunds of member contributions) to any of the plan members or beneficiaries, as defined by the terms of the plan.

Performance measurement

Another term for service efforts and accomplishments reporting.

Postemployment

Period following termination of employment, including the time between termination and retirement.

Postemployment health care benefits

Medical, dental, vision and other health-related benefits provided to terminated employees, retired employees, dependents, and beneficiaries.

Primary government

Term used in connection with defining the financial reporting entity. A state government or general purpose local government. Also, a special-purpose government that has a separately elected governing body, is legally separate, and is fiscally independent of other state or local governments. The primary government is the focus of the financial reporting entity.

Program revenue

In the context of the government-wide statement of activities, revenues that derive directly from the program itself (fees and charges) or from sources outside the reporting government's base directly related to the program; they reduce the net cost of the function to be financed from the government's general revenues.

Property tax

Property taxes are levied on real property according to the property's valuation and tax rate.

Proprietary funds

Funds that focus on the determination of operating income, changes in net position (or cost recovery), financial position, and cash flows. There are two types of proprietary funds: enterprise funds and internal service funds.

Reappropriation

Inclusion of a balance from the prior year's budget as part of the budget of the subsequent fiscal year. Reappropriation is common for encumbrances outstanding at the end of a fiscal year that a government intends to honor in the subsequent fiscal year.

Refunding

Issuance of new debt whose proceeds are used to repay previously issued debt. The proceeds may be used immediately for this purpose (a current refunding), or they may be placed with an escrow agent and invested until they are used to pay principal and interest on the old debt at a future time (an advance refunding).

Reimbursement grant

Grant for which a potential recipient must first incur qualifying expenditures to be eligible. Reimbursement grants are also referred to as *expenditure-driven grants*.

Restricted assets

Assets whose use is subject to constraints that are either (1) externally imposed by creditors (such as through debt covenants), grantors, contributors or laws or regulations of other governments or (2) imposed by law through constitutional provisions or enabling legislation.

Restricted fund balance

The portion of the net position of a governmental fund that represents resources subject to externally enforceable constraints.

Restricted net position

One of three components of net position that must be reported in both government-wide and proprietary fund financial statements. It consists of restricted assets reduced by liabilities and deferred inflows of resources related to those assets. Generally, a liability or deferred inflow of resources relates to restricted assets if the asset results from a resource flow that also results in the recognition of a liability/deferred inflow of resources or if the liability will be liquidated with the restricted assets reported.

Revenue

Funds the government receives as income, including such items as tax receipts, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

Single Audit

Audit designed to meet the needs of all federal grantor agencies and performed in accordance with the Single Audit Act of 1984 (as amended) and Office of Management and Budget (OMB) Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*.

Special revenue fund

A fund used to account for the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects and exclusive of resources held in trust for individuals, private organizations, or other governments.

Statistical section

One of three essential components of any comprehensive annual financial report, it (1) provides information on financial trends, (2) provides information on revenue capacity, (3) provides information on debt capacity, (4) provides demographic and economic information and (5) provides operating information.

Tax levy

The total amount to be raised by general property taxes for operating and debt service purposes.

Tax rate

The amount of tax levied for each \$100 of assessed valuation.

Timing differences

Differences between the basis of budgeting and GAAP that occur when the period used for budgeting differs from the period used for GAAP reporting (e.g., a special revenue fund that uses a grant-year budget rather than a fiscal-year budget).

Unassigned Fund Balance

The difference between total fund balance in a governmental fund and its nonspendable, restricted, committed, and assigned components.

Unavailable revenue

Resource inflows that do not qualify for recognition as revenue in a governmental fund because they are not yet considered to be available.

Unearned revenue

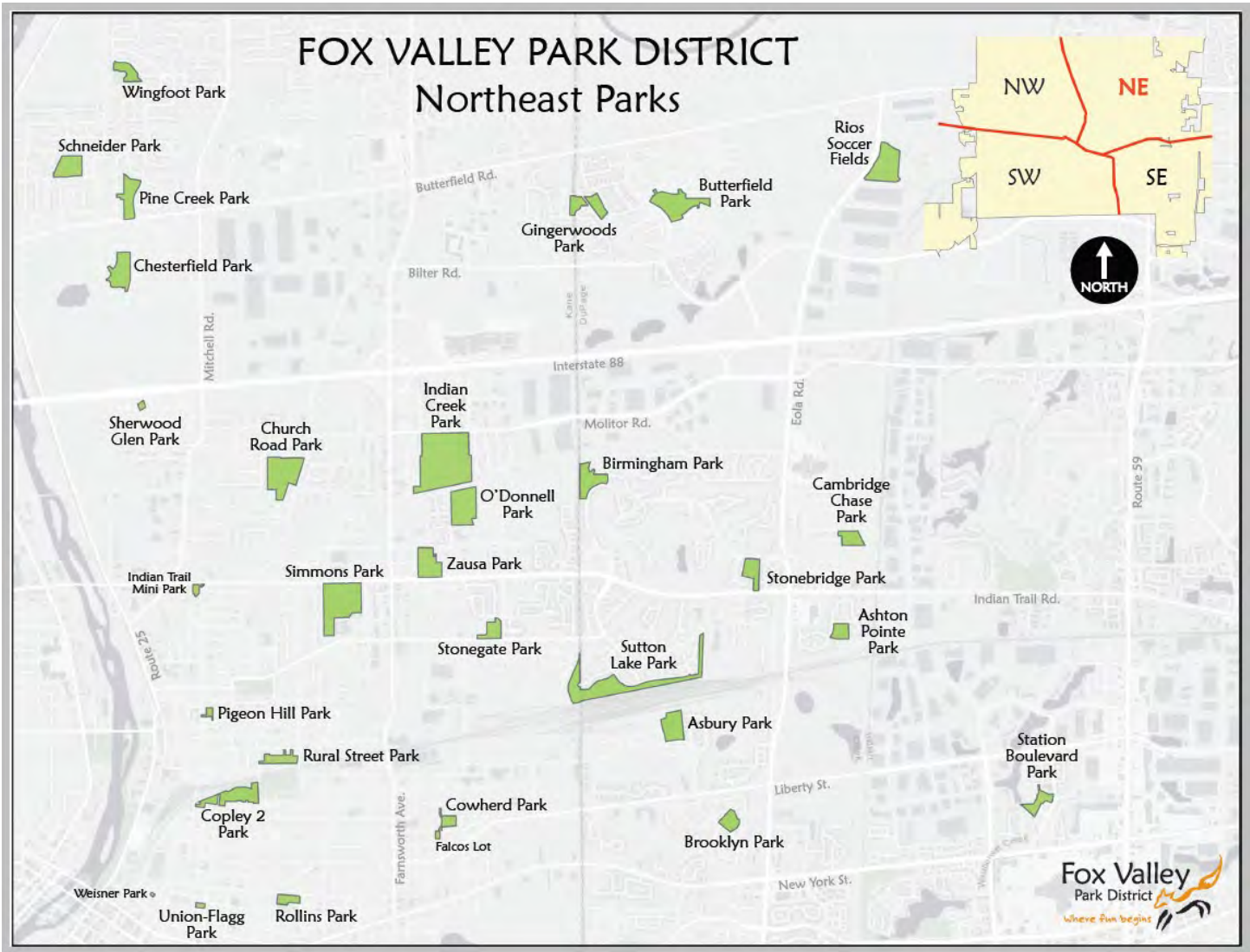
A liability for resources obtained prior to revenue recognition.

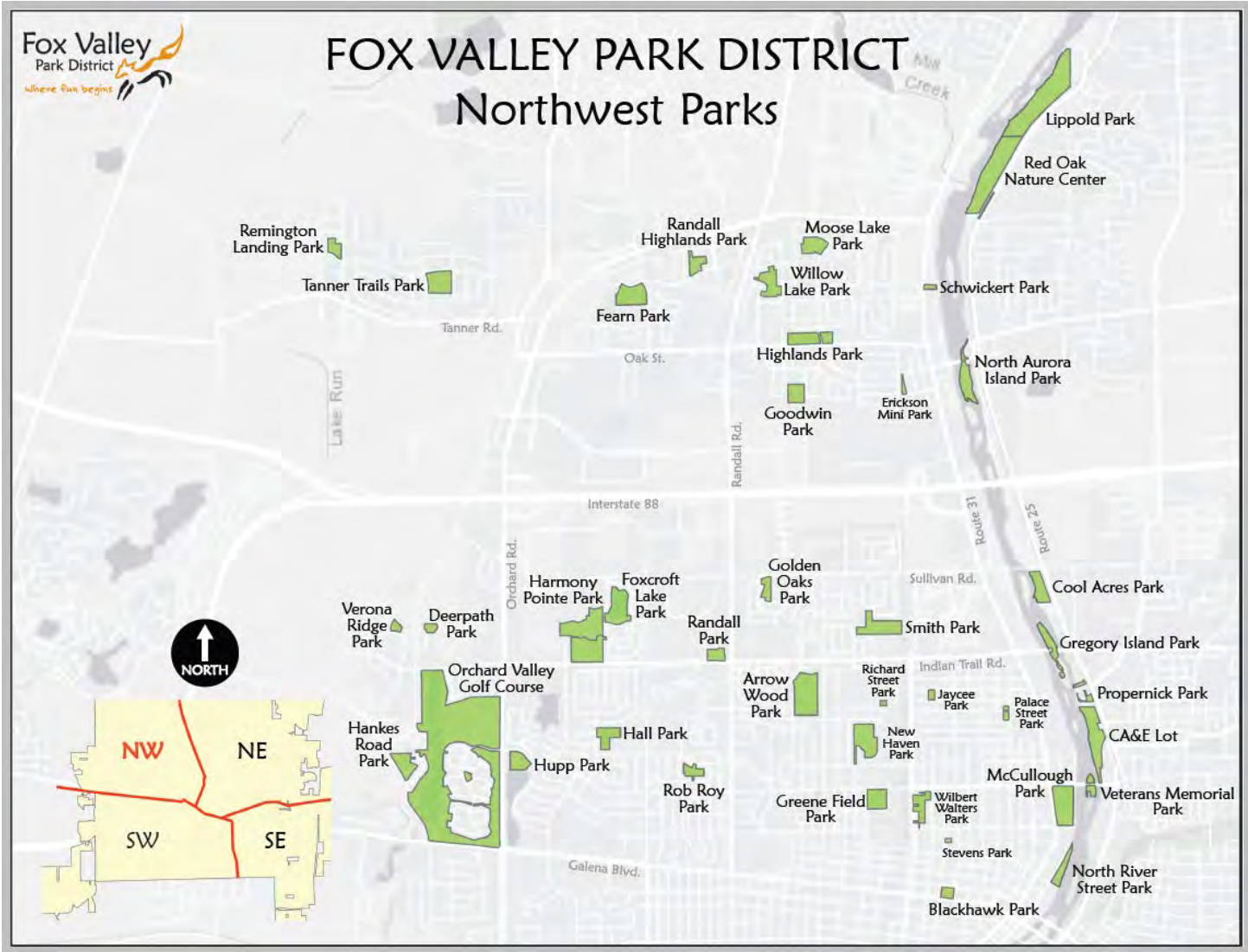
Unrestricted fund balance

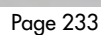
The difference between total fund balance in a governmental fund and its nonspendable and restricted components.

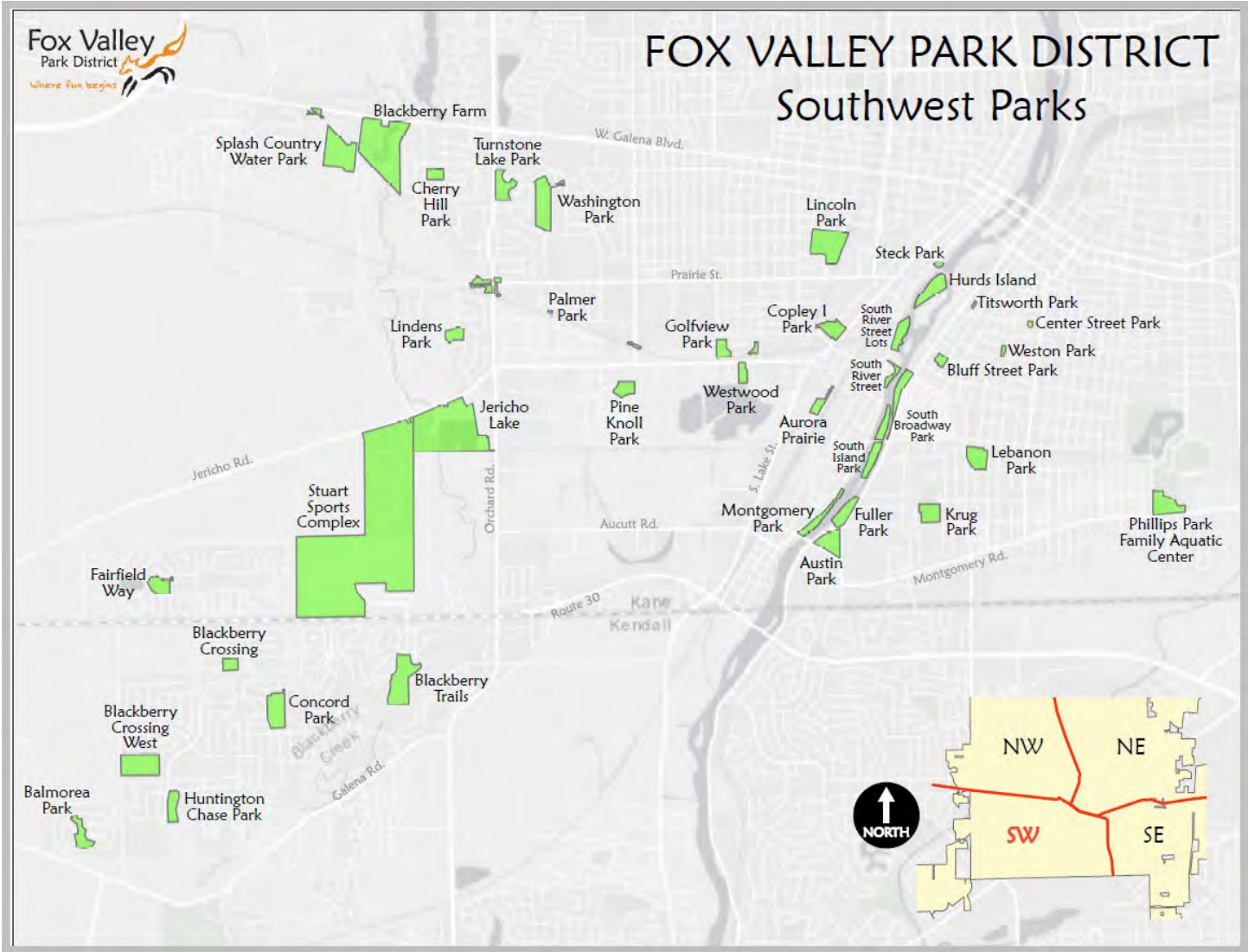
Unreserved net position: Cash equivalent

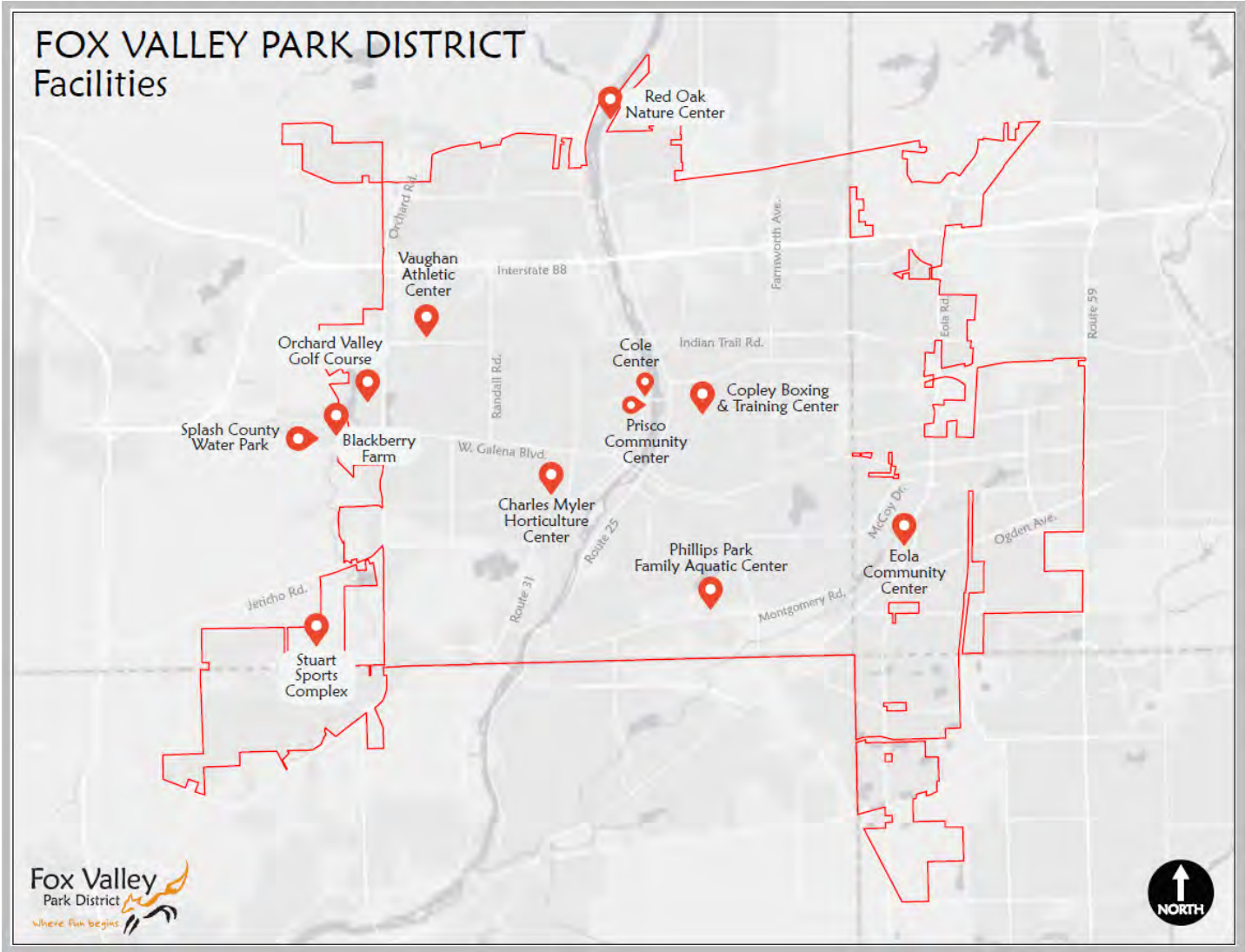
In the context of cash flows reporting, short-term, highly liquid investments that are both 1) readily convertible to known amounts of cash and 2) so near their maturity that they present insignificant risk of changes in value because of the changes in interest rates. Generally, only investments with original maturities of three months or less meet this definition. For this purpose, "original maturity" means maturity as of the date the investment is acquired.

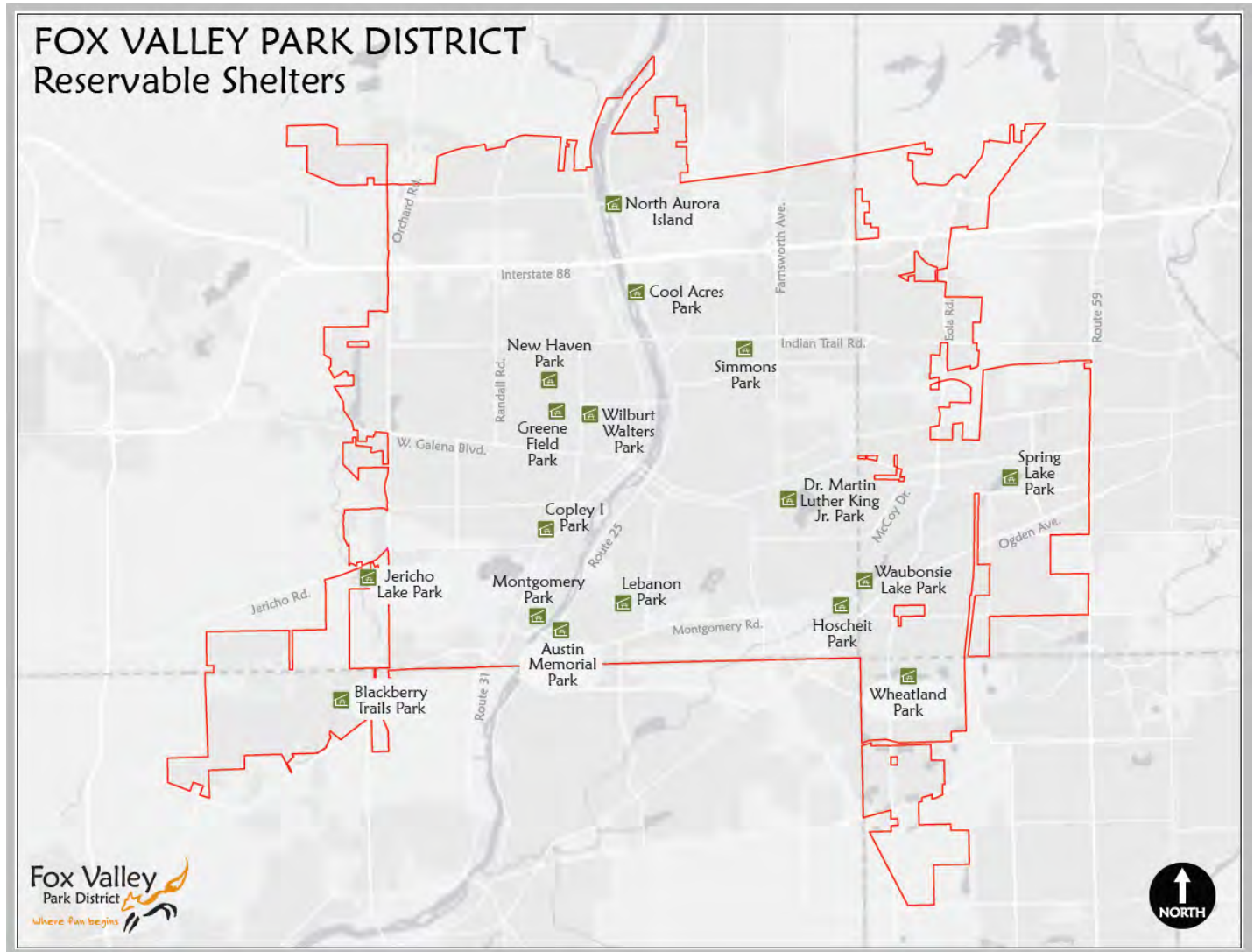












1.0 Purpose

The purpose of the Fox Valley Park District's ("District") capital asset planning, maintenance and reporting policy is to provide a framework for capital planning, maintenance, replacement, and financial reporting, ensure good stewardship over District resources and provide for annual capital plans that are consistent with the District's overall organizational goals.

2.0 General Objectives

Capital assets are those assets that are used in operations and have initial useful lives that extend beyond a single financial reporting period. Capital assets may be either tangible, i.e., land, land improvements, buildings, building improvements, vehicles, machinery, equipment, and infrastructure or intangible, i.e., easements, licenses, and leases. Capital asset planning and maintenance safeguards the District's investment in its capital assets, formalizes equipment custody, provides data for financial reporting and retirement policies, and assures compliance with state and federal laws, budget requirements, and policies of the Board of Commissioners. The primary objectives of this policy are as follows:

- To allow the District to continuously provide its constituents with optimal public spaces, recreation facilities and related amenities
- To provide guidelines for the development and maintenance of a multi-year capital improvement plan
- To ensure compliance with accounting and financial reporting standards, including Generally Accepted Accounting Principles (GAAP), Governmental Accounting, Auditing and Financial Reporting (GAAFR) guidelines, and Governmental Accounting Standards Board (GASB) Statements, as well as to meet any applicable state or federal regulatory and reporting requirements related to property

In addition, establishing capital asset records and maintaining the integrity of a capital asset database assists in the overall financial management of the District. The benefit of maintaining complete, accurate records of the District's capital assets include:

- Sound financial reporting in accordance with Generally Accepted Accounting Principles (GAAP)
- Ability to qualify for the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Awards programs
- Enhanced capital asset accountability and stewardship
- Improved property management relating to capital budgeting, cost analysis, resource allocation, and replacement forecasting

- Improved property insurance program management, specifically, insurance, replacement, and potential proof of loss assistance

3.0 Asset Classification for Maintenance, Financial Reporting, and Inventory Purposes

The District shall utilize existing enterprise asset management software (AMS) programs to track and report on all aspects of capital assets. Data maintained in these programs will include the following:

- Descriptive information for each asset, as well as information related to maintenance performed on each asset
- Conditions assessments for each asset
- Maintenance tracking documents and reports that quantify activities and maintenance projects
- Summary reports of capital assets, along with the condition of these assets
- Information related to the depreciation of an asset, if applicable, including cost, useful life, depreciation method, annual depreciation, accumulated depreciation, and book value

For maintenance purposes only, capital assets will be classified as Facilities, Vehicles and Equipment in the AMS.

Based on generally accepted accounting principles and other guidance, the following categories of capital assets will be reported in the District's annual financial statements:

- Land
- Buildings
- Machinery and Equipment
- Infrastructure
- Land Improvements
- Building Improvements
- Vehicles
- Construction in Progress

Fox Valley Park District
2021 Budget
Capital Planning, Maintenance, and Reporting Policy

For inventory purposes, capital assets in the AMS will be classified into one of the following categories:

Capital Asset Inventory Classifications		
Category	Type	Class
Buildings	Buildings	Construction
	Buildings	Interior Construction
	Buildings	Electrical/Plumbing
Building Improvements	Building Improvements	Portable Structures
	Building Improvements	Swimming Pools
	Building Improvements	HVAC Systems
	Building Improvements	Roofing
	Building Improvements	Sprinkler/Fire Systems
Infrastructure	Infrastructure	Marinas
	Infrastructure	Docks
	Infrastructure	Launches
Land	Land	Land, Easements and Right of Way
Land Improvements	Land Improvements	Land Improvements
	Land Improvements	Land Improvements - Paving
Machinery and Equipment	Computer and Technology Equipment	Audiovisual Equipment
	Computer and Technology Equipment	Business Machines
	Computer and Technology Equipment	Communications Equipment
	Computer and Technology Equipment	Computer Equipment
	Computer and Technology Equipment	Computer Software
	Computer and Technology Equipment	Copy Machines
	Machinery	Grounds & Maintenance Equipment
	Machinery	Machinery & Tools
	Office Furniture and Equipment	Furniture & Accessories
	Office Furniture and Equipment	Hospital Equipment
	Outdoor Recreation Equipment	Outdoor Equipment
	Recreation & Safety Equipment	Athletic Equipment
	Recreation & Safety Equipment	Kitchen/Appliance/Custodial Equip
	Recreation & Safety Equipment	Musical Instruments
	Recreation & Safety Equipment	Police & Fire Equipment
	Recreation & Safety Equipment	Science & Engineering Equipment
Vehicles	Licensed Vehicles	Licensed Vehicles

4.0 Capital Planning and Maintenance Practices

Capital Planning

The District's capital planning practices are designed to ensure the District creates a sustainable capital planning process that continuously considers the District's fiscal capacity. The District will develop, and the Finance Department will maintain, a rolling five (5) – ten (10) year Capital Improvement Plan (CIP) for the acquisition, development, improvement and maintenance of the District's existing and newly acquired/constructed capital assets. This plan will be developed with the input of the Board of Commissioners, Executive Director, and the Directors of Finance, Planning, Operations and Recreation. This plan will be reviewed and updated as part of the annual budget process and will reflect the following:

- All planned capital expenditures for new assets and/or improvement/maintenance of existing assets at a level adequate to protect the District's investment in these assets and minimize future maintenance and replacement costs, prioritized by the Board of Commissioners, with the guidance of the Executive Director and other applicable District staff members, including the following:
 - Detailed description of the project, purchase, or improvement
 - Timetable for construction, improvement, or purchase of the asset
 - Graphic presentation of the asset, if applicable
 - Increased revenues that may be realized by the District resulting from constructing, purchasing or improvement the asset
 - Anticipated future maintenance costs of the asset being constructed, purchased, or improved
 - Future savings which may result from the construction, purchase, or improvement of the asset
- Identification of existing revenue sources and/or existing reserves available to fund the capital improvement plan, as well as identification of any projects which may require the issuance of general obligation debt
- Effects of the use of certain existing revenue sources, as well as the issuance of long-term debt, on the District's long-term financing considerations and strategies, as well as the effect on operations, operating revenues, and the District's overall long-term financial position

The Board of Commissioners will prioritize the District's capital investment objectives as part of the annual budget process and this prioritization will be reflected in the overall CIP. The first year of the CIP becomes the capital budget for the upcoming budget year and forms the basis for any debt issuance reflected in the upcoming annual budget. The rationale for prioritization shall be identified for each capital expenditure reflected in the most current year of the plan.

Fox Valley Park District
2021 Budget
Capital Planning, Maintenance, and Reporting Policy

Capital Maintenance

The District will utilize the existing AMS programs to track and report on all maintenance performed on the District's capital assets. These systems will provide the District with the tools needed to identify maintenance and replacement schedules based on inspection results/asset condition, asset age to planned replacement date and priority/need/want. These systems will also provide the data needed for the rolling Capital Improvement Plan maintained by the Finance Department and updated as part of the annual budget process.

The following table provides a baseline for maintenance/replacement of the District's capital assets.

Land Improvements: Landscaping Paving & Asphalt Fencing, Basketball Courts Signs, Other	years 15 years 20 years
Buildings	30 years
Building Improvements	20 years
Infrastructure and Infrastructure Improvements: Docks Boat Launches Marinas	10 years
Furniture & Fixtures	5-10 years
Vehicles: Light General-Purpose Heavy General-Purpose	5 years 7-10 years
Equipment: Computer and Peripherals (Hardware) Computer (Software) Office Playground	3-5 years 3 years 3-7 years 5-10 years
Machinery	10-20 years

5.0 Capitalization of Capital Assets

Capitalization refers to the act of reporting cash outlays (including proceeds from the issuance of debt) as capital assets on the District's annual financial statements, based on certain criteria. The capitalization limit is the dollar amount below which capitalization does not occur even if the expenditure otherwise fits the definition of a capital asset.

Capitalization shall be based upon a written policy that is reasonable and consistently applied. Acquisition costs of tangible and intangible capital assets shall be capitalized for:

- Movable equipment with acquisition costs of \$10,000 or more per unit and a service life of more than one year. A unit is defined as a combination of equipment that, when assembled, functions as a stand-alone asset, or is an enhancement to an existing asset.
- Real property and infrastructure acquisitions, renovations/replacements, or improvements with aggregate acquisition/project costs of \$10,000 or more and a service life greater than one year.
- Intangible assets with acquisition costs of \$10,000 or more and a service life of more than one year.

6.0 Determining the Cost of Capital Assets

All purchased or constructed capital assets should be recorded at historical cost; this cost should reflect not only purchase and/or construction costs, but also any other reasonable and necessary costs incurred to place the asset in its intended location and use. Such other costs may include, but are not limited to, legal and title fees, condemnation costs, closing costs, appraisal fees, surveying, demolition and site preparation costs, engineering, design and architectural fees, preparation costs, permit and license fees, freight and other transportation charges, sales, use and transportation taxes, installation fees, accounting, insurance and transportation charges. The cost of fixtures, such as boilers, HVAC systems and lighting, attached to and forming a permanent part of a structure or building, which are not intended to be removed, should also be included in the capitalized cost.

Expenditures related to capital projects that are incurred over more than one financial reporting period should be categorized as *Construction in Process* in the District's AMS, as well as in the District's annual financial statements. When completed, the total cost of the capital asset is reported under the appropriate capital asset class.

Land that is donated or contributed should be recorded at the land cash value per acre as of the date of donation or contribution as published by the municipality where the donated or contributed land is located. All other capital assets which are donated or contributed should be recorded at fair market value as of the date of donation or contribution. Fair market value may be defined as the estimated amount at which the capital asset could be exchanged between a willing buyer and a willing seller, neither being under compulsion to purchase and each having reasonable knowledge of all relevant facts.

When determining if an expenditure related to an existing capital asset should be capitalized, the District must determine whether the expenditure will materially add to the value of the asset or appreciably extend its useful life. The cost to replace an existing component with one of higher quality i.e., replacement of an asphalt roof with a tile roof, is to be added to the value of the asset when the original cost of the replaced component can be specifically identified. The original cost of the component is to be deleted and the new cost capitalized. If the original cost of the component being improved cannot be specifically identified, the expenditure shall be treated as maintenance. Replacing part of an existing asset with another of like quality is not betterment, even though the useful life of an asset may be maintained or extended. All expenditures that add to the value of the asset or appreciably extend its useful like should be capitalized when cost exceeds \$10,000.

Expenditures which neither materially add to the value of property nor appreciably prolong its life, but merely keep it in an ordinary efficient operating condition are considered maintenance costs and shall not be capitalized. These expenditures will be reflected in the annual budget as operating maintenance costs.

Leased tangible, non-financial assets shall be capitalized except when either of the following conditions is present:

- The maximum possible contract term (including options to extend) is 12 months or less.
- The underlying asset transfers ownership at the end of the lease term and the contract does not contain termination options.

Information technology agreements which grant the District the right to use another party's software for a period of time are considered intangible assets. These agreements shall be capitalized except when the maximum possible contract term (including options to extend) is 12 months or less.

7.0 Depreciation of Capital Assets

In the District's government-wide financial statements, the cost to acquire, construct, or improve a capital asset is not recognized immediately as an expense when incurred, but instead is deferred (capitalized) and allocated over the estimated useful life of the asset. This process is accounted for in the form of depreciation expense. Depreciation expense will be applied to all tangible assets, with the exception of the land category and construction in progress; amortization expense will be applied to any intangible assets of the District. All depreciation and amortization will be calculated using the straight-line method, in compliance with generally accepted accounting principles.

Depreciation and amortization expense will be recorded under the mid-month straight line convention depreciation method, i.e., whether an asset is entered on the 1st or 30th of the month, ½ month depreciation is booked during the 1st month of depreciation and ½ month depreciation is recorded for last month of depreciation.

8.0 Estimated Useful Life

The District's assets are depreciated using the straight-line method over the asset's estimated useful life as follows:

<i>Asset Type</i>	<i>Years</i>
Computer and Technology Equipment	3
Office Furniture and Equipment	7
Vehicles	7
Infrastructure	10
Machinery & Equipment	10
Recreation & Safety Equipment	10
Land Improvements - Paving	15
Outdoor Recreation Equipment	20
Land Improvements	20
Building Improvements	20
Buildings	30

Examples of assets that could be reported in each of these categories is included in Appendix A of this document.

9.0 Financial Statement Presentation and Disclosure

The District shall reports its capital assets in the categories noted above in Section 4.0, net of Accumulated Depreciation, on the government-wide Statement of Net Position, under the Primary Government, Governmental Activities column. Annual depreciation expense, related to depreciable assets, shall be presented on the government-wide Statement of Activities, under the Expenses column, within the appropriate governmental activity.

In addition, the Notes to the Financial Statements shall include the following disclosures:

- A statement as to where capital assets are reported in the government-wide financial statements
- The District's definition of capital assets and the cost basis utilized to report these assets
- Whether accumulated depreciation is reported and, if so, the depreciable lives and methods of depreciation
- A reconciliation of changes in the governmental activities' capital assets during the year, including beginning balance, increases, decreases and ending balances
- Total depreciation expenses, categorized by governmental activity
- Commitments under long-term construction projects
- Pertinent data regarding capital and operating leases

10.0 Capital Asset Accountability

It is essential to maintain records that demonstrate accountability for capital assets acquired and constructed by the District. To maintain adequate accountability, the District will conduct a periodic physical inventory for capital assets and adjust its records accordingly. This inventory will be conducted annually towards the end of the District's fiscal year.

11.0 Impairments of Capital Assets

A capital asset is considered impaired when its service utility has declined significantly and unexpectedly. All District losses due to impairments will be recorded in compliance with GASB 42 and all other applicable GASB statements.

12.0 Disposal of Capital Assets

Disposal of capital assets shall be authorized by the Board of Commissioners. Disposal may be accomplished through sale, by public auction, or declared of no useful value and salvaged. When an asset is disposed of, its cost, and related accumulated depreciation, is classified as disposed in the District's AMS and is removed from the capital assets reported in the District's financial statements. Proceeds received from the disposal of capital assets are usually recorded in the District's Corporate Fund.

When an asset is disposed of, an asset disposal form, and any supporting documents, shall be completed and submitted to the Finance Department. The disposal will be recorded with the effective date given on the form. Depreciation will be recorded including the appropriate gain or loss if applicable.

Board Approved: December 2020

Appendix A

ASSET TYPE LISTING

Asset Type	Asset Class
<i>Computer and Technology Equipment (3)</i>	Audio Visual Equipment Communications Equipment Computers and Computer Equipment Photocopiers Business Machines
<i>Office Furniture and Equipment (7)</i>	AED Machines Hospital Equipment Furniture, Fixtures and Accessories
<i>Vehicles (7)</i>	Licensed Vehicles
<i>Recreation and Safety Equipment (10)</i>	Appliances and Food Service Equipment Athletic Equipment Custodial Equipment Furniture Science and Engineering Equipment Musical Instruments Police and Fire Safety Equipment
<i>Machinery (10)</i>	Construction Equipment Grounds Equipment Machinery and Tools
<i>Land Improvements (15)</i>	Bike Paths and Trails Asphalt/Paving Gravel
<i>Outdoor Recreation Equipment (20)</i>	Play structures

Fox Valley Park District
2021 Budget
Capital Planning, Maintenance, and Reporting Policy

Asset Type	Asset Class
<i>Land Improvements (20)</i>	Bleachers Splash Pad Ballfield Additions Dugouts Electronic Signs Tennis Court Gates Basketball Courts Decks Bridges Fencing Fountains Irrigation Systems Landscaping Outdoor Lighting Running Track Swimming Pools -Outdoor Tennis Courts

Fox Valley Park District
2021 Budget
Capital Planning, Maintenance, and Reporting Policy

Asset Type	Asset Class
<i>Building Improvements (20)</i>	Elevators Excavation Fire Systems Floor Coverings HVAC Interior Renovation Roof Cover
<i>Buildings (30)</i>	Electrical/Plumbing Interior Construction Permanent Structures Shelters Exterior Walls

Fox Valley Park District
2021 Budget

Capital Planning, Maintenance, and Reporting Policy

Asset Type	Asset Class
<i>Intangible Assets</i>	Easements Water Rights Patents Copyrights Trademarks Computer Software (Purchased, Licensed, and Internally Generated)

1. Purpose and Goals

The purpose of this policy is to provide comprehensive guidelines for the District's debt management and capital planning, and to facilitate the issuance of appropriate financings. It is the objective of this policy to enhance the District's reputation for managing its debt in a conservative and prudent manner and to help ensure the District's credit worthiness.

Policy guidelines include identifying the timing and amount of debt to be issued to be as efficient as possible, yielding the most favorable interest rates and minimizing issuance costs. To this end, the District recognizes this Debt Management Policy to be financially prudent, in the District's best economic interest and in the best interest of its residents.

2. Responsibility

While the use of bond counsel and financial advisors is encouraged, the primary responsibility for developing financing recommendations rests with Director of Finance. The responsibilities of the Director of Finance shall be to:

- Maintain the best possible credit rating for each general obligation or other debt financing issuance.
- Take all practical precautions to avoid any financial decisions that will negatively impact current credit ratings on existing or future debt issues.
- Consider careful market timing to minimize debt interest cost.
- Determine the amortization schedule that will best fit with the overall debt structure of the District's debt and related tax levy at the time the new debt is issued.

The District's Bond Counsel will issue an opinion as to the legality and tax-exempt status of all obligations. Bond Counsel is also responsible for the preparation of the ordinance authorizing issuance of obligations and other related documents required for the bond closing. Bond counsel will review and respond to any tax objections raised related to bond issues they have prepared.

The District will seek advice of a Financial Advisor on the structuring of the bonds to be issued, on available financing options to consider and how the choices will impact future debt issuances. The Financial Advisor will also coordinate and execute the bond sales and closings, including the distribution of the Official Statements, and will coordinate the bond rating process when necessary.

3. Debt Issuance in General

The laws of the State of Illinois establish the District's power and authority to contract debt, borrow money and issue bonds for public improvement projects. Under these provisions, the District may issue debt to pay for the cost of acquiring, constructing, reconstructing, improving, extending, enlarging, and equipping such projects or to refund bonds.

There are two types of debt the District may enter into: 1) short-term debt of three years or less and 2) long-term debt of more than three years. Long-term obligations will not be used for operating purposes, and the life of the obligations will not exceed the useful life of the projects financed. The Capital Improvement Program prepared by the District will outline the needs for the issuance of the debt.

The District shall design the financing schedule and repayment of debt to take best advantage of market conditions and, as practical, to recapture or maximize its credit capacity for future use and moderate the impact to the taxpayer. When feasible and economical, debt obligations should be issued by competitive sale rather than negotiated sale.

The District will be mindful of the potential benefits of bank qualification and will strive to limit its annual debt issuance to less than \$10 million when possible.

4. Debt Administration

The District shall prepare the appropriate disclosures as required by the Securities and Exchange Commission, the federal government, the State of Illinois, rating agencies, underwriters, investors, agencies, taxpayers and other appropriate entities and persons to ensure compliance with applicable laws and regulations.

The District shall consider refunding outstanding debt when legally permissible and financially advantageous, with a target net present value savings of approximately 5%. The District acknowledges its ongoing fiduciary responsibilities to actively manage the proceeds of debt issued for public purposes in a manner that is consistent with Illinois State Statutes that govern the investment of public funds. The management of public funds shall enable the District to respond to changes in markets or changes in payment or construction schedules to optimize returns, ensure liquidity and minimize risk.

The District will strive to maintain and/or to improve its bond rating.

The District's policy is to minimize the cost of arbitrage rebate and yield restriction while strictly complying with the law. The District will contract with an arbitrage rebate service provider to maintain a system for computing and tracking the arbitrage rebate liability.

Board Approved: October 2020

1.0 Statement of Purpose

The Fox Valley Park District's ("District") philosophy is to support long-term financial strategies, where fiscal sustainability is the highest priority, while also building funds for future growth. It is essential to maintain adequate levels of fund balance to mitigate current and future risks (e.g., revenue shortfalls and unanticipated expenditures) and to ensure stable tax rates. Fund balance levels are also a crucial consideration in long-term financial planning.

The purpose of this policy is to establish classifications, principles and parameters that will be utilized to determine fund balance targets to be adhered to when determining the District's annual budget. This policy provides a process by which the District obtains financial stability, cash flow for operations, and the assurance that the District will be able to respond to emergencies with fiscal strength and sustainability. It is anticipated that unexpected situations may cause the District to fall below minimum fund balance levels, at which point certain steps will be taken to correct the deficiency.

This policy establishes the hierarchy of fund balance, as credit rating agencies carefully monitor levels of fund balance and unassigned fund balance in the Corporate (General) Fund to evaluate the District's continued creditworthiness. Fund balance will be composed of three primary categories:

- Non-spendable Fund Balance
- Restricted Fund Balance
- Unrestricted Fund Balance

2.0 Definitions

Governmental Funds - are used to account for all or most of the District's general activities, including the collection and disbursement of restricted or committed monies (special revenue funds), the funds restricted, committed, or assigned for the acquisition or construction of capital assets (capital projects funds) and the funds restricted, committed, or assigned for the servicing of long-term debt (debt service funds). The general (corporate) fund is used to account for all activities of the District not accounted for in any other fund.

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

Nonspendable Fund Balance – the portion of a Governmental Fund's fund balance that is not available to be spent, either short-term or long-term, in either form or through legal restrictions (e.g., inventories, prepaid items, long-term loans, endowments)

Restricted Fund Balance - the portion of a Governmental Fund's fund balance that is subject to external enforceable legal restrictions (e.g., creditors, grantors, contributors, and property tax levies)

Unrestricted Fund Balance - is made up of three components

- *Committed Fund Balance* - the portion of a Governmental Fund's fund balance where the constraint on spending the fund balance is self-imposed by formal action of the highest level of decision-making authority (Board of Commissioners).
- *Assigned Fund Balance* - the portion of a Governmental Fund's fund balance constrained by the District's intent to use fund balance for a specific purpose.
- *Unassigned Fund Balance* – available, expendable financial resources in a Governmental Fund that are not the object of tentative management plans (i.e. assignments). Positive unassigned fund balance can only be recorded in the General Fund.

3.0 Allocation of Fund Balance

For all District funds, any available fund balance will be first allocated to non-spendable fund balance. Any fund balance remaining after allocation to non-spendable will be allocated as stated below.

General Fund

The General Fund is comprised of the Corporate Fund. The Corporate Fund is used to account for the majority of the day-to-day operations of the District, which are generally financed by property taxes and other general revenues.

Each year, the spendable portion of fund balance will be allocated as follows:

- Restricted – A portion of the fund balance will be restricted based on the amount of unspent property tax revenue at fiscal year-end, as well as any constraints imposed by externally enforceable legal restrictions
- Committed – A portion of the fund balance may be committed through formal action of the Board of Commissioners either through a resolution or ordinance and must be adopted by the Board prior to the end of the applicable fiscal year.
- Assigned – A portion of the fund balance may be assigned to the intended use of resources. The assigned fund balance may be established by the Board of Commissioners and/or the Executive Director and/or Director of Finance.
- Unassigned – The remaining fund balance after all restrictions, commitments and assignments have been satisfied.

The General Fund total targeted fund balance, including restricted, committed, assigned and unassigned fund balance, should represent no less than three (3) months and no more than six (6) months, of annual budgeted recurring expenditures unless a variance to this target is approved by the Board of Commissioners and/or Executive Director and/or the Director of Finance.

Park District Code (70 ILCS 1205/5-1) determines that “any funds on hand at the end of the fiscal year that are not pledged for or allocated to a particular purpose, and therefore unassigned, may by action of the Board of Commissioners, be transferred to a capital improvement fund and accumulated therein, but the total amount accumulated in the fund may not exceed 1.5% of the aggregate assessed valuation of all taxable property in the park district.” Balances in excess of six (6) months of annual recurring budgeted expenditures may be transferred to the Capital Projects Fund or the Recreation Fund, if needed, as a funding source for upcoming capital projects.

Special Revenue Funds

Special revenue funds are used to account for and report the proceeds of specific revenue sources that are legally restricted or committed to expenditure for specified purposes other than debt service or capital projects. Fund balances in the District's special revenue funds (other than the Recreation Fund) are derived from property taxes and are therefore legally restricted to the purpose of the fund. Funds in the District's Recreation Fund are received from property taxes, as well as fees and charges for admissions, programs and activities. Per state statute, Museum Fund program revenue is legally restricted to the purpose of the Museum Fund. The Liability Fund, which provides for the District's overall risk management and tort judgments, is also considered a special revenue funds and revenues are derived from property taxes.

Playground and Recreation Fund – This fund is used to account for recreation, as well as communication and marketing efforts, for the District's general recreation programs and leisure experiences. Financing is provided from fees and charges for admissions, programs and activities, as well as an annual property tax levy and other miscellaneous income sources. Any accumulation of fund balance other than the deferred property tax is considered attributable to fees and charges and other miscellaneous revenue sources.

The property taxes levied to support the fund may be adjusted to ensure that the fund operates within the target range. It may take more than one levy cycle of adjusting the property tax levy to ensure that the fund is operating within this range.

Each year, the spendable portion of fund balance will be allocated as follows:

- **Restricted** – A portion of the fund balance will be restricted based on the amount of unspent property tax revenue at fiscal year-end, as well as any constraints imposed by externally enforceable legal restrictions
- **Committed** – A portion of the fund balance may be committed through formal action of the Board of Commissioners either through a resolution or ordinance and must be adopted by the Board prior to the end of the applicable fiscal year.
- **Assigned** – A portion of the fund balance may be assigned to the intended use of resources. The assigned fund balance may be established by the Board of Commissioners and/or the Executive Director and/ or Director of Finance. Fund balance remaining in the Recreation Fund after satisfying all restrictions and commitments will be considered assigned for the purpose of funding the District's recreation function.

The Recreation Fund targeted fund balance, including restricted, committed and assigned fund balance, should represent no less than three (3) months and no more than five (5) months of annual recurring budgeted expenditures unless a variance to this target is approved by the Board of Commissioners and/or Executive Director and/or the Director of Finance.

Park District Code (70 ILCS 1205/5-1) determines that “any funds on hand at the end of the fiscal year that are not pledged for or allocated to a particular purpose may, by action of the Board of Commissioners, be transferred to a capital improvement fund and accumulated therein, but the total amount accumulated in the fund may not exceed 1.5% of the aggregate assessed valuation of all taxable property in the park district.” Balances in excess of five (5) months of annual recurring budgeted expenditures may be transferred to the Capital Projects Fund, if needed, as a funding source for upcoming capital projects.

Museum Fund – This fund accounts for the revenues derived from a specific annual property tax levy, fees and charges for admissions, programs, and events, as well as other miscellaneous revenue sources. This fund also accounts for expenses incurred for the maintenance and activities of the Red Oak Nature Center and the Blackberry Farm.

Each year, the spendable portion of fund balance will be allocated as follows:

- Restricted – A portion of the fund balance may be derived from property taxes and therefore legally restricted to the purpose of the fund. A portion of fund balance may also be restricted based on constraints imposed by contributors (e.g., donors), or grantors (use of grant funds).
- Assigned – A portion of the fund balance may be assigned to the intended use of resources. The assigned fund balance may be established by the Board of Commissioners and/or the Executive Director or Director of Finance. Fund balance remaining in the Museum Fund after satisfying all restrictions and commitments will be considered assigned for the purpose of funding the District’s museum function.

The Museum Fund targeted fund balance, including restricted, committed and assigned fund balance, should represent no less than three (3) months and no more than five (5) months of annual recurring budgeted expenditures unless a variance to this target is approved by the Board of Commissioners and/or Executive Director and/or Director of Finance.

Liability Fund – The Liability Insurance Fund is a fund that accounts for the operation of the District’s insurance and risk management activities. This fund records all revenues and expenditures related to the District’s risk management function. Financing is provided from an annual property tax levy, the proceeds of which can only be used for this purpose. Fund balances in this fund are therefore legally restricted to the purpose of the fund.

Each year, the spendable portion of fund balance will be allocated as follows:

- Restricted – All remaining fund balance available at the end of the fiscal year will be considered restricted for insurance purposes. Fund balance may consist of unspent property tax revenue and any miscellaneous revenue sources, A portion of the fund balance may be derived from property taxes and therefore legally restricted to the purpose of the fund.

Fox Valley Special Recreation Association Fund – The purpose of this fund is to supply the necessary resources to provide recreational programs for individuals with special needs and disabilities, and accounts for revenues derived from a specific annual property tax levy and expenditures of these monies.

Each year, the spendable portion of fund balance will be allocated as follows:

- Restricted – The spendable portion of the fund balance will be restricted based on the amount of unspent property tax revenue at fiscal year-end, any constraints imposed by externally enforceable legal restrictions and for the purpose of funding ADA accessibility projects.

IMRF Fund – This fund accounts for the District's annual contributions to the qualified retirement plan for IMRF-designated employees. Revenues are provided by a specific annual property tax levy which produces the amount required to fund the District's IMRF contributions on behalf of the District's employees. Fund balances in this fund are derived from property taxes and are therefore legally restricted to the purpose of the fund.

Each year, the spendable portion of fund balance will be allocated as follows:

- Restricted – All remaining fund balance available at the end of the fiscal year will be considered restricted for IMRF funding purposes. Fund balance may consist of unspent property tax revenue and any miscellaneous revenue sources, as well as constraints imposed by externally enforceable legal restriction.

Audit Fund – The purpose of this fund is to provide financial resources to fund the annual financial statement audit performed by an independent audit firm and to prepare and publish the Comprehensive Annual Financial Report. Financing is provided from an annual property tax levy, the proceeds of which can only be used for this purpose. Fund balances in this fund are derived from property taxes and are therefore legally restricted to the purpose of the fund.

Each year, the spendable portion of fund balance will be allocated as follows:

- Restricted – All remaining fund balance available at the end of the fiscal year will be considered restricted for audit funding purposes. Fund balance may consist of unspent property tax revenue and any miscellaneous revenue sources, as well as constraints imposed by externally enforceable legal restriction.

Park Police and Public Safety Fund – This fund accounts for the funding for and uses of resources for the District's public safety program to ensure guests have a safe and enjoyable environment while using District facilities, trails, parks and programs. Financing is provided from an annual property tax levy, as well as users fees, fines and forfeitures, and are therefore legally restricted to the purpose of the fund.

Each year, the spendable portion of fund balance will be allocated as follows:

- Restricted - A portion of the fund balance will be restricted based on the amount of unspent property tax revenue at fiscal year-end, as well as any constraints imposed by externally enforceable legal restrictions.
- Assigned – Fund balance remaining after all restrictions and commitments are met will be considered assigned for police purposes and will reviewed annually during the budget process. The target range is no less than two (2) months and no more than three (3) months of annual recurring budgeted expenditures unless a variance to this target is approved by the Board of Commissioners and/or Executive Director and/or Director of Finance.

Federal Insurance Compensation Act (FICA) Fund – This fund accounts for the District’s contributions for Social Security and Medicare for all employees. Financing is provided from an annual property tax levy and are therefore legally restricted to the purpose of the fund.

Each year, the spendable portion of fund balance will be allocated as follows:

- Restricted – All remaining fund balance available at the end of the fiscal year will be considered restricted for FICA funding purposes. Fund balance may consist of unspent property tax revenue and any miscellaneous revenue sources, as well as constraints, imposed by externally enforceable legal restriction.

Family Aquatics Fund – The District and the City of Aurora jointly operate two outdoor aquatic facilities and this fund accounts for the financial activity of these facilities. Pursuant to the executed Intergovernmental Agreement with the City of Aurora, revenues are restricted to support the operations of the aquatic facilities. Financing is provided from fees and charges for programs and activities. On an annual basis, any net income or net loss is shared equally by the District and the City. In addition, per the terms of the Intergovernmental Agreement, a minimum restricted fund balance of \$200,000 is to be maintained at the end of each year.

Each year, the spendable portion of fund balance will be allocated as follows:

- Restricted – A balance of \$200,000 must be maintained at the end of each year, per the terms of the Intergovernmental Agreement.

Debt Service Fund

The District's Debt Service Funds account for the accumulation of resources for the payment of principal, interest, and finance charges for bonded debt, as well as the cost of professional services related to the issuance or retirement of debt and other miscellaneous debt related services.

Each year, the spendable portion of fund balance will be allocated as follows:

- Restricted – A portion of the fund balance will be restricted based on the amount of unspent property tax revenue at fiscal year-end, as well as any constraints imposed by externally enforceable legal restrictions.
- Assigned – An accumulation of fund balance derived from interest income in the fund may be transferred to the General Fund on an annual basis or used for the payment of debt resulting in an abatement of the Debt Service property tax levy.

Capital Projects Funds

Capital Project Funds are established to account for and report financial resources that are restricted, committed, or assigned to expenditures for capital outlays, including the acquisition or construction of capital facilities and other capital assets and excluding those types of capital related outflows financed by proprietary funds.

The District has multiple Capital Projects Funds. Fund balance of these funds will be considered restricted, committed, or assigned depending on the intended source/use of the funds.

Some capital projects 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.

Authority

Committed Fund Balance – A self-imposed constraint on spending of fund balance must be approved by ordinance or resolution of the Board of Commissioners. Any modifications or removal of the self-imposed constraint must use the same action used to commit the fund balance and must be Board adopted prior to the end of the fiscal year. Formal action to commit fund balance must occur before the end of the fiscal year. The dollar amount of the commitment can be determined after year end.

Assigned Fund Balance – A self-imposed constraint on spending the fund balance based on the District's intent to use fund balance for a specific purpose. The authority may be delegated to the Executive Director and or the Director of Finance.

Board Approved: October 2020

1.0 Purpose

The purpose of the Fox Valley Park District's ("District") grant management policy is to provide a framework for the identification, submission and administration of all grants applied for and received by the District.

2.0 General Objectives

The primary objectives of this policy are as follows.

- To provide clarity, consistency, and fairness in the District's approach to securing grants.
- To ensure the maintenance of proper internal controls over accounting for and reporting on District grant programs.
- To ensure efficient administration, operation, and financial management of awarded grant opportunities.

3.0 Grant Identification

The District shall pursue grants in order to further its mission, goals and objectives as identified by the Board of Commissioners and the Executive Director. The District shall focus on applying for grants which fund capital improvements, improve operational efficiency and provide a community-wide benefit. The District shall only pursue grant opportunities when it has sufficient financial and administrative capacity to support, implement and administer proposed activities and/or projects and adhere to the requirements of the grant program.

State and federal grants are dependent upon legislation and the funding amounts vary annually. The District will apply for such grants when applicable and will also consider and apply for alternative funding sources, such as private foundations, nonprofit organizations, businesses, and other entities as deemed appropriate by the Board of Commissioners and Executive Director.

The District shall strive to be transparent and fiscally responsible and shall consider the financial and personnel impact of all grant funded activities and projects. Prior to submitting a grant application, the District shall perform the following:

- Consider the time necessary vs. the time available for completing the application, as well as how the proposed activity and/or project will impact other planned projects and District resources
- Identify the specific funding source(s) for any required match and any costs not covered by the grant award(s)
- Identify personnel resources required for implementing and administering the grant for both the duration of the grant performance period and any long-term maintenance and/or reporting period
- Review regulatory requirements and impacts to staff resources
- Determine the impact on the District's financial resources in the long term, such as grants that may fund salaries in the short term and require the District to continue to fund these expenditures in the long term
- Consider the grant award's impact on future land use decisions

In summary, the District shall pursue grant funding for projects which have been thoroughly discussed and/or planned in advance of grant application deadlines, although from time to time grant opportunities for which there is no defined activity and/or project may represent a significant value to the community and have the support of the Board of Commissioners and Executive Director.

4.0 Roles and Responsibilities

The overall responsibility for the administration of grants is shared by various departments and/or personnel within the District. The goal of this shared responsibility is to ensure the District maximizes its grant opportunities, while adhering to the spending and reporting requirements of each grant, at all times.

Board of Commissioners

- Shall approve all grant applications, prior to submission to the grantor, that exceed \$50,000 and will provide funding for an unbudgeted activity or project
- Delegates execution of grant agreements and other grant related documents to the Executive Director and/or his Designee
- If a grant opportunity becomes available and the deadline to submit a grant application is prior to the next board meeting, the application may be approved by the Executive Director to be ratified by the Board at the next meeting

Executive Director

- Considers and approves requests to submit grant applications of less than \$50,000
- Executes grant related documents, as necessary

Director of Planning

- Researches, pursues and provides technical assistance and timely information for potential grant opportunities in coordination with District departments
- Compiles and maintains an electronic inventory of existing District grants and grant programs; included with this inventory shall be an electronic copy of all grant documents, with signatures if applicable; this inventory and related documents shall be placed on the District's network and made available to the Finance Director (or Designee) at all times
- Monitors grant application status to ensure deadlines and other requirements are met
- Coordinates and executes grant term extensions when necessary, with authorization of the Executive Director
- Recommends District wide policies defining the District's goals and priorities in seeking grant funding

- Performs studies and prepares reports related to grant activities
- Works with Finance Department staff in preparing justification for purchases and other budgetary expenditures
- Develops and maintains positive communication with businesses, state and federal agencies and other local governments pertaining to the acquisition and administration of grants and alternate funding for projects
- Assists applicable department staff in the coordination of all District grant projects, including administration and monitoring activities
- Cultivates partnerships with other governmental entities, nonprofit organizations, businesses and individuals to strengthen community and regional collaboration on projects
- Executes grant contracts with the authorization of the Executive Director or Board of Commissioners and uploads document to the District network along with other grant related documents
- Coordinates with the District's Director of Finance (or Designee) to compile and submit grant reports to grantor
- Manages change orders and obtains approval from the grantor and the Board of Commissioners based on the change thresholds per the grant agreement

Finance Director (or Designee)

- Evaluates the budgetary impacts of grant awards on the District's finances
- Provides Director of Planning and/or other departments with financial documentation for grant applications
- Responsible for the management and accounting oversight of all grant monies
- Processes all grant draw requests and seeks reimbursement from grantor
- Maintains all grant records and completes annual reporting and reapplication thru SAM.gov and the CARS system for the indirect cost rate verification
- Complies with and reports in accordance with GATA on the District's grants
- Completes and certifies the Periodic Risk Assessment Questionnaire (PRAQ) and the Fiscal and Administrative Risk Assessment (ICQ)
- Maintains active Sam.gov registration
- Serves as the Point of Contact for other grant reporting portals and assigns roles

- Responsible for the oversight and organization of documentation for audits required under the grant agreement or by federal law

From time to time, other departments may apply for and implement grants for their departments. This must be done in accordance with this policy and may be done without utilizing the services of the Director of Planning. In such cases, the other department must notify the Director of Planning and the Director of Finance (or Designee) when they are applying for grant funding and provide a scanned copy of the grant application and contracts. The Director of Planning will be responsible for adding these grants to the electronic grant inventory file and ensuring that the Finance Director (or Designee) is aware of the submission of these grants.

5.0 Grant Compliance

Reporting and Long-Term Requirements

Grantors require financial and project status reports. Other documentation including, but not limited to, tax forms and audits may also be required by the grantor. The District's Finance Director (or Designee) will complete and submit all reports and other required documents.

Grant award contracts legally bind the District to the long-term implementation and maintenance of grant funded projects. Some contracts require annual spending, which must be included in future year budgets. Contracts may require consultation with grantors and their permission may be required before new projects can be implemented or constructed if it is determined there will be an adverse impact on the previous grant funded project.

Records Organization and Retention

The District will maintain all grant related documents, including relevant documentation of services/goods delivered, in electronic format within the District's document management system. The electronic version will become the document of record. Access permissions to grant related documents will be set to the appropriate levels determined by the Director of Planning and Director of Finance (or Designee).

The District must be able to provide the grantor with all documents related to the grant funded project, if requested. In addition, proper recordkeeping is required in order to comply with the Illinois Records Retention policies. Documentation for all awarded grants must be kept on file for the duration of the grant and three (3) years from the date of submission of the final expenditure report. Documentation for all rejected grants must be kept on file for two (2) years after rejection or withdrawal.

6.0 Internal Controls

Effective control and accountability must be maintained for all cash, real and personal property, and other assets. The District must be able to adequately safeguard all such property and must provide assurance this it is used solely for authorized purposes. The District must also have systems in place that provide reasonable assurance that the information is accurate, allowable, and compliant with the terms and conditions of the grant agreement. The District will perform the following:

- Perform and provide quality assurance reporting as required under the grant agreement
- Ensure appropriate supervision and experience of staff; requiring at least five (5) years of experience by the project leader or designee managing the scope of services under the grant
- Perform unit cost analysis and management during and at completion of the agreement as required by the grant agreement
- Apply the same standards whether the grant is under match requirements or expensed
- Perform budgetary to actual review at least quarterly to ensure proper classification
- Ensure cash advance payments are restricted to only expenses under the grant agreement and for no other purpose
- Obtain prior approval from the grantor if there are changes in key personnel
- Obtain prior written approval from the funding agency when the program scope changes

The District agrees that payments made by the grantor under the agreement will not be used to compensate, directly or indirectly, any person (1) currently holding an elective

office in the State of Illinois, but not limited to, a seat in the General Assembly, or (2) employed by an office or agency of the State of Illinois whose annual compensation is in excess of sixty percent (60%) of the Governors annual salary. The District will ensure that there are no conflicts of interest of employees engaged in the selection of awards or administration on contracts supported by grant awards. If a conflict of interest arises, the District must immediately disclose in writing any potential or actual conflict of interest.

Board Approved: December 2020

1.0 Scope

This investment policy applies to all funds governed by the Fox Valley Park District Board of Commissioners, excluding the Foundation which is governed by its own investment policy.

Except for cash in certain restricted and special funds, the Fox Valley Park District ("District") will consolidate cash and reserve balances from all funds to maximize investment earnings and to increase efficiencies related to investment pricing, safekeeping and administration. Investment income will be allocated to the proper funds based on their respective participation and in accordance with generally accepted accounting principles.

It is the policy of the District to invest public funds in a manner which will provide the highest investment return, with the maximum security and in conformance with all state and local statutes governing the investment of public funds, while meeting daily cash flow needs of the District.

2.0 General Objectives

The primary objectives, in priority order of the investment activities, shall be safety, liquidity and yield.

2.1 *Safety*

Safety refers to the preservation of capital and protection of investment principal. Safety of principal is the foremost objective of the investment program. Investments of the District shall be undertaken in a manner that seeks the preservation of capital in the overall portfolio by mitigating credit risk and interest rate risk

Credit Risk

Credit risk is the risk of loss due to the failure of the security issuer or backer. The objective will be to minimize credit risk by:

- Limiting investments to the safest types of securities, such as those issued by the federal government and its agencies, as well as highly rated state governments
- Limiting investments in debt securities and money market mutual funds to those investments rated at least AA by a national ratings agency.
- Pre-qualifying financial institutions, broker/dealers, intermediaries, and advisers with which the District will do business in accordance with this investment policy.
- Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.

Interest Rate Risk

Interest rate risk is the risk that the market value of securities in the portfolio will decrease due to changes in general interest rates. Interest rate risk will be mitigated by:

- Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.
- Investing operating funds primarily in shorter-term securities, money market mutual funds, or similar investment pools. The maximum length of maturity is 4 years for all operating funds (or the weighted average maturity shall not exceed 3 years). Non-operating funds and or capital funds which have a longer duration of spending down may be invested in all securities exceeding 5 years in duration.

2.2 Liquidity

Liquidity is the availability of sufficient funds to meet operating requirements.

The object will be for the investment portfolio to remain sufficiently liquid to fund all operating requirements that may be reasonably anticipated. The District will maintain sufficient liquidity by conforming to the following:

- Structuring the portfolio so that securities mature concurrent with the District's cash needs and consist largely of securities with active secondary or resale markets (dynamic liquidity), such as agency funds and other government-backed securities.
- Utilizing qualifying money market funds, sweep accounts or government investment pools which offer same-day liquidity for short-term investment.

2.3 Yield

Yield, or return on investment, is of secondary importance compared to the legality, safety and liquidity objectives described above.

The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. The core investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed.

3.0 Standards of Care

3.1 *Prudence*

The standard of prudence to be used by investment officials shall be the “prudent person” standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and this investment policy, and exercising due diligence, shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided deviations from expectation are reported in a timely fashion and the liquidity and sale of securities are carried out in accordance with the terms of this policy.

Investments shall be made with judgement and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment considering the probable safety of their capital as well as the probable income to be derived.

Constant monitoring of investments may deem it appropriate to sell a security prior to maturity at such price that the participants shall deem advisable, including at, above or below the purchase price of the security, when the sale of the security is determined necessary as follows:

- Ensure sufficient funds on hand when cash flows become less than the amount necessary for immediate use.
- Enhance the overall portfolio yield.
- Minimize further erosion and loss of investment principal.
- Minimize the exposure to market and credit risk.

3.2 *Sustainable Investments*

When analyzing and deciding on an investment, the District will consider relevant sustainability factors such as corporate governance and leadership, environment, social capital, human capital and business model and innovation.

3.3 *Ethics and Conflicts of Interest*

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interest in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with which business is conducted on behalf of the District.

3.4 Delegation of Authority

The authority to manage the District's investment program is derived from the following statement.

"The establishment of investment policies is the responsibility of the District's Board of Commissioners. Management and administrative responsibility for the investment program is hereby delegated to the Director of Finance/Treasurer or his/her designee who, under the direction of the Executive Director, shall establish written procedures for the operation of the investment program consistent with this investment policy. Procedures should include references to safekeeping, trust department, delivery vs. payment, investment accounting, wire transfer agreements, collateral/depository agreements and banking service contracts. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Director of Finance/Treasurer. The Director of Finance/Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials. "

4.0 Safekeeping and Custody

4.1 *Authorized Financial Dealers and Institutions*

The Director of Finance/Treasurer or his/her designee will use a process of due diligence to select security brokers/dealers authorized to provide investment services. Security brokers/dealers may include “primary” dealers or regional dealers that qualify under the Securities and Exchange Commission (SEC) Rule 15C3-1 (uniform net capital rule). The Finance Director/Treasurer shall also determine which financial institutions are authorized to provide investment services to the District.

All financial institutions and brokers/dealers who desire to become qualified for District investment transactions must supply the following, if appropriate.

- Audited financial statements
- Proof of National Association of Securities Dealers (NASD) Certification
- Proof of state registration
- Certification of having read, understood and agreeing to comply with the District’s investment policy

An annual review of the financial condition and registration of qualified financial institutions and brokers/dealers will be conducted by the Finance Director/Treasurer.

4.2 *Internal Controls*

The Finance Director/Treasurer or his/her designee is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the District are protected from loss, theft or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of the control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits require estimates and judgments by management. The internal controls structure shall address the following points:

- Control of collusion
- Separation of transaction authority from accounting and recordkeeping
- Custodial safekeeping
- Avoidance of physical delivery securities
- Clear designation of authority to subordinate staff members
- Written confirmation of transactions for investments and fund transfers
- Development of a fund transfer agreement with the lead financial institution and third-party custodian

Accordingly, the Director of Finance/Treasurer shall establish a process for annual independent review by an external auditor to assure compliance with policies and procedures.

4.3 Delivery vs. Payment

All trades of marketable securities will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible financial institution prior to the release of funds.

Securities will be held by an independent third-party custodian selected by the District as evidenced by safekeeping receipts with the securities held in the District's name. Securities will be held by a third-party custodian as evidenced by safekeeping receipts.

5.0 Suitable and Authorized Investments

The District may invest in any type of security allowed for in Illinois statutes (30ILCS 235/2) regarding the investment of public funds. Approved investments include:

- *Obligations of the United States of America, or its agencies* - U.S. government bonds, notes, certificates of indebtedness, treasury bills or other securities, guaranteed by the full faith and credit of the Government of the United State of America as to principal and interest. Other similar obligations of the United States of America or its agencies including obligations of the Governmental National Mortgage Association are approved by the Government of the United States of America and have a liquid market with a readily determinable market value.
- *Direct obligations of institutions defined in the Illinois Banking Act and insured by the Federal Deposit Insurance Corporation (FDIC)* - Interest bearing savings accounts, interest bearing certificates of deposit or interest bearing time deposits or any other investment constituting direct obligations of any institution as defined by the Illinois Banking Act and insured by the FDIC. Any such investment shall not exceed FDIC insurance limitations of the current program as accepted by the banking institution.
- *Commercial Paper* - Short-term obligations of corporations, such as commercial paper rated at the time of purchase at least an A1P1 classification. Such purchases may not exceed 10% of the corporation's outstanding obligations and no more than 10% of the District's funds may be invested in commercial paper.
- *Savings and loan institution obligations* - Short-term discount obligations of the Federal National Mortgage Association or in shares or other forms of securities legally offered by saving and loan associations incorporated under the laws of this state or any other state or under the laws of the United States. Investments may be made only in those savings and loan associations of which the shares, or investment certificates, are insured by the FDIC.
- *Local government investment pools* - Local government investment pools, either administered by the State of Illinois or through joint powers, statutes and other intergovernmental agreement legislation.
- *Government Money Market Funds* - Money market mutual funds registered under the Investment Company Act of 1940, provided that the portfolio of any such money market mutual fund is limited to investments in obligations of the United States of America or its agencies, or repurchase of such obligations.
- *Municipal Obligations* - Lawfully issued debt obligations authorized in compliance with the Illinois Compiled Statutes (30ILCS235/2). Investments may include interest bearing bonds for any county, township, city, village, incorporated town, municipal corporation or school district of the State of Illinois, or any other state. The bonds shall be registered in the name of the governmental unit or held under a custodial agreement at the bank. The bonds shall be rated at the time of purchase within the 4 highest general classifications established by a rating service of nationally recognized expertise in rating bonds of states.

6.0 Limitations / Prohibited Investments

Commercial paper shall not exceed 10% of the District's investment portfolio. In addition, all investments which subject the District to risk or loss of liquidity shall be prohibited. The uses of hedge funds or hedge bonds and derivatives are specifically prohibited.

7.0 Collateralization

In accordance with best practices recommended by the Government Finance Officers Association's Collateralization of Public Deposits Guidance, it is the policy of the District to require that funds on principal investments and deposits in excess of FDIC limits be secured by some form of collateral. The fair value of collateral provided will not be less than 110% of the fair market value of the net amount of uninsured public funds secured. The ratio of fair market value of collateral to the amount of funds secured will be reviewed monthly, and additional collateral will be required when the ratio declines below the level required and collateral will be released if the fair market value exceeds the required level. Pledged collateral will be held by an independent third party acting as the District's agent or the Federal Reserve Bank in the District's name.

The District will accept any of the following assets as collateral.

- Bonds, notes, or other securities constituting direct and general obligations of the United States, or any agency or instrumentality of the United States, the interest and principal of which is unconditionally guaranteed by the United States, and bonds, notes, or other securities or evidence of indebtedness constituting the obligation of a U.S. agency or instrumentality.
- Direct and general obligation bonds of the State of Illinois or of any other state of the United States.
- Revenue bonds of this State or any authority, board, commission, or similar agency thereof.
- Direct and general obligation bonds of any city, town, county, school district, or other taxing body of any state, the debt service of which is payable from general ad valorem taxes.
- Revenue bonds of any city, town, county, or school district of the State of Illinois.
- Obligations issued, assumed, or guaranteed by the International Finance Corporation, the principal of which is not amortized during the life of the obligation, but no such obligation shall be accepted at more than 90% of its market value.
- Illinois Affordable Housing Program Trust Fund Bonds or Notes as defined in and issued pursuant to the Illinois Housing Development Act.
- Certificated of deposit or share certificates.

8.0 Investment Parameters

The District will analyze information to aid in establishing priorities, risk and target process improvements to maximize and diversify its portfolio.

9.0 Diversification

Investments will be diversified by security type and institution to maintain proper liquidity. In order to reduce the risk of default, the investment portfolio of the District shall be diversified to avoid any overconcentration in securities from a specific issuer or business sector (excluding U.S. Treasury and Agency notes). All limitations and exclusions apply as outlined in this policy.

10.0 Market Yield Benchmark

The District's investment strategy is passive. Given this strategy, the basis used by the Finance Director/Treasurer or his/her designee to determine whether market yields are being achieved shall be the three-month U.S. Treasury Bill.

11.0 Marking to Market

The market value of the portfolio shall be calculated at least quarterly, and a statement of the market value of the portfolio shall be issued at least quarterly. This will ensure that review of the investment portfolio, in terms of value and price volatility, has been performed consistent with the GFOA Recommended Practices on "Mark-to-Market Practices for State and Local Government Investment Portfolios and Investment Pools."

Board Approved: October 2020

1.0 Statement of Purpose

The Fox Valley Park District ("District") is governed by both state laws and District ordinances with regards to purchasing policies and procedures. Many of these laws and ordinances have been enacted to conserve tax dollars and to protect the public from fraudulent practices. The purpose of this policy is to provide District employees with guidelines and procedures for the acquisition of good and services and to achieve the following goals related to purchasing:

- Purchase the proper goods or services to meet the needs of the District
- Obtain the best possible price for the goods or services and the best value for public dollars expended;
- Ensure goods or services are continuously available where and when needed
- Allow responsible bidders a fair opportunity to compete for the District's business, through statutory requirements for competitive bids and proposals combined with the District's purchasing procedures
- Carefully consider the scope of projects to encompass entire project bidding
- Stimulate the local economy and job market by allowing local businesses an opportunity to compete in the District contract award processes
- Comply with all federal, state and district laws, regulations, policies, and procedures.
- Provide transparency throughout the purchasing process

The District operates with a decentralized purchasing authority, meaning the majority of purchasing decisions are designated to individual departments. Departments have a strong influence on the acquisition decision making process and identify most of the items they will purchase. The District purchasing limits and controls and all purchases require advance approval. No employee shall purchase goods or services on behalf of the District without first seeking approval as required by this purchasing policy.

This policy document is designed to be fluid and will be reviewed and modified annually (if necessary) to conform to changes in legislation, technology and actual practice. Although this manual may not answer every question related to purchasing practices, it does provide general procedures for purchasing activities. Employees who need direction related to specific situations not covered by the policy should contact the Finance Director for assistance. The Executive Director, or his/her designee, shall be the final authority on the enforcement

of any of the provisions of this policy.

2.0 Ethical Standards

All District personnel engaged in purchasing and related activities must act in a manner that is above reproach in every aspect. Transactions related to the expenditure of public funds require the highest degree of public trust to protect the interests of the Districts and the constituents that the District serves. District personnel must strive to achieve the following:

- Ensure that public funds are spent efficiently and effectively and in accordance with applicable statutes, regulations, ordinances, and District policies.
- Not accept gifts or favors from current or potential vendors which may compromise the integrity of the purchase process.
- Never allow purchase orders for identical goods or services to be split or prepared in a manner that would avoid approvals and otherwise circumvent purchasing policies.
- Ensure that all potential vendors are provided with adequate and identical information upon which to base their offer or quotation and that any information provided to one interested vendor is given to all interested vendors.
- Establish and maintain procedures to ensure that fair and equal consideration is given to each offer received and that selection is based upon objective criteria, such as the lowest responsive and responsible bid or the qualification of the vendor.
- Offer prompt and courteous responses to all inquiries from potential or existing vendors.

It will be the responsibility of the Executive Director to determine if a violation of the Code of Ethics has occurred and if disciplinary action is necessary in accordance with the District's personnel manual.

3.0 Conflict of Interest Policy

Except as may be disclosed to and approved by the District Board, it will be a breach of ethical standards for any employee to participate directly or indirectly in the purchasing process when an employee knows that:

- The employee is employed by, or otherwise has a financial interest in, a bidder, vendor or contractor involved in the procurement transaction
- The employee, employee's partner or any member of the employee's immediate family has a financial interest in, or holds a position with a bidder, or contractor, such as officer, director, trustee, partner or the like, or is employed in a capacity involving personal and substantial participation in the procurement transaction
- The employee, the employee's partner, or any member of the employee's immediate family has a financial interest arising from the procurement transaction
- The employee, the employee's partner, or any member of the employee's immediate family is negotiating, or has an arrangement concerning prospective employment with a bidder, vendor or contractor.
- The employee has accepted gifts from a vendor in violation of the State Officials and Employee Ethics Act.

An immediate family member is defined as a spouse, children, parents, brothers, sisters, and any other person living in the same household as the employee. A financial interest includes any ownership or investment interest including stock, partnership shares and limited liability memberships, as well as loans, bonds or other financial instruments that are secured by an entity's property or revenue.

4.0 Approval of Purchases

4.1 Policy

It is the policy of the District that all purchases be properly documented, ordered and, in most cases, received prior to payment. All purchases of goods and services, except those made with a District issued credit card, require the issuance of a purchase order prior to making the purchase as the purchase order provides the authority to make the purchase. The creation of a purchase requisition signifies the employee's request to make a purchase and, once approved, will result in the creation of a purchase order. ***Requisitions should not be created after the purchase is made or when the invoice is received.***

4.2 Approval Authority

No employee shall purchase goods or services on behalf of the District without first seeking approval as required by this policy. Unless the purchase is made with a District issued credit card or petty cash, the issuance of a purchase order signifies that the purchase request has been approved. All purchases shall require advance approval from the appropriate District personnel routed in accordance with the guidelines described below.

Purchasing Authority	Position
<i>\$0 - \$1,000</i>	<ul style="list-style-type: none"> • Athletic Operations & Tournament Manger • Aquatics Maintenance Supervisor • Custodial Maintenance Supervisor • Fox Fitness – Fitness Supervisor • Fox Fitness – Group Exercise Supervisor • Fox Fitness – Membership Service Manager • Horticulture Supervisor • HVAC Technician • Operations Administrative Services Supervisor • Park Grounds Supervisor (East, West) • Preschool Program Supervisor • Trades Crew Lead

Purchasing Authority	Position
<i>\$0 - \$2,500</i>	<ul style="list-style-type: none"> • Aquatics General Manager • Building & Grounds Manager for Museum Properties • Creative Services Manager • Executive Assistant • Facilities & Trades Manager • Facility Manager (Eola, Prisco, Vaughan) • Financial Analyst • Fox Fitness Manager • Golf & Athletic Turf Manger • Manager of Arboriculture, IPM & Lakes • Manager of Blackberry Farm • Marketing and Digital Communications Manager • Public Relations and Content Strategist • Red Oak Nature Center Manager • Tennis Manager
<i>\$0 - \$2,500</i>	<ul style="list-style-type: none"> • Assistant Director of Finance • Assistant Director of Operations – Parks • Deputy Chief • Facility Maintenance Manager • Manager of IT • Superintendent of Revenue Facilities
<i>Each \$0 - \$5,000</i>	<ul style="list-style-type: none"> • Chief of Police & Public Safety • Department Directors
<i>\$0 - \$10,000</i>	<ul style="list-style-type: none"> • Finance Director
<i>\$10,000 +</i>	<ul style="list-style-type: none"> • Executive Director

The Executive Director has the authority to adjust the purchasing level of existing positions by no more than one level. The Executive Director also has the authority to add purchasing levels to newly created positions.

At the discretion of the Department Director, approval levels for supervisors may be increased to an amount not to exceed the Department Director's authority. In addition,

any person responsible for approving purchases at any level may delegate his or her approval authority to a designee in the event he or she is unavailable to approve purchases.

5.0 Quotes, Formal Competitive Bids, Requests for Proposal (RFP) and Contracts

It is the goal of the District that all purchases shall be made in a manner which will maximize the value of all goods and services received for the amount expended. Therefore, all purchases will adhere to the following policies.

5.1 Quotes

It is the policy of the District to obtain price quotes for all purchases. It is best practice to obtain more than one quote per purchase to ensure the District is receiving competitive pricing.

All staff responsible for making purchases shall obtain price quotes for all purchases as outlined below.

Dollar Limits	Required Quotations
<\$5,000	Recommended but not required that quotes be obtained.
>\$5,000 - <\$ 10,000	Obtain at least three (3) written quotes; email quotes are acceptable; quotes do not need to be signed unless requested by the vendor.
>\$10,000 - <\$25,000	At least three (3) written quotes required and signed by the vendor; email quotes without a signature are not acceptable.

In cases where three (3) quotes are not attainable, a good faith effort should be made and documented to receive the best pricing, service and/or product for the District. Exceptions to obtaining three (3) quotes include, but are not limited to:

- Limited number of suppliers
- Non-response from solicited suppliers
- Emergency or time-sensitive purchases with inadequate time to receive quotes
- Wholesale purchase of plant material, flowers and trees
- Services of individuals possessing a high degree of professional skill where ability or

fitness of the individuals plays an important part

- Utility services such as water, electric and telephone
- Use, purchase, delivery movement or installation of data processing equipment, software or services, and telecommunications and interconnect equipment, software, or services
- Goods or services procured from another governmental agency
- Purchase of equipment previously owned by some entity other than the District itself
- Purchases procured following the Illinois State Bid process, General Services Administration guidelines, Illinois Park and Recreation (IPRA) joint purchasing program, Illinois Association of County Board Members, or similar joint purchasing program
- Purchases of resale merchandise that is of a proprietary or sole source nature.

Items purchased more than once during the fiscal year do not need quotes every time a purchase is made. However, competitive quotes for these items shall be sought at least once each year to ensure that the District is receiving competitive pricing.

5.2 Formal Competitive Bids

All purchases of goods or services of \$25,000 or more shall be subject to the competitive bidding process. Sealed bids shall be sought when a good or service is anticipated to cost more than \$25,000 either individually or in the aggregate over the course of a single fiscal year. The lowest responsible bidder or any other bidder whom the District Board deems to be in the best interest of the District will be awarded the contract based upon the terms of the submitted bid, subject to allowable negotiation.

Under no circumstances is it allowable to divide purchases from the same vendor over multiple purchase orders in an effort to avoid the District's bidding/approval process. This is commonly known as "string orders" which attempt to bypass the approval system. This practice may result in disciplinary action up to and including termination.

Exceptions to the formal bid requirements exist for those purchases, which by their nature, are not adapted to award by competitive bidding. Although the formal bid process is not required, it is strongly recommended in most cases. Approval must be obtained from the applicable Department Director, the Director Finance and the Executive Director to consider

a purchase in excess of \$25,000 as exempt from the competitive bidding process. If necessary, the District's attorney shall review and confirm that the purchase is exempt from bidding. Examples of these exceptions include, but are not limit to, the following:

- Services of individuals possessing a high degree of professional skill where the ability or fitness of the individual is required
- Printing of departmental reports and printing or engraving of bonds, tax warrants and other evidence of indebtedness
- Utility services, such as water, electric and natural gas
- Use, purchase, delivery, movement or installation of data processing equipment, printing equipment and supplies, software or services and telecommunications and interconnect equipment, software, or services
- Goods or services procured from another governmental agency
- Purchase of equipment previously owned by some entity other than the District
- Purchase of magazines, books, periodicals, pamphlets, and reports
- Purchases procured joint purchasing programs
- Purchases for resale merchandise that is of a proprietary or sole source nature
- Purchases procured in the case of an emergency if authorized by the District President and communicated to other member of the Board of Commissioners

5.3 Bidding Process

Except those professionally prepared by an outside vendor, all bids shall be issued using the District's standard bid document, as updated from time to time by the District's Finance Department and approved by the District's attorney.

Public Advertisement

The District shall place at least one public notice, in a local newspaper published in the District, at least ten (10) calendar days before the bid is due to the District. If the bid is for a project that will receive grant funding, the public notice must be publishe3d in a local newspaper at least ten (10) business days before the bid is due to the District.

Bid Notice

The bid notice shall include the following items:

- General description of the work to be performed or items to be purchased
- Where specifications may be obtained, if applicable
- Time, place, and location of bid opening
- Bid deposit information, if required
- Performance bond and labor and materials payment bond requirements
- Deadline and location of submission of bids
- Other information necessary to enable and intelligent and cost-effective bid submission

Bid Opening

Mandatory procedures for bid openings include:

- Accepting only sealed bids from a bidder
- Opening of bids in public by an employee of the District and at least one witness
- Announcing the content of each bid
- Recording bid information on a “bid tabulation” form

Bid Analysis

Each bid should be analyzed to determine if there are any variances, modifications from requirement or if the bid does not meet the specifications requested.

When determining the lowest responsible bidder, consider not only the lowest dollar bid but also the bidder’s responsibility (financial, responsiveness, etc.) to meet the expectations and demands under the terms of the bid. If recommending award to a bidder that is not the lowest, the decision shall be documented and include supporting rationale before finalizing the decision/recommendation.

5.4 Requests for Proposal

Some contracts, by their nature, are not adaptable to award by competitive bidding. Examples include, but are not limited to, contracts for the services of individuals possessing a high degree of professional skill where the education, experience or character of the individual is a significant factor in determining their ability to meet the District’s needs. These contracts generally result from a Request for Proposal (RFP) or Request for Qualifications (RFQ) from consultants for “professional services”. RFPs request pricing from potential vendors, while RFQs do not require pricing and only solicit qualifications from

potential vendors.

Like a formal proposal, issuance of an RFP/RFQ should be publicly advertised at least ten (10) days prior to the due date. In addition, RFPs/RFQs should be received in a sealed envelope. The evaluation of the RFP/RFQ is at the discretion of the requesting department and shall be stated in the RFP/RFQ.

Based upon evaluation, discussion and possible presentation, the District shall select the vendor which it determines to be the most qualified to provide the services requested. The lowest fee proposal may not necessarily be selected.

5.5 Emergency Procurement Process

Emergencies are defined as events that could not have been foreseen where immediate action is necessary to safeguard the public's health and safety, as well as the health and safety of District employees. In the event of an emergency affecting the public's or employee's health and safety, the Executive Director shall be empowered to procure supplies, materials or work in excess of \$25,000 at the lowest price deemed to be in the best interest of the District to relieve the emergency situation. Documentation of the emergency and the need for immediate action shall be presented to the Board of Commissioners, within a reasonable period of time, following resolution of the emergency.

When necessary to relieve extreme safety issues, waiver of any provisions of this policy may be made in writing and signed by the Executive Director. In the event the Executive Director is unavailable such authority shall pass to the Director of Finance. In absence of both, then such authority shall devolve upon the President of the Board of Commissioners.

An emergency procurement shall be made as competitively as possible depending on the circumstances at the time. Safety issues may demand the use of a non-competitive purchase. If such a case exists, a *Justification for Non-Competitive Procurement* form shall be attached to the formal request sent to the Board for approval.

5.6 Joint Purchasing

District employees are authorized to obtain goods and services utilizing co-op programs. When goods and/or services are available through a co-op program, it is not necessary for the District employee to obtain quotes or to competitively bid the goods or services which are being sought. However, employees shall be responsible for ensuring that the goods or services are of a quality sufficient to meet the District's needs and that pricing is competitive.

5.7 Sole source Purchases

Contracts for parts, supplies, equipment, or services that are available only from a single source are referred to as sole source purchases. Sole source purchases may arise from the following circumstances:

- Equipment for which there is no comparable competitive product or that is available only from one supplier
- Public utility services from natural or regulated monopolies
- A component or replacement part for which there is no commercially available substitute and can be obtained only from the manufacturer
- An item where compatibility is the overriding consideration, such as computer software

5.8 Waiver of Competitive Bidding

The Board of Commissioners, upon a finding that a purchase is by its nature not adapted to competitive bidding, may waive the competitive bid procedures and enter into a contract or agreement with a specific entity. Requests for bid waivers will be made only when goods or services are proprietary (i.e., sole source) where standardization is necessary or desirable, in emergencies as defined in the policy, or when it is in the best interests of the District to do so. In any instance, a statement justifying the need for a bid waiver shall be included in the department's recommendation presented to the Board of Commissioners.

5.9 Contracts

A contract shall be awarded with reasonable promptness by appropriate written notice to the lowest responsive and responsible bidder.

With some specific exceptions set forth in the Illinois Park Code, the District is not authorized to issue or be a party to multi-year contracts; legal counsel shall be consulted concerning

automatic renewal provisions and other terms extending a contract beyond one year.

6.0 Purchasing Cards

Purchasing cards are available to employees as an alternative purchasing method. Department Directors are ultimately responsible for the security of cards issued to their staff and should not permit use of purchasing cards for means other than those permitted by this policy. Failure to follow established policies could result in revocation of an employee's purchasing card.

Purchasing cards shall be considered as an alternate purchasing method (as opposed to the requisition/purchase order or petty cash methods) and all purchases made with purchasing cards must adhere to the District's established purchasing policies and procedures. Purchases are to be approved before the transaction occurred and in accordance with the approval levels as stated in Section 4.2 of this policy.

7.0 Change Orders

The Park District is subject to the Public Contract statute (720 ILCS 5/33E-9) and will abide as follows:

Any change order or series of change orders which necessitate an increase or decrease in either a) the cost of a public contract by a total of \$10,000 or more, or b) the time of completion by a total of 30 days or more must be in writing and accompanied by a written finding by a designee of the public entity stating that a) the change was not reasonably foreseeable, b) the change is germane to the contract as signed and c) the change is in the best interest of the public entity.

The staff will also inform the Board through the above required written document of any change orders between \$10,000 and \$19,999, or those change orders that will increase the completion time by 30 days.

After compliance with the provisions of this Article V, in addition, the staff will also have the Board approve any change orders in excess of \$20,000 not originally included in the project contract. Change orders less than \$20,000 can be approved according to the Approval Authority levels listed under Section 4.2 of this document.

8.0 Prompt Payment

The District shall promptly pay its obligations in compliance with the Illinois Local Government Prompt Payment Act.

9.0 Economical Purchasing

The District shall endeavor to maximize its financial resources whenever possible. Participation in programs such as State of Illinois purchasing programs, or other programs similar in nature, that provide for lower costs are encouraged if doing so does not jeopardize adherence to the District's purchasing policies. The District will strive to consolidate purchases of similar items, such as office supplies, in order to realize better pricing. Whenever possible, and within policy guidelines, the District will use purchasing cards for small value purchases to take advantage of the inherent efficiencies provided and to increase the annual rebate received by the District on an annual basis. The District shall strive to be fiscally responsible in its purchases to the extent possible under prevailing market conditions and without jeopardizing the District's performance or constituent's satisfaction.

10.0 Use of District's Sales Tax Exemption Number

10.1 Use by Employees

District purchases are not subject to sales tax; therefore, employees shall make every effort to inform vendors of the District's tax-exempt status and to ensure that sales tax is not paid on any purchase, including those made with petty cash or purchasing cards. Sales tax, if charged, will be the responsibility of the purchaser to pay or seek reimbursement for, unless otherwise directed.

Use of the District's sales tax exemption number is restricted to purchases made on behalf of the District. State law prohibits use of the District's sales tax exemption number to secure exemptions for personal reasons and such use may subject the responsible parties to a fine and/or imprisonment.

10.2 Use by Outside Contractors or Vendors

Illinois Department of Revenue regulations allow contractors to use the District's sales tax exemption number to purchase materials used in construction of public improvements which will eventually become property of the District. Use of the exemption number is limited to purchases directly related to work being done on the District's behalf. Contractors are responsible for tax due on purchases determined to be non-exempt and for purchases not made on the District's behalf. Requests by contractors for the District's sales tax exemption number shall be forwarded to the Finance Director, or his/her designee, for approval.

Board Approved: December 2020

1.0 Purpose

The District provides a wide range of park and recreation opportunities, which can only be offered with the financial support of user fees and charges. A comprehensive revenue and fee policies will assist with ensuring that the District has the capacity to maintain current facilities, as well as offer new programs and services, responding to the ever-changing needs of the community. Fees and charges shall be based upon the District's need to generate revenue to offset direct and indirect costs, administrative overhead and in the case of revenue producing facilities, to generate revenues to cover expenses for debt repayment, future repairs, renovation, and other capital improvements.

One of the budget goals of the District is to provide an annual balanced budget that meets the overall park and recreation needs of the community. This is accomplished by collecting a combination of user fees, property taxes, land cash contributions, interest income and bond proceeds. Our goal is to minimize reliance upon revenues from tax sources and tax subsidies and for District facilities, programs, and services to have the capacity to be partially or entirely financially self-sufficient. Traditionally, the District has derived approximately 50% of its revenues from tax dollars, 40% from user fees with the balance from land cash contributions, bonds, interest income and miscellaneous income.

Fees should be charged when the service or facility being provided is enjoyed by a limited user group rather than the general public and when significant, identifiable direct costs can be attributed. Fees should not be charged if the administrative cost of their processing outweighs the benefits of their collection. This policy does not cover law enforcement fines or direct service costs, contractual agreements such as easements, leases, co-sponsored organizations, and concessions.

Non-residents, by definition, do not pay property taxes to the District. They will be asked to pay their fair share of the cost of programs and services provided to them through non-resident fees and charges. Non-residents may be charged an additional fee, up to 50% more than the resident rate for most programs. In the event an additional charge of up to 50% more is not feasible or will harm or cancel the program and deny residents in the program an opportunity to participate, the Director of Recreation or his/her designee may approve program fee modifications.

The Director of Recreation shall perform a continuous review of all fees and charges on an annual basis for District facilities and services that are more in the nature of private services or facilities enjoyed by limited user groups rather than general public, and when there are significant, identifiable direct costs attributable to providing such services or facilities. Since it is not feasible for all fees related to classes, programs and special events to be Board approved these fees shall be recommended by department staff for review and approval by the Director of Recreation.

Fees and charges for concessions operated under contract with the District shall be established through negotiations with the respective concessionaire, subject to the approvals specified in their respective contracts.

2.0 Classification of Services

Basic Services – provide general benefits to the District and all District residents. As such, they are primarily funded through tax revenues and are provided at no additional charge to the user. Basic services encourage general use of parks through the provision of facilities such as parking areas, picnic tables and grills, play fields, restrooms, drinking water, hiking, jogging and bicycle trails, boat and canoe launches, fishing lakes and services such as maintenance, law enforcement and public safety at parks and on trails. Also included in basic services are education, after school and summer programs, as well as public information services such as self-guided education exhibits and materials, public information exhibits and presentations, newsletters, and other publications.

Special Services - provide direct benefits to limited groups of users and may provide some indirect benefits to the District as a whole, as well as the general public. Significant identifiable costs are incurred to provide direct benefits to the users. Special service fees include those charged for reservable picnic sites and shelters, the Red Oak Nature Center, guided educational programs, and special events. These services should be funded partially through tax revenues and partially by fees and charges.

The amount of the fee for each service or facility should be related to the identifiable costs directly attributable to providing that service or facility. However, full recovery of those costs from user fees may not be appropriate or feasible in all cases. Factors suggesting a fee less than that required to fully recover direct costs may include -

- *Nature of the Service of Facility* - Full cost recovery will be less appropriate when the nature of the service or facility is somewhat mixed between being a general public service or facility and being a special, limited service or facility.
- *Resident vs. Non-Resident* - Full cost recovery will be more appropriate when the user is not contributing taxes to the District to help support the service, operation, maintenance or facility.
- *Special User Considerations* - Full cost recovery may not be appropriate when the user is a member of a group that is traditionally accorded special consideration in pricing of public or private services. Such groups include, for example, senior citizens, students, District volunteer and support groups, low-income groups and individuals with special needs. In cases where there is an identified economic need, scholarships may be available for participants.
- *Market Conditions* - Full cost recovery may not be feasible if the resulting price unduly diminishes user interest in the service or facility. This condition may, however, suggest the need to re-analyze demand for the service or facility.

- *Intergovernmental Agreement* - The District has agreements with several governmental organizations that define specific roles, relationships, responsibilities, scheduling and reimbursement of direct costs. As the District continues to grow and to avoid future operational, maintenance and capital tax issues, consideration needs to be given to realistic direct costs, commitments and uses of District facilities.

3.0 Administrative Services

Administrative services, such as making copies of documents, blueprints and aerial photographs for individuals, contractors or other organizations should be funded thru fees and charges designed to recover the cost of labor, overhead and materials necessary to provide the services. When copies are requested through the Illinois Freedom of Information Act, fees charged may be calculated to reasonably reimburse the District for actual costs of reproduction. These fees, however, cannot include any of the cost of searching for the requested records. Documents shall be furnished without charge or at a reduced fee when the waiver or reduction of fees "is in the public interest".

4.0 Recreation Program Fees and Charges

Recreation Supervisors and Facility Managers, with the review and approval of the Director of Recreation or his/her designee, are authorized to establish program, class and special event fees and charges in accordance with the District's Revenue and Fee Policy.

The Recreation Department offers a wide range of leisure opportunities for the various age segments of the community. The objectives and content of these programs vary, and therefore, have been classified into various categories to achieve consistency in establishing fees and charges. Each recreation program is classified as one of the following so that the appropriate fee may be determined.

- *Level 1 Programs* - Programs and services that are primarily considered a community service. The participant usually pays no fee, or a nominal fee, which is less than the direct cost of providing the program. Staff may continue to offer these programs as long as funds, or sponsorships, are available.
- *Level 2 Programs* - New or experimental programs offered on a trial basis for a specific time period (usually one fiscal year). At the end of this time period, these programs are moved to another classification or dropped from the program offerings based upon a program evaluation. The fees for these programs are based on the direct costs of the program, or lower, and may be offered even when participation does not meet the minimum.
- *Level 3 Programs* - Programs and services that are geared to the specific needs and interests of the participants. The goal is to set user fees for these programs that shall cover all direct program costs plus a 30% gross margin to help offset indirect costs.
- *Level 4 Programs* - Programs and services that are geared to the specific needs and interests of the participants and have large indirect costs associated with them, such as equipment, maintenance or

utilities. The goal is to set user fee for these programs that shall cover all direct costs plus a 40% gross margin to help offset indirect costs.

- *Level 5 Programs* - Programs and services that are geared to the specific needs and interests of the participants and are provided by the District through an independent contractor. The goal is to set user fees for these programs that shall cover all direct costs plus a 30% - 40% gross margin to help offset indirect costs.

5.0 Revenue Facilities Fees and Charges Pricing

The Board of Commissioners, with recommendations from departmental staff, approves facility membership and rental fees and daily admission charges for all revenue facilities, including Stuart Sports Complex, Blackberry Farm, Red Oak Nature Center, Indoor & Outdoor Aquatic facilities, Copley Boxing & Training Center, Prisco, Eola, and the Vaughan Athletic Center, in accordance with the District's Revenue and Fee Policy. Any other miscellaneous fees that do not otherwise fit under the categories of rental fees, daily admission or charges for revenue facilities, such as vendor fees and garden plots, are also reviewed annually by the respective department staff and presented to the Board of Commissioners for approval.

These facilities should have a financial self-support goal range of 50 to 100% to minimize reliance upon any tax subsidy. Total revenues should be established to fund the majority of operating expenses, and reserves, if established. Revenues from facilities take on more of a business characteristic than recreation programs because operating budgets are contingent upon the ability to generate income. Admissions and facility user fees are the basic sources of income and as a result, extreme care must be taken in establishing these fee levels in order that financial requirements for the year will be achieved. Many of the fees will be market-driven and based upon other similar type operations, facilities and services.

6.0 Enterprise Services and Special Revenue Facilities

Enterprise services are funded through fees and charges and generate revenue to offset other District expenses. Enterprise services are designed to provide significant direct benefits on a user "pay as you go" basis. Such facilities and services include Orchard Valley golf course, restaurant and banquet facility, food service, certain special events, and specialized recreational instruction, and Board approved commercial uses of other District property.

The fees for enterprise services should reflect considerations similar to those affecting the pricing of revenue facilities, but full recovery of costs will more frequently be appropriate and feasible to recover all operating costs, capital equipment and facility replacement and repayment of debt to the extent feasible.

7.0 Use of District Facilities

The use of District facilities for private or personal gain or benefit, without an approved agreement with the District or paying established fees, is not permitted.

Board Approved: October 2020