



PARK DISTRICT of OAK PARK



2021 Budget

**PARK DISTRICT OF OAK PARK
218 MADISON | OAK PARK, IL**

PARK DISTRICT OF OAK PARK

2021 Budget

January 1, 2021 – December 31, 2021

BOARD OF PARK COMMISSIONERS

Sandy Lentz, President
David Wick, Vice President
Kassie Porreca, Treasurer
Chris Wollmuth, Secretary
Jake Worley-Hood, Commissioner

Principal Staff

Jan Arnold, Executive Director
Mitch Bowlin, Director of Finance
Chris Lindgren, Superintendent of Parks and Planning
Maureen McCarthy, Superintendent of Recreation
Bill Hamilton, Superintendent of Special Facilities
Paula Bickel, Director of Human Resources
Illiana De La Rosa, Finance Manager

Mission, Vision & Values

Our Mission

In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.

Our Vision

We strive for excellence in serving the well-being and recreation needs of our diverse community through a collaborative, innovative, and sustainable approach.

Our Values

Community Engagement: We will actively work to foster ongoing dialogue, relationships, collaborations, and partnerships with and within the community.

Responsible Leadership: We will maintain a high performing, engaged, and accountable organization.

Integrity: We will adhere to moral, honest, and ethical principles with a focus on accessibility, inclusion, and transparency.

Innovation: We will continuously try new methods and ideas, adapt services according to trends, and continually improve processes.

Sustainability: We will thrive through renewal, maintenance, and stewardship in all aspects of operation.



Budget Presentation Award

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Park District of Oak Park, Illinois, for its Annual Budget for the fiscal year beginning January 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

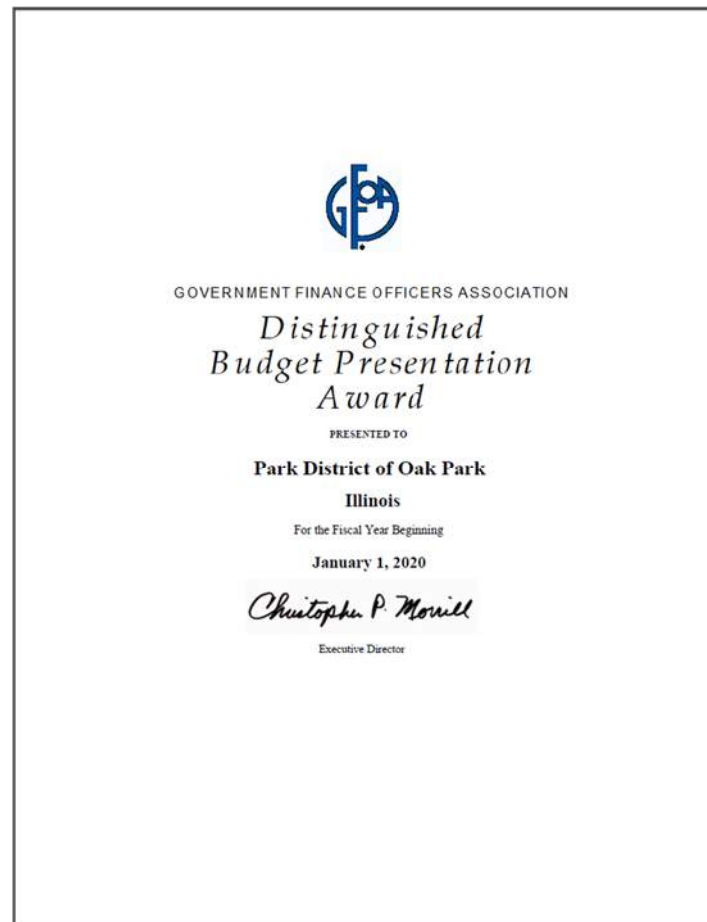


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History of the Park District of Oak Park

The Park District of Oak Park has had a long and proud history of acquiring and developing green space and offering recreation opportunities for the residents of Oak Park. Established in 1912, the five elected commissioners who made up the first Park Board purchased the land now known as Scoville Park for \$135,637. This park, designed by Jens Jensen, an internationally renowned landscape artist, remains the “Village Green” today having been placed on the National Register of Historic Places by the United States Department of the Interior on November 21, 2002. It is the site of the World War I monument unveiled on November 11, 1925 in the presence of General C.G. Dawes, Vice-President of the United States.

Most of the land now owned by the Park District of Oak Park was purchased during the first two decades of the Park District’s existence. The main use of this property was for passive recreational activities. A conservatory was erected in 1929 supplying flowers for the community flowerbeds as well as hosting seasonal flower shows, which are still held today. The Oak Park Conservatory was placed on the National Register of Historic Places by the United States Department of the Interior on March 8, 2005.

In 1918 a “Small Parks Commission” was appointed by the Village Board to ensure that Oak Park children had a place to “enjoy and practice organized outdoor sports.” They became the Oak Park Playground Board in 1920 and began to levy a tax in 1921 to “equip, conduct and maintain playgrounds.” This Board went on to purchase land for playgrounds and eventually built neighborhood centers, named after prominent children’s authors, where organized recreation programs were provided. At the National Recreation Congress in October 1926, Oak Park won national recognition for programs such as the “Boys’ Playground Band”, a “Shelter House Design Contest” won by Oak Parker John S. Van Bergen, “Murals Contest”, “Junior Art Museum”, “Library on Wheels”, as well as playground landscaping and beautification. Mr. Van Bergen designed many of the neighborhood recreation centers built by the Playground Commission.

In 1939, the Park District bought the property now known as Mills Park from the Herbert Mills Family. Historic Pleasant Home, designated a historic landmark in 1972, is located on this property. In 1947, the Henry W. Austin Family donated Austin Gardens to the Park District. Sometimes referred to as “the secret garden” this beautiful park has been home to Festival Theatre since 1975, the Midwest’s oldest professional theatre devoted to outdoor performances of the classics. Cheney House (now known as Cheney Mansion) was presented as gift to the Park District in 1975 although it remained the private residence of Elizabeth Cheney until her death in 1985. Cheney Mansion was designed by Charles E. White, Jr. in 1913 and boasts many handsome reception rooms, six bedrooms, seven

bathrooms, and separate servants' quarters. The two acres of beautifully landscaped grounds also include a coach house and greenhouse.

For many years the Park District and Village Playground Commission operated side by side in serving the recreation needs of Oak Park residents when, in 1980, a new intergovernmental agreement merged the Recreation Department with the Park District. In 1990 the Park District became the sole provider of government-sponsored parks and recreation in Oak Park. At that time the Park District assumed the operation and maintenance of the Village-owned recreation centers.

The voters of Oak Park successfully passed a referendum in April 2005 providing much needed funding to "Renew Our Parks," and provide clear stewardship of the parks and recreation service for the residents of the Village. In 2006, the Village transferred the titles of five of the seven recreation centers to the Park District and a 99-year use lease for the two remaining centers has been established due to underground water reservoirs located on these properties. Master plans have been completed for all of the parks, and major renovation projects have been completed or are in progress.

Profile of the Park District of Oak Park

Chartered

Established in 1912, the five elected commissioners who made up the first Park Board purchased the land now known as Scoville Park for \$135,637.

Governance - Park District Government

Non-Home Rule Authority.

Elected Board of five Commissioners, each who serves a four-year term. Commissioners serve without receiving any compensation.

Commissioners elect from among themselves a President, a Vice President, and a Treasurer.

Commissioners appoint an Executive Director and an Attorney/Secretary. The Executive Director serves as the chief executive officer for the Park District and carries out the policies of the Board.

Boundaries

The Park District is coterminous with the Village of Oak Park, which was incorporated in 1902 and is eight miles west of the Chicago “Loop” business district.

The Park District boundaries encompass approximately 4.5 square miles.

Population

Park District population is approximately 52,265 (2019).

Real Estate

Equalized assessed value of real estate for 2019 is \$ 1,692,471,417.

Tax Rate

Levy year 2019 \$0.627 per \$100 of assessed value.

Fiscal Year Budget

Proposed operating, debt service, and capital budget for FY2021 is \$20,740,725. The fiscal year begins on January 1 and concludes on December 31.

Bond Rating

Standard & Poor’s Rating Service rates the Series 2020 GO Refunding Park Bonds as AA.

Park Resources

The District owns 26 facilities that occupy 84 acres of parkland within the Village of Oak Park. Facilities operated by the District include: an Administrative Center, tennis courts, basketball courts, soccer fields, baseball and softball diamonds, playgrounds, splash pads, bocce court, sand volleyball court, dog park, sled hill, urban forest, turf fields, two outdoor pools, an indoor ice rink, three historic properties (the Oak Park Conservatory, Cheney Mansion, Pleasant Home), a gymnastics center and seven recreation centers.

Programs and Services

A full schedule of recreation programs is provided by the District, including classes and activities in aerobics, swimming, music, dance, visual arts and various sports. Recreational activities are available for all ages. The District is a member of the West Suburban Special Recreation Association, which provides recreation services to physically or mentally challenged persons. Approximately 3,000 programs are provided yearly. The Park District also holds the annual Frank Lloyd Wright 5k/10k.

Staffing

51 authorized full-time staff, 158 part-time and more than 200 seasonal and temporary employees.

Affiliations

National Recreation and Park Association (NRPA), Illinois Association of Park Districts (IAPD), Illinois Park and Recreation Association (IPRA), and Park District Risk Management Agency (PDRMA).

Accreditations

The Distinguished Park and Recreation Accredited Agency from the Illinois Association of Park Districts (IAPD), the Illinois Park and Recreation Association (IPRA), Agency Accreditation from the Commission for Accreditation of Park and Recreation Agencies (CAPRA).

Local Area

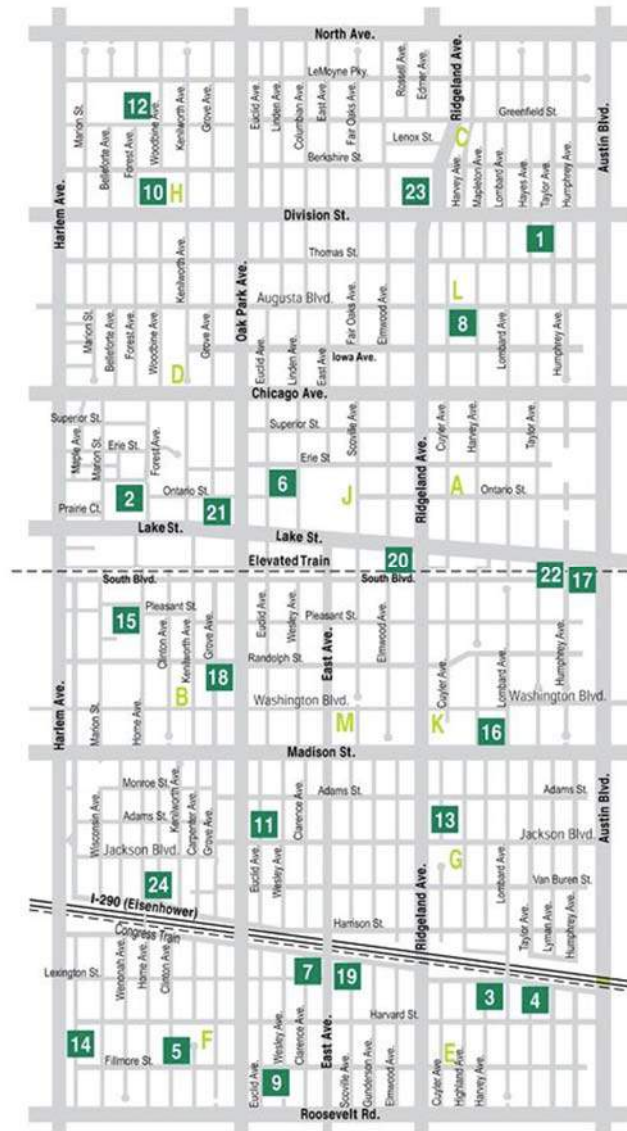
The Village provides general municipal services for District residents, including police and fire protection. The Village distributes filtered Lake Michigan water purchased from the City of Chicago. Sewage collection is handled through Village mains and goes through interceptors to the Metropolitan Water Reclamation District of Greater Chicago, which treats the sewage. Utility services are provided by Commonwealth Edison Company, NICOR (Northern Gas Company), and SBC.

Two modern hospitals are in the District and have approximately 556 beds. RUSH Oak Park Hospital has approximately 816 employees and 250 physicians on staff. West Suburban Hospital has approximately 1,000 employees, making them one of the largest employers in the Village, and approximately 290 physicians on staff.

An excellent transportation network links the District with Chicago and surrounding areas. The Eisenhower Expressway (Interstate 290) has two interchanges in the District, one at Austin and the other at Harlem. The Metra commuter rail system has a station in downtown Oak Park. The Chicago Transit Authority (CTA) has two rail rapid transit lines with seven stations that serve the District (four on the Green Line and three on the Blue Line.) Bus transit service and paratransit service is provided by the CTA and PACE (the suburban bus system).

School District Number 97 is coterminous with the District. Its facilities include eight kindergarten to fifth grade schools and two junior high schools (sixth through eighth). Enrollment is approximately 5,400 during the current school year.

High School District Number 200 (Oak Park & River Forest High School) serves the District. Among the facilities at the high school are a 6,000-seat football stadium and boys' fieldhouse and girls' gymnasium. The high school estimates that of recent graduating classes, approximately 80% go on to two and four-year colleges. Estimated enrollment for the current school year is approximately 3,200. There are also ten private schools within the District, including Fenwick High School, a nationally recognized secondary school with a recent enrollment of approximately 800. Nearby opportunities for higher education are provided by Triton College, a two-year public community college in River Grove, and by Concordia University and Dominican University, both located in nearby River Forest. Additional higher education opportunities are available in the Chicago metropolitan area.



PARKS & FACILITIES

1. Andersen Center/Park (824 N. Hayes)
2. Austin Gardens (167 Forest Avenue)
3. Barrie Center (1011 S. Lombard)
4. Barrie Park (127 Garfield Street)
5. Carroll Center/Park (1125 S. Kenilworth)
6. Elizabeth F. Cheney Mansion (220 N. Euclid)
7. Oak Park Conservatory (615 Garfield Street)
8. Dole Center (255 Augusta)
9. Euclid Square Park (705 W. Fillmore)
10. Field Center/Park (935 Woodbine)
11. Fox Center/Park (624 S. Oak Park Avenue)
12. Lindberg Park (1151 N. Marion)
13. Longfellow Center/Park (610 S. Ridgeland Ave)
14. Maple Park (1105 S. Maple Ave)
15. Mills Park/Pleasant Home (217 S. Home)
16. Hedges Administration Center (218 Madison) (21 Lake Street)
17. Gymnastics and Recreation Center (21 Lake Street)
18. Randolph Park (Grove & Randolph)
19. Rehm Pool and Park (515 Garfield)
20. Ridgeland Common Recreation Complex (RCRC) & Paul Hruby Ice Arena (415 Lake Street)
21. Scoville Park (800 W. Lake Street)
22. Stevenson Center/Park (49 Lake Street)
23. Taylor Park (400 W. Division)
24. Wenonah Park (Wenonah & Harrison)

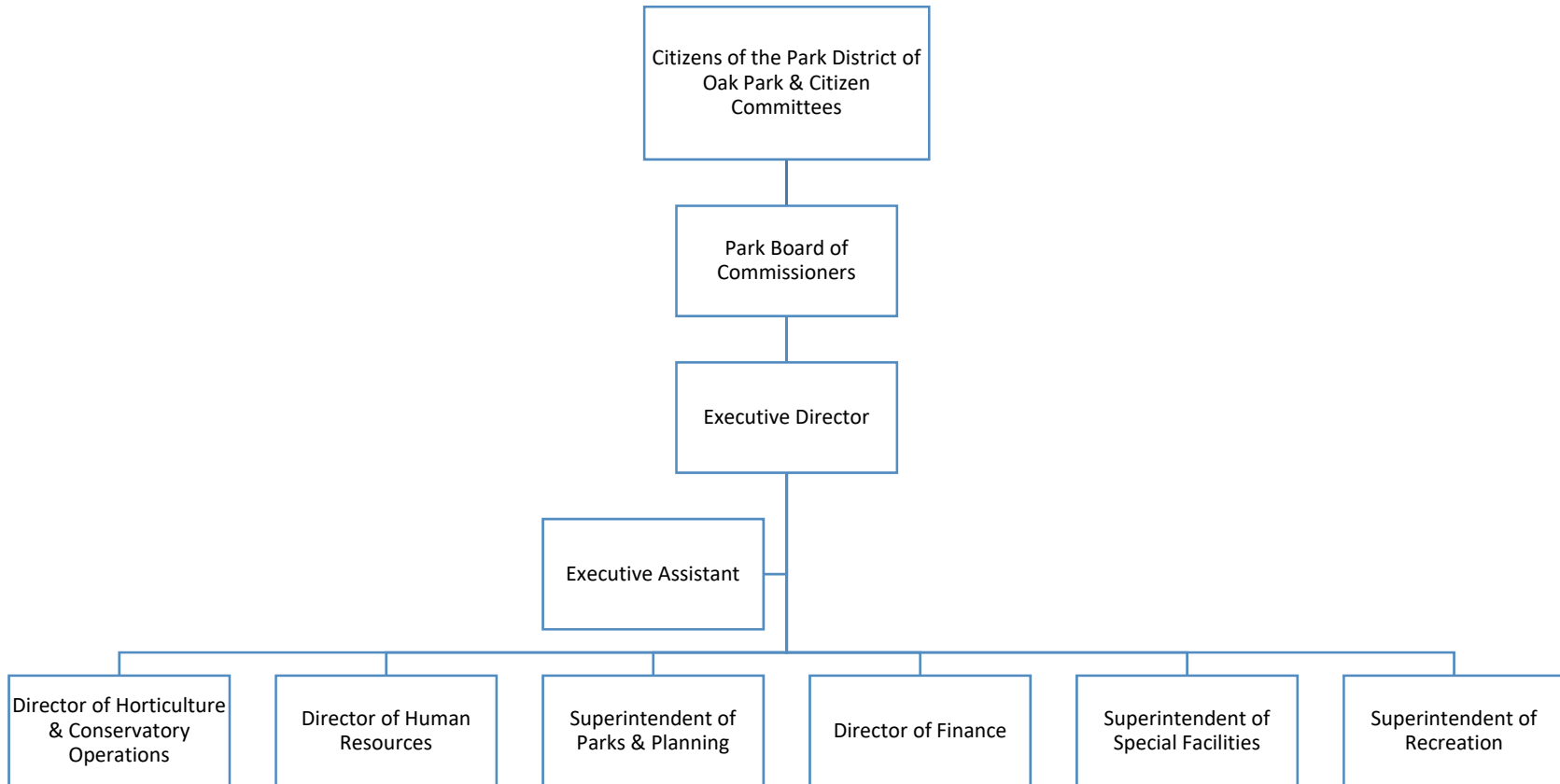
OTHER PROGRAM LOCATIONS

- A. Beye School (230 N. Cuyler)
- B. Gwendolyn Brooks Middle School (916 Washington Boulevard)
- C. Hatch School (1000 N. Ridgeland Avenue)
- D. Holmes School (508 N. Kenilworth Avenue)
- E. Irving School (1125 S. Cuyler Avenue)
- F. Lincoln School (1111 S. Grove Avenue)
- G. Longfellow School (715 Highland Avenue)
- H. Mann School (921 N. Kenilworth Avenue)
- J. Oak Park & River Forest High School (201 N. Scoville Avenue)
- K. Percy Julian Middle School (416 S. Ridgeland)
- L. Whittier School (715 N. Harvey Avenue)
- M. Fenwick High School (505 W. Washington Blvd)

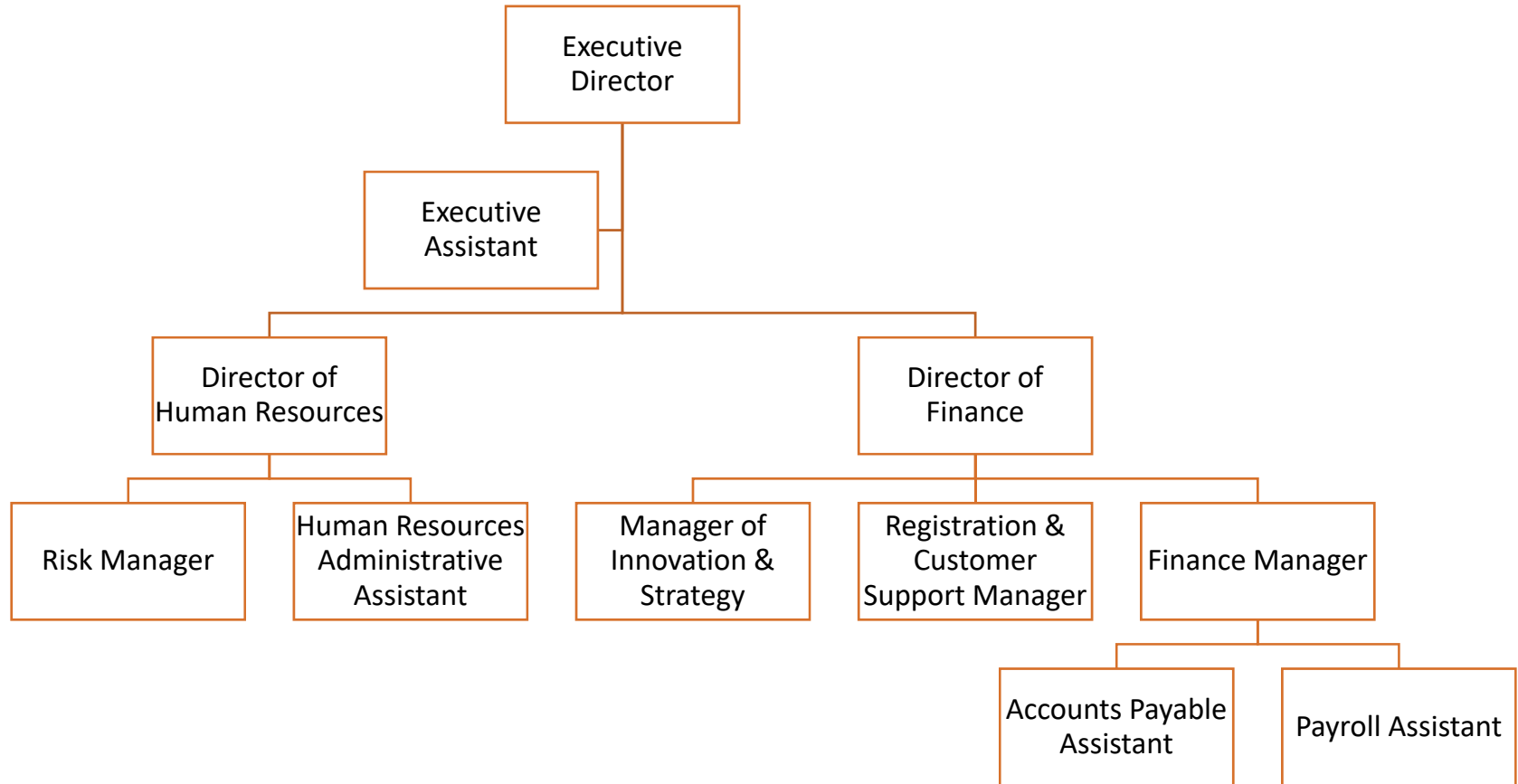
2020 Highlights

<p>Recreation</p> <p>144 students participated in the full-day childcare program while remote learning through D97.</p> <p>500+ kids participated in summer & fall youth sports adapted to meet COVID-19 restrictions.</p> <p>652 walkers & runners participated in the Do-It-Yourself Frank Lloyd Wright Races in 2020.</p> <p>One Performing Youth Dance Company debuted with their first performance at Spooky Stroll.</p> <p>24 medals were awarded to eight WSSRA athletes from Oak Park who competed in the Special Olympics Swim Meet in March.</p> <p>300+ adults enjoyed late summer/fall adult softball leagues under safe guidelines of play.</p> 	<p>187 registered gymnasts from 16 Chicagoland gymnastics centers participated in the 3rd Annual Boys Gold Medal Invite hosted by the Park District.</p> <p>208 campers took over Ridgeland Common Recreation Center participating in a wide variety of fun and safely supervised activities.</p> <p>40 days of virtual camps included 141 zoom calls between counselors and kids, 82 bags of supplies delivered, 32 different craft projects completed, and 16 different science experiments conducted!</p> 	<p>Special Facilities</p> <p>395 skaters enjoyed three RCRC special events. Blackhawk Night once again featured Blackhawks' organist, Frank Pellico.</p> <p>142 Ice Bears finished off their successful season in March despite the cancellation of NWHL Championship.</p> 
<p>Partnerships</p> <p>Thousands of face coverings collected and distributed by staff to local nonprofits and community members.</p> <p>Two D97 school sites used to provide all-day childcare to meet the needs of Oak Park families during the pandemic.</p> <p>Four blood drives hosted by the Park District.</p> <p>5,146 hours of time donated by Friends of the Oak Park Conservatory volunteers.</p> <p>50+ people enjoyed the Drive-In Bingo event offered in partnership with Beyond Hunger, Oak Park Brewery and the Park District.</p> <p>Two well-deserving residents Don Nekrosius and Nancy Teclaw, received Community Service Awards from the Park District.</p> <p>525 pounds of produce donated to local food shelters from the Cheney Mansion garden.</p>   	<p>PARK DISTRICT of OAK PARK</p>  	<p>One new website launched for Pleasant Home rentals as part of the transition for PDOP to begin managing all rentals at this facility.</p> <p>11,000+ plants grown at the Conservatory for the Annual Plant Sale with curbside pick-up offered.</p> <p>Historic Properties</p> <p>9 weeks of virtual summer concerts by the Symphony of Oak Park & River Forest with the Cheney Mansion as their backdrop.</p> <p>100s of families safely enjoyed Halloween and Holiday special events hosted at Cheney Mansion.</p>   
<p>Business Ops & Technology</p> <p>One energy dashboard posted on pdop.org to show the public the Park District's savings from solar energy and sustainable design at the newly expanded Carroll Center.</p> <p>\$3 million in savings due to successful bond refunding in 2019 & 2020.</p> <p>2,588 trees owned by the Park District and inventoried through Great Lakes Urban Forestry Management are available to explore at pdop.org.</p>  	<p>Green Initiatives</p> <p>Two 1,200 sq. ft. classrooms constructed as part of the Carroll Park addition project that features a passive house design with a geothermal system, super insulation, solar panel system, four-meter energy usage monitoring system, and a rain garden. This project was made possible through a \$577,000 grant from the IL Clean Energy Community Foundation.</p> <p>One bioswale installed at Stevenson Park in partnership with the Village of Oak Park.</p> <p>25% decrease in electricity usage system-wide since 2016.</p>   	<p>Marketing & Customer Service</p> <p>\$18,752.66 scholarship funds redeemed to meet the needs of 142 households and 387 unique individuals in 2020.</p> <p>\$41,023 in fee reductions provided to families as part of the new Childcare Discount Membership Program.</p> <p>15,000 active followers on PDOP social media channels including Facebook, Twitter, Instagram and YouTube..</p> 

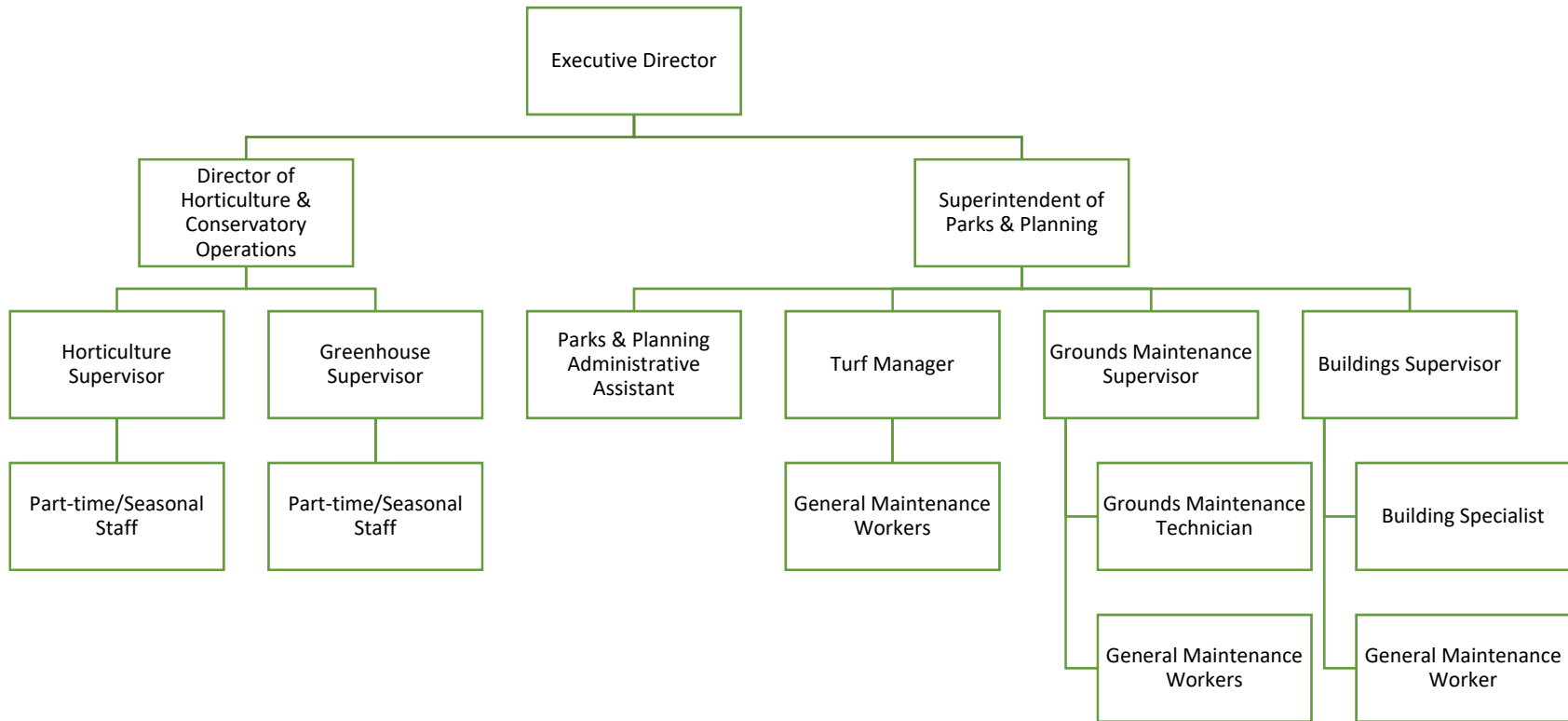
Park District of Oak Park – Organizational Chart



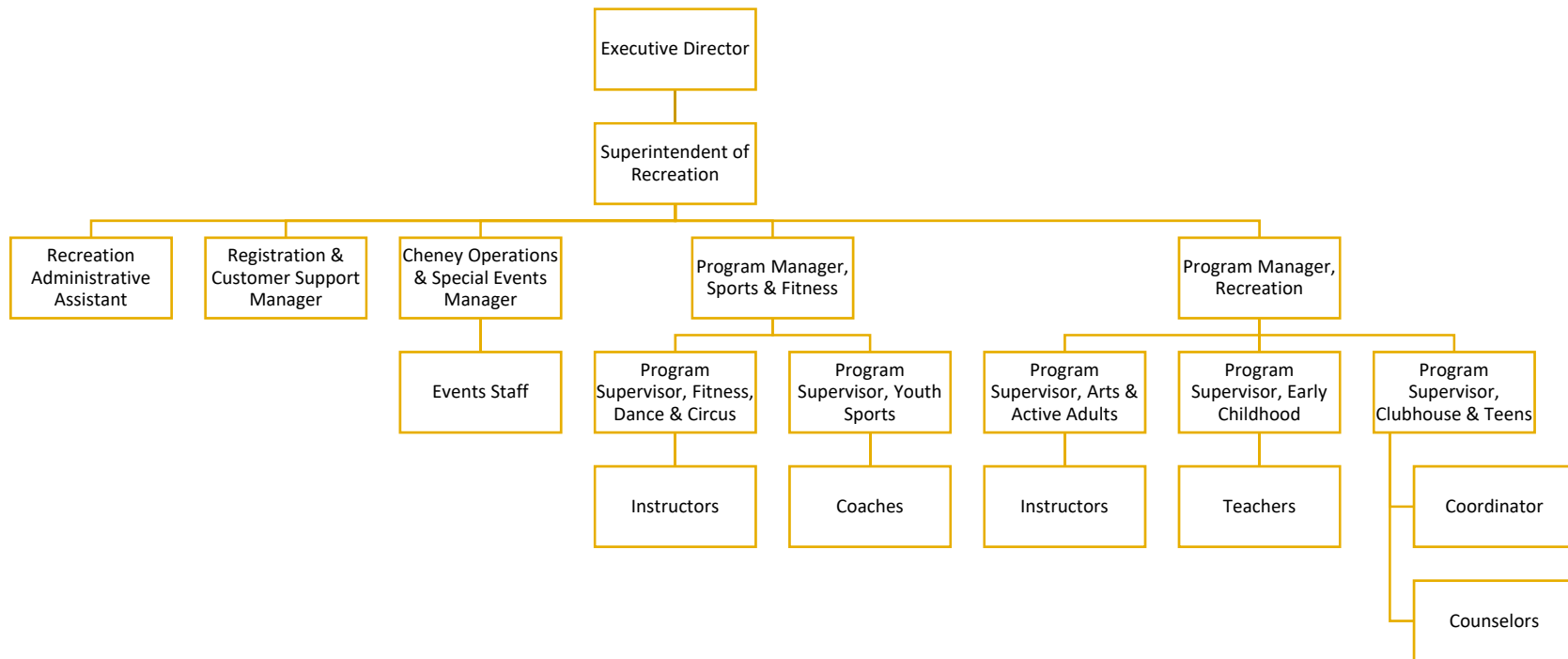
Park District of Oak Park – Organizational Chart / Administration



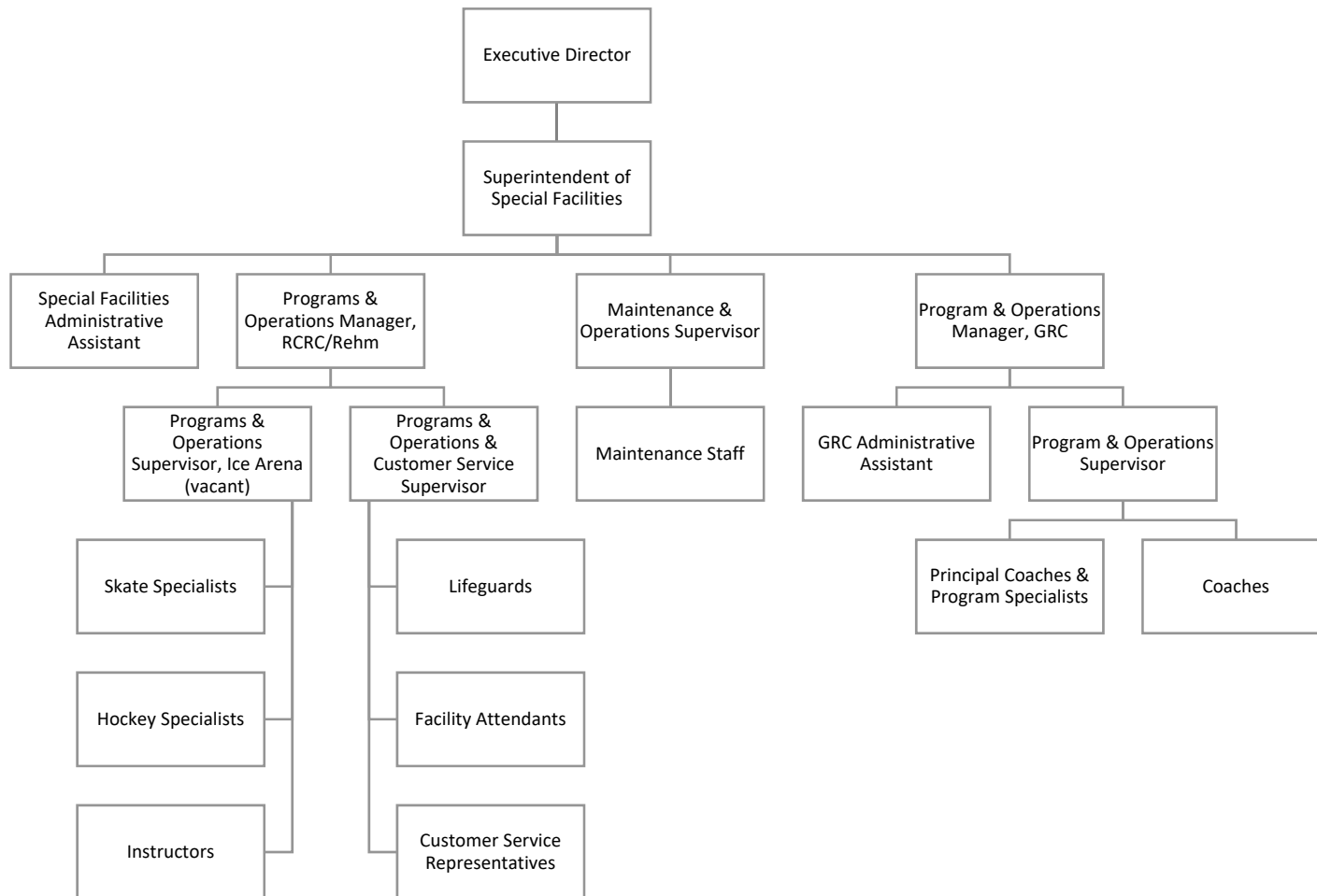
Park District of Oak Park – Organizational Chart / Parks & Conservatory



Park District of Oak Park – Organizational Chart / Recreation



Park District of Oak Park – Organizational Chart / Special Facilities



December 2020

Honorable Commissioners
Park District of Oak Park

We are pleased to submit to you a copy of the 2021 Budget. This document provides a detailed outline for the allocation of financial resources staff will use to implement the Board's strategic initiatives. This budget serves as a resource in partnership with the community to provide quality parks and recreation experiences for the community of Oak Park.

Strategic Plan

The District's adopted strategic plan, which runs from 2019-2021 is the driver of the organizations decision-making process. During the creation of this plan, the district took into account the district's 10-year comprehensive plan to ensure progress is made towards those goals. The budget process for the district serves to help formulate budget goals, displayed in each of the different budget areas, which drive the district's strategic initiatives and associated goals. The district's strategic initiatives are as follows:

Customer and Community Focused

Community input was influential in forming the Master Plans of all of the District's parks. These plans identified future park renewal, meeting the recreational needs of our community. Programs and services offered should be memorable experiences creating customer loyalty. Surveys are conducted during and after programs to receive customer input.

Financial Strength

Because of sound financial policies, the District is able to budget for growth in programs and services at a time when many other governments are cutting back on services. Strong fund balances have assisted the District in providing consistent and quality services in a difficult economy. One way the District strives to remain financially strong is by seeking out partnerships in the community, which allows the District to share the financial burden of projects as well as fulfill part of its overall mission. Standard and Poor's assigned the Park District a debt rating of AA. This rating reflects the solid financial operations with revenue raising flexibility and strong reserves.

Organizational Excellence

The District is committed to improving the use of technology to meet the needs of the customer as well as reach new participants. Innovative approaches to providing programs and services are ongoing. Staffing deployment is continually examined to provide the most effective and efficient service.

Quality Infrastructure Management

The District strives maintain existing infrastructure as well as add new amenities in a sustainable way. Through the installation of solar panels, rainwater harvesting for irrigation use, and other green/sustainable practices, the District ensures we use natural resources in a responsible way. The District’s 2021-2025 Capital Improvement Plan charts the 5-year course for improvements to be made to the parks. The District also annually completes a Parks Report Card that analyzes both the capital and maintenance needs of the parks.

Staff Excellence

The District seeks to attract high-quality, motivated, creative employees when there is a staff vacancy. The District also strives to educate and develop current employees in order to have qualified internal candidates for succession planning. The 2021 budget includes funding for District staff to attend both local, state, regional, and national trainings.

The District believes it is extremely important to expand on our strategic initiatives and create strategic goals that the District must reach during the fiscal year. These goals are driven by a group of staff members and are intertwined in the District’s budget goals. The 2021 strategic goals for the District include:

<u>Strategic Goal</u>	<u>Strategic Initiative</u>	<u>Budget Area of Responsibility</u>
Build nature play areas within parks for challenging and explorative play	Customer and Community Focus	Parks and Planning
Prepare for 2022–2024 Strategic Plan	Customer and Community Focus	Corporate Administration
Implement new PDOP community committees to ensure they assist in meeting mission	Customer and Community Focus	Corporate Administration
Create a reinvestment plan from sustainability results and savings	Financial Strength	Corporate Administration/Parks and Planning
Partner with all of the Oak Park government entities to promote and improve bike safety	Organizational Excellence	Parks and Planning
Investigate use of technology to provide various trainings	Staff Excellence	Corporate Administration
Invest in electric vehicles and charging stations	Quality Infrastructure Management	Parks and Planning
Expand storm water management projects in partnership with the Village of Oak Park	Quality Infrastructure Management	Parks and Planning
Update website	Quality Infrastructure Management	Marketing and Communications
Offer a PDOP hack-a-thon, leveraging community knowledge to improve resident experience and create future technology application	Quality Infrastructure Management	Corporate Administration

The District’s budget goals, shown at the beginning of each budget area, are driven by the District’s strategic goals and the District’s strategic initiatives. During the budget process, staff must tie all of their budget goals back to these two items. Ultimately, these budget goals are then given to different staff members in the form of their performance goals for the calendar year.

To ensure that staff are able to make real time decisions that positively affect the District's progress towards the strategic plan, staff created an online performance management process called MPower. This process shows in real-time how well the District is doing on key metrics. A snapshot of these performance measures can be found in the Strategic Plan section of this document. The community has an opportunity to review the same data in real time on the District's website at www.pdop.org/performance.

Budget Process and Controls

The Board of Commissioners strategic initiatives and budget proposals were conceptually outlined at a retreat prior to staff developing the budget. The working draft of the budget is presented to the Board at two budget-working meetings. Taking the direction of the Board from these meetings, staff compiles the budget, which then is made available to the public as the draft Budget and Appropriation Ordinance. Statutorily the District must adopt a Budget and Appropriations Ordinance, but prior to adoption must make this available to the public at least thirty days prior to the Board's approval. Furthermore, a public hearing is required prior to the Board's approval. In practice this budget document is used by staff to implement the Board's policies and the District's mission, vision and values, while the Budget and Appropriations Ordinance is a legal document filed with the County Clerk.

All appropriated amounts lapse at the end of the fiscal year. The level of budgetary control (the level at which expenditures cannot legally exceed the appropriated amount) is established at the fund level. Spending and management control is exercised at line item level. The objective of these budgetary controls is to ensure compliance with legal provisions, and managements control with carrying out the Board's strategic objectives, and the District's mission, vision and values.

The budgetary control process includes verification of appropriation amounts before expenditures are incurred (procurement policy) with a monthly review of all account totals. Variances between expenditures and appropriations are identified for appropriate corrective measures. The District maintains a procurement policy for the authorization of all expenditures (for more information on District's Financial Policies please see the policy section of this document). Ultimately, all expenditures are reviewed and approved by the Board of Commissioners. The Board can approve transfers between funds after the first six months of the fiscal year. The Board needs a two-thirds vote to make such a transfer. Transfers cannot exceed 10% in the aggregate of the total amount appropriated for the fund.

Basis of Budgeting

The Park District uses a detailed line item budget for accounting, expenditure control and financial reporting with a modified accrual basis of accounting. Revenues are recognized when they become available and measurable; expenditures generally are recognized

when liabilities are incurred. The modified accrual basis is identical to the basis of accounting used in the audited fund financial statements. The Park District compares year-end estimates, the prior year's budget and the proposed budget to ensure that baseline information used for comparison purposes is reasonable.

Budgetary History

The current budget process began with the approval of the 2005 referendum. The 2002 Infrastructure Committee Report and the 2004 Comprehensive Master Plan, updated in 2014, provided the impetus to make a change to the current tax structure. The referendum was developed to accomplish two goals. The first goal was to provide a funding source for repair and restoration of the Park District's facilities and parks that had deteriorated from years of deferred maintenance due to insufficient resources. The second goal was to align the funding and operation of all publicly owned recreation property and facilities under one governmental agency, rather than two, which had been the case (the village owned several facilities that were operated by the park district and which were located on park district land). The funding re-alignment provided the Park District with financial independence from the Village of Oak Park with the final annual Village payment to the Park District of \$1.7 Million being completed in 2007. Receipt of the referendum funds began in the fall of 2006 with the full impact of the increased property taxes for capital improvement being realized in 2010.

In 2006, the Park District took a major step in modernizing the structure of the organization by established a centralized recreation programming and customer service departments. This was done by reorganizing the Recreation and Special Facilities Departments and creating specialized positions that focused on program areas rather than facility location. The reorganization centralized the supervision of programs to provide one leader for each major program area. Prior to this reorganization, the District had as many as seven employees supervising the same program based on its location. The new structure was developed to reduce duplication and improve customer service.

In 2012, the Park District fine-tuned the 2006 reorganization by creating a Superintendent of Special Facilities position, eliminating an Assistant Superintendent of Recreation position, and aligning recreation programs into two areas, General Recreation and Sports and Fitness, each overseen by a Recreation Manager. With the construction of the Gymnastics and Recreation Center, as well as the rebuilding of Ridgeland Common, opportunities arouse to streamline the provision of services to the District's users.

In December 2018, the Board updated their strategic initiatives. The Board's updated strategic initiatives are: 1) customer and community focused, 2) financial strength, 3) quality infrastructure management, 4) organizational excellence, and 5) staff excellence. The District's mission, vision and values policy statement was initially developed in 2004. In 2018, these were updated in conjunction with developing a three-year strategic plan and the updated strategic initiatives.

2021 BUDGET HIGHLIGHTS**Overview**

The Park District came into fiscal year 2020 strong. 2019 was an excellent year that saw the District reach its goal of a 50/50 tax vs. earned revenue split a year earlier than planned. Unfortunately, at the end of the first quarter the COVID-19 pandemic hit, and the Park District was not isolated from the financial implications. Earned revenue in 2020 is projected to be \$5 million below budget. Because of cost control measures taken early in the pandemic, however, all funds remained in compliance with the District's fund balance policy. Total net loss for the year is projected to be approximately \$728,000, compared to a budgeted net income of approximately \$100,000. The District is planning for a full financial recovery to take multiple years, but 2021 is budgeted to show significant improvement over 2020. Total Revenues (excluding bond proceeds from the 2020 refunding) for 2021 are 18% higher than the 2020 projections, with tax revenue only increasing 1.5%.

Significant items included in the 2021 Budget are:

- Numerous capital projects including improvements to Rehm Park, Pleasant Home, and Carroll Park
- Implementation of the final year of the District's 2019-2021 strategic plan
- Preparation for the 2022-2024 strategic plan
- Minimum wage increase for year round part-time staff to \$13 an hour on October 1st.
- Application for the NRPA Gold Medal Award

Cost Savings and Management Efficiencies

The Park District strives to maintain the most efficient and effective use of resources provided by taxpayers and users of the District's facilities and services. Grants are sought after. Cooperative purchasing is practiced. Examples of management efficiencies that have resulted in over \$100,000 in annual savings are:

- Participating in the Park District Risk Management Association, a cost sharing insurance pool of over 160 park districts, for liability and health insurance.
- Purchasing natural gas and electricity through a broker for our larger facilities, as cost savings over NICOR and ComEd
- Shifting from antiquated connectivity options to faster cheaper options.
- In-sourcing many recreation programs to provide a better level of service at a lower cost.

- Bringing landscape and park maintenance in house.
- Green initiatives, i.e. electronically saving required files and reports, improved utilities (lighting and boilers), and leveraging software to improve efficiency (work orders, surveys, and electronic payroll).

Property Taxes

The District levies an annual property tax to support its parks, recreation, and facilities. Property taxes are 64% of District operating revenues. Annually the Board must approve a property tax levy ordinance and file it with the County no later than the last Tuesday in December. The December tax levy ordinance provides funds for the next year's operations (ordinance approved in November 2020 funds the 2021 Budget). The Property Tax Extension Lamination Law (PTELL) limits the dollar amount of the tax levy increase to an amount equal to the consumer price index (CPI) or 5%, whichever is less. The 2020 tax year levy PTELL limit 2.3%, however the District will only be increasing the levy by 1.5%. There are seven lines or levies comprising the total tax levy. Four of the seven levies have statutory rate limits, while three do not.

The following table, continued on the next page, shows the tax levy lines, 2019 extended rates and dollar amounts per levy line.

Park District of Oak Park					
Proposed 2020 Tax Levy					
	2019 Extended			2020	2020 Levy to
<u>PTELL capped levies</u>	<u>Levy</u>	<u>Rate</u>	<u>Max Rate</u>	<u>Levy</u>	<u>2019 Extension</u>
Corporate	\$4,623,966	0.2732	0.3500	\$5,067,325	\$443,359
Recreation	\$4,524,505	0.2673	0.3700	\$4,592,373	\$67,868
<i>for CIP (bonds)</i>	\$3,127,455			\$3,174,367	
<i>for CIP</i>	\$1,397,050			\$1,418,006	
IMRF	\$380,683	0.0225	n/a	\$102,041	(\$278,642)
Audit	\$21,331	0.0013	0.0050	\$21,651	\$320
Liability Insurance	\$388,887	0.0230	n/a	\$534,720	\$145,833
Museum	\$52,508	0.0031	0.0700	\$53,296	\$788
Total capped levies	\$9,991,880	0.590		\$10,371,406	\$379,526
				% Change	3.80%
<u>PTELL non-capped levies</u>					
Special Recreation	\$624,897	0.0369	0.0400	\$404,270	(\$220,627)
Bonds & Interest	\$0	0.0000	n/a	\$0	\$0
Total non-capped levies	\$624,897			\$404,270	(\$220,627)
Total Levy	\$10,616,777	0.627		\$10,775,676	\$158,899
				% Change	1.50%

Fund Balance

The District’s Fund Balance Policy sets a targeted balance level of 25% for operating funds. The practices of the District when budgeting is to have the budgeted year’s ending fund balance meet the policy. In other words, the 2021 ending fund balance for each fund must be at or above the Fund Balance Policy’s percentage minimum. Furthermore, each fund’s balance is projected three ensuing fiscal years as a “gut” check to see if the fiscal policies implemented with the current budget continue to keep the District fiscally sound.

2021 Budget

If an operating fund (Corporate, Recreation, Special Facilities) has met the targeted goal for fund balance retention, any revenue generated in excess of annual expenses can be transferred to the Capital Project Fund as a means to accelerate park improvements, or to address unforeseen conditions when the CIP was developed.

District funds that require a minimum 25% fund balance to expenditures are the Corporate, Recreation, Audit, IMRF, Liability, Health Insurance, Cheney Mansion, Special Recreation and Special Facilities. The Museum Fund is a hybrid operating and capital fund, and its fund balance minimum has been established as a 75% to expenditure ratio. The Capital Projects Fund does not have a minimum fund balance requirement, other than that each year when adopting the budget, the ending fund balance cannot be negative.

As of the end of 2019, the District had an operating fund balance of \$8,558,311. The 2020 year end fund balance is estimated to decrease to \$8,455,047 due to COVID-19's impact on recreational programming.

FUND	Audited	Audited	Audited	Recommended		VARIANCE	Estimated	Projected
	Fund Balance	Fund Balance	Fund Balance	%	AMT		2020 Fund	2021 Fund
	12/31/2017	12/31/2018	12/31/2019				Balances	Balances
CORPORATE FUND	2,035,089	2,026,403	2,051,692	25%	1,173,311	1,285,899	2,459,210	2,500,943
IMRF FUND	167,786	265,576	333,321	25%	66,250	374,711	440,961	255,961
LIABILITY FUND	100,343	113,256	148,341	25%	96,707	72,730	169,436	203,934
AUDIT FUND	9,002	13,628	16,627	25%	4,438	15,320	19,757	19,625
RECREATION FUND	2,791,273	3,412,341	4,203,244	25%	1,640,475	2,186,290	3,826,764	3,218,362
MUSEUM FUND	168,849	167,075	186,620	75%	31,440	164,658	196,098	243,868
SPECIAL RECREATION FUND	64,828	110,948	160,343	25%	105,000	240,684	345,684	292,797
SPECIAL FACILITIES FUND	1,173,652	1,212,500	1,261,309	25%	416,700	408,102	824,801	724,555
CHENEY FUND	79,724	170,256	196,814	25%	35,753	136,583	172,336	183,105
TOTAL OPERATING	6,590,546	7,491,983	8,558,311		3,570,073	4,884,975	8,455,047	7,643,150
HEALTH INSURANCE FUND	379,807	452,847	487,226	25%	219,259	50,613	269,872	261,473
CAPITAL PROJECT FUND	1,980,318	3,479,037	1,848,353	>0%	-	1,440,005	1,440,005	2,023,187
TOTAL	8,950,671	11,423,867	10,893,890		3,789,331	6,375,593	10,164,924	9,927,810

Bonds & Interest

The District issued three \$9.995 million bond in 2011, 2012 and 2013. These bond issues were done to pay for rebuilding Ridgeland Common, the Gymnastics and Recreation Center, as well as to improve the Parks and Planning and Administrative facility. The District refunded the 2011 bonds during the 2019 budget year, and then the 2012 and 2013 bonds in the 2020 budget year. Total interest savings after refunding the bonds was approximately \$3 million.

Capital Maintenance

2021 will see the completion of the park Master Planning process. The proposed 2021 capital budget includes appropriations to complete master plan improvements to various sites. Capital improvements continue to be processed and implemented throughout the District, as highlighted below:

- Master Plan Improvements at Rehm Park
- Geothermal installation at Pleasant Home
- Continued improvements at Carroll Park

To see a more detailed listing of capital projects in the 2021 budget as well as their impact on the district's operating budget please go to the Capital Projects Fund section of this document.

Staffing

During 2019, the District updated the Salary and Wage program to ensure the district is paying within the 50th percentile of like positions at comparable park districts. All of the district's positions fell within the 50th percentile showing the district is paying employee's market wages. For 2021, the district will review compensation for full-time and key part-time staff. During the budget process annually, the board will approve a wage increase pool that is to be divided based on the performance of staff. In 2021, the wage increase pool was set at 2.5%, but merit increases will be delayed until July 1st as a budget reduction due to COVID-19. A non-union employee will be eligible to receive an increase ranging between 0% and 6% based on overall performance. Union employees will be eligible for an increase ranging from 2.5% to 4.5% based on performance.

The following table shows a five-year summary of the number of budgeted full-time employees by service area. Full time positions are decreased by 9 in 2021 due to decreased revenue expectations because of COVID-19.

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Administration	10	10	11	11	9
Communications	2	2	3	3	2
Conservatory	3	4	4	4	4
Parks and Planning	14	14	16	16	15
Cheney Mansion	1	1	1	1	1
Recreation	9	10	9	9	8
Customer Service	3	3	3	3	2
Pools/Ice Arena	6	7	7	7	6
Gymnastics	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>4</u>
Total	54	57	60	60	51

The programs and services offered by the District can require many people doing the same job at the same time or require people with specialized skills for short periods. To meet these needs the District relies on approximately 450 part-time staff throughout the year to provide the recreation programs and services offered.

Health Insurance

Beginning in 2012 the District utilized the PDRMA health insurance program, rather than the Village of Oak Park’s plan. The 2021 budget is the eighth year for the Health Insurance Fund. This fund was established to provide additional fund balance stabilization. PDRMA premiums will be paid from this fund, and each service area will pay into the fund. These costs are budgeted at a 3% increase, which will establish a fund balance for the new fund. Employees pay 15% of the total health insurance cost (medical, dental, and vision). Employees may also opt out of the District’s health insurance program, and in doing so receive a FSA reimbursement dependent on the amount of contribution the employee makes as a match.

Pensions

All full-time and part-time employees, whose positions are deemed to be scheduled for more than 1,000 hours annually, are required to be members of the Illinois Municipal Retirement Fund (IMRF). The District is required to contribute a percentage of the employee’s salary (see below), while the employee is required to contribute 4.5% of their salary.

<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
9.02%	8.54%	6.65%	7.59%	7.76%

2021 Budget

The District levies a property tax for IMRF purposes. Additionally, the District must pay Social Security (6.2%) and Medicare (1.45%) for each employee. The total pension (IMRF and FICA) for 2021 is projected to be 12.58% of the total payroll. The District is continuing to take steps to mitigate the impact of wages and benefits on future budgets by reviewing job descriptions of all positions to limit the number of employees required to participate in IMRF. The below chart shows the average number of IMRF employees for each year.

<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
86	86	88	72	74

Long Range Budget Planning

Staff develop a Budget Plan that projects the District’s financial condition for the four year. Along with the District’s 2021-2025 Capital Improvement Plan, the Budget Plan ensures that the District has the resources necessary to implement long-range goals and meet community needs as articulated in district’s comprehensive master plan. Using this Plan, the Board can assess the long-term financial implications of current and proposed policies, programs, personnel, capital projects and debt, and adopt a budget that take into consideration not only current impacts but also future impacts of decisions made during the 2021 budget process.

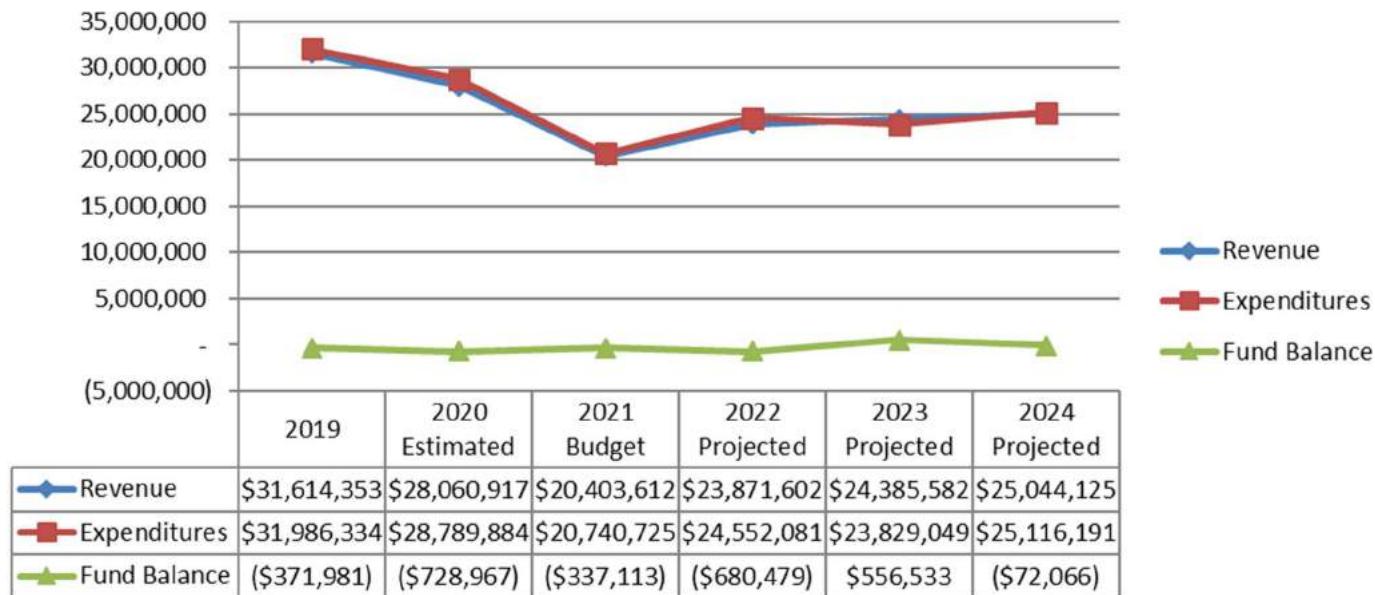
The methodology used in formulating the long-range plan starts with the District’s fund balance policy. The budget plan must ensure that at the end of the 2024 estimate in each fund that they comply with the District’s fund balance policy. The budget plans are shown at the beginning of each of the funds throughout this budget as well as in summary in the section below. The following factors were considered and are part of the district’s budget plan.

- Capital Requirements as shown in the District’s 2021-2025 Capital Improvement Plan, also available on the District’s website
- Program revenue rebounding to 62% of the 2020 budget (a 48% increase over 2020 projections)
- Debt repayment requirements through 2032 averaging \$2 million per year.
- Impact of future minimum wage increases. The District Board has decided to increase the minimum wage of all staff in compliance with Cook County law even though the district is exempt from the requirement. Due to COVID-19, the District is delaying all minimum wage increases until October 2021. Beginning in October, minimum wage for the District will be \$13 per hour.
- Wage increases above the minimum wage growth of approximately 2.5%, effective July 1, 2021.
- Benefits costs increase of 3% due to medical costs increase trends.
- Contractual, Materials and Supplies, and Miscellaneous expense growth of 2.3%.

BUDGET SUMMARY

The 2021 Budget for the operating funds is decreasing by 19.79% to \$17.1 million from the 2020 Budget. The decreases across the board are tied to the District’s staff reductions made in 2020. The District has removed 9 full time employees from the 2020 budget to align with reduced revenues expected in 2021 based on COVID-19 restrictions.

Total budget comparisons can be seen below. The budget deficits include capital expenditures to continue to follow the District’s Capital Improvement Plans, and especially to continue progress on the planned Community Recreation Center. All funds are projecting to remain in compliance with the District’s Fund Balance Policy.



Fund	2020 Budget	2021 Budget	Percent Change
Corporate	\$ 5,697,325	\$ 5,409,025	-5.06%
IMRF	400,000	285,000	-28.75%
Liability	380,082	493,028	29.72%
Audit	19,500	21,350	9.49%
Recreation	10,160,772	7,958,175	-21.68%
Museum	39,035	40,060	2.63%
Special Recreation	552,000	449,072	-18.65%
Special Facilities	3,905,163	2,285,777	-41.47%
Cheney Mansion	207,854	192,771	-7.26%
Total Operating Funds	21,361,731	17,134,258	-19.79%
Health Insurance	1,046,337	1,051,467	0.49%
Capital Projects	2,670,000	2,555,000	-4.31%
Total Non-Operating	3,716,337	3,606,467	-2.96%
Grand Total	\$ 25,078,068	\$ 20,740,725	-17.30%

CONCLUSION

The pursuit of the Park District of Oak Park’s mission continues as this budget forecasts the District’s ability to provide quality and safe recreation programs, parks and facilities to our community during the 2021 Fiscal Year beginning January 1, 2021 and ending December 31, 2021.

Respectfully submitted,
Park District of Oak Park Staff

2021 Budget Timeline

June 4, 2020	Present 2021 Budget Guidelines to Park Board – Abstract Discussions on tax levy, wage increase, and fee increases
July 2, 2020	2021-2025 CIP Presentation to the Park Board
July 6, 2020	Online Budget and Smart Fusion Training Available (all supervisory staff must review before July 15)
July 8 & 15, 2020	Budget Q & A for Supervisory Staff (Mandatory Attendance to one is required) via Zoom 7pm
July 24, 2020	Budget goals and updated 2020 assessment due to Business Operations
July 31, 2020	Business Operations to be done entering salary and benefits
July 31, 2020	Business Operations to be done assembling draft narrative
July 31, 2020	Business Operations to be done entering utilities
August 3-21, 2020	Goal meetings with Executive Director
August 21, 2020	All Smart Fusion changes due to Business Operations (all other departments will be locked out of Smart Fusion)
August 24-September 4, 2020	Preliminary Financial Review meetings with Director of Finance
September 4, 2020	Business Operations to be done with graphs and tables for the draft budget
September 4, 2020	Business Operations to be done with entering draft property tax levy – calculations to be reviewed by Board Treasurer and Executive Director
September 4, 2020	Draft Budget distributed to Executive Director and Superintendents
September 7-18, 2020	First Draft Review meetings with Executive Director, Director of Finance, and Department Heads
October 2, 2020	First draft budget provided to the Board of Commissioners
October 8, 2020	Special budget working meeting with Committee of the Whole – Staff Presentations on Budget Detail

October 9, 2020	Draft Budget Letter completed by Business Operations
October 9, 2020	Business Operations to be done with Revenue and Expense
October 15, 2020	Special budget working meeting with Committee of the Whole – Staff Presentations on Budget Detail
October 16, 2020	Proposed Budget and Appropriation Ordinance available for 30 day Public Review
<u>October 28, 2020</u>	Publish notice of Public Hearing on Truth in Taxation IF REQUIRED
November 5, 2020	Truth in Taxation Public Hearing on Levy Ordinance (immediately prior to Committee of the Whole Meeting)
<u>November 11, 2020</u>	Publish notice of Public Hearing on Budget and Appropriation Ordinance
<i>November 19, 2020</i>	Public Hearing on Budget and Appropriation Ordinance (first action of Board Meeting)
November 19, 2020	Approval of the Tax Levy and Budget and Appropriation Ordinance (must have Quorum Present)
<i>December 29, 2020</i>	Last day to file Property Tax Levy Ordinance (Last Tuesday of December)
December 31, 2020	Final Budget Distributed to Staff
<i>March 31, 2021</i>	Last day to pass Budget and Appropriation Ordinance
<i>March 31, 2021</i>	Last day to submit Budget for GFOA Distinguished Budget Award

Bold – Board Action Required

Italics – Public Hearings and Legal deadlines

Underlined – Published Notices



Individual Fund Descriptions

GENERAL FUND

The General Fund is used to account for all financial resources except those required to be accounted for in another fund. Operating on the modified accrual basis of accounting.

SPECIAL REVENUE FUNDS

The Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than fiduciary funds or capital projects funds) that are legally restricted to expenditures for specified purposes.

- **Recreation Fund:** The Recreation Fund is used to account for the proceeds derived from, and the related costs incurred, in connection with the recreation programs offered by the District. Debt service payments are made from the Recreation Fund. Operating on the modified accrual basis of accounting.
- **Special Facilities Fund:** The Special Facilities Fund is used to account for revenues and expenditures related to the programs that are not directly tax supported including outdoor pools, indoor ice arena, gymnastics and recreation programming for adults, preschoolers and summer camps. Operating on the modified accrual basis of accounting.
- **Illinois Municipal Retirement Fund:** The Illinois Municipal Retirement Fund is used to account for the activities resulting from the District’s participation in the Illinois Municipal Retirement Fund. Financing is provided by a specific annual property tax levy, which produces a sufficient amount to pay the District’s contributions to the Fund on behalf of the District’s employees. Transactions recorded are payments to IMRF, property taxes received, and interest earned. Operating on the modified accrual basis of accounting.
- **Liability Fund:** The Liability Fund is used to account for payment of liability insurance premiums, unemployment, and risk management. Financing is provided by a specific annual property tax levy. Operating on the modified accrual basis of accounting.

- **Audit Fund:** The Audit Fund is used to account for the revenues derived from a specific annual property tax levy and expenditures of these monies for the annual audit of the District and audits on awarded grants. Operating on the modified accrual basis of accounting.
- **Museum Fund:** The Museum Fund is used to account for revenues received for the purpose of the maintenance and operations of the museums located at Pleasant Home and the second floor of Cheney Mansion. Operating on the modified accrual basis of accounting.
- **Special Recreation Fund:** The Special Recreation Fund is used to account for the expenditures related to the District’s membership in WSSRA, in order to provide recreational programs for disabled individuals. Operating on the modified accrual basis of accounting.
- **Cheney Mansion Fund:** The Cheney Mansion Fund is used to account for the operation of the Cheney Mansion. Operating on the modified accrual basis of accounting.

CAPITAL PROJECTS FUND

The Capital Projects Funds are used to account for all resources used for the acquisition of capital facilities by a governmental unit except those financed by Proprietary Funds.

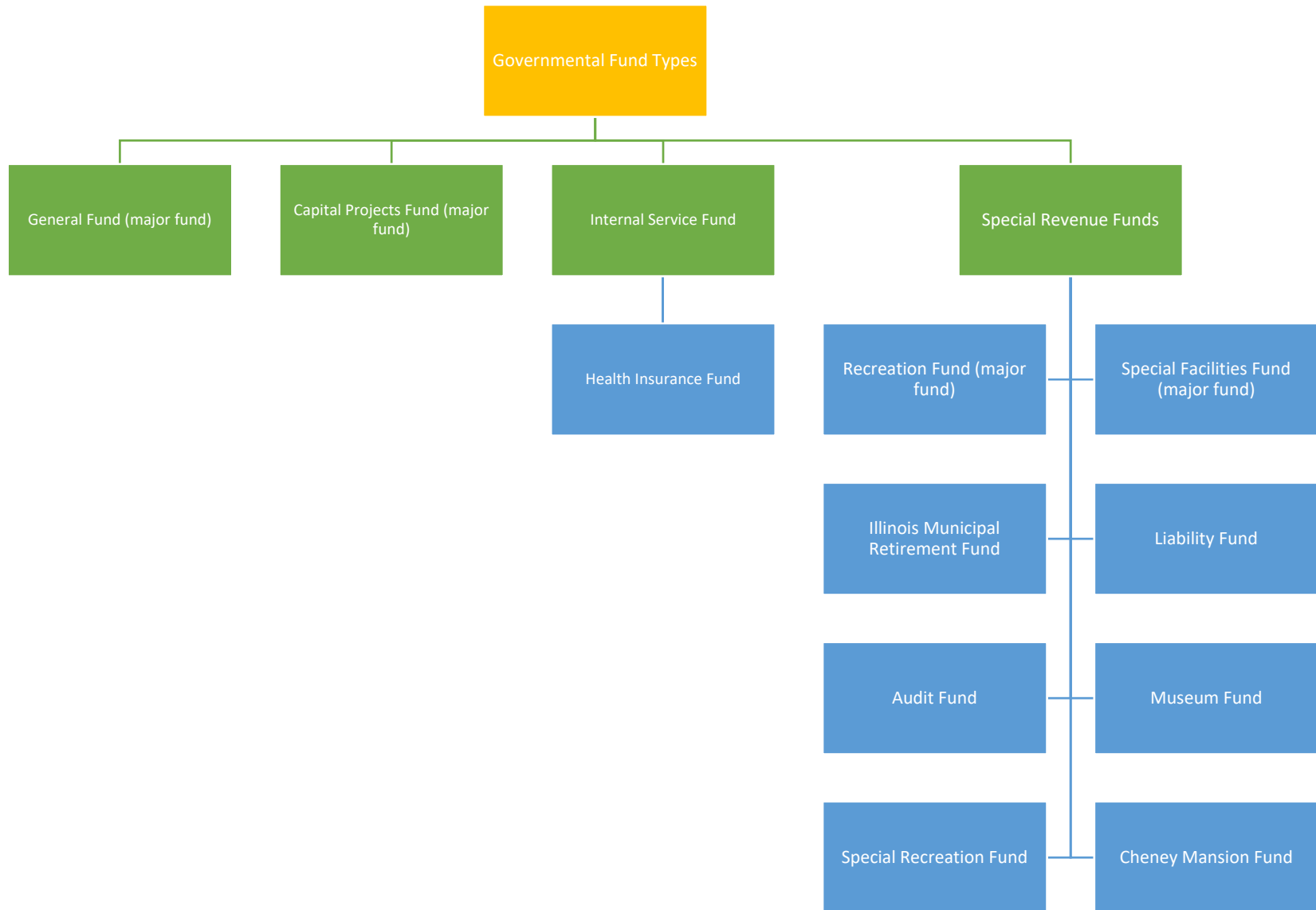
- **Capital Projects Fund:** The Capital Projects Fund is used to account for all resources used for the acquisition of capital assets by the District not specifically accounted for in other funds. Operating on the modified accrual basis of accounting.

INTERNAL SERVICE FUND

The Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies, or to other governmental units, on a cost-reimbursement basis.

- **Health Insurance Fund:** The Health Insurance Fund is used to account for all costs associated with insurance risks for health insurance provided by PDRMA. Operating on the full accrual basis of accounting.

Individual Funds Structure



Fund Balance Policy

Statement of Purpose

A Fund Balance Policy establishes a minimum level at which the projected end-of-year fund balance should be maintained. This policy is established to provide financial stability, cash flow for operations, and the assurance that the District will be able to respond to emergencies with fiscal strength.

Fund Balance Philosophy

It is the Park District's philosophy to support long-term financial strategies, where fiscal sustainability is its first priority, while also building funds for future growth. It is essential to maintain adequate levels of fund balance to mitigate current and future risks (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. Credit rating agencies carefully monitor levels of fund balance and unassigned fund balance in the Corporate Fund to evaluate the Park District's continued creditworthiness.

Scope

This policy provides for the minimum amount of fund balance the District should maintain. Should the fund balance exceed the target percentage by a significant amount, it is done with the intention to provide for needs caused by unforeseen events, and build the fund for planning for growth.

Fund balance is generally referred to as cash balance, however, is defined as the difference between assets and liabilities in a governmental fund, and current assets and current liabilities in enterprise type funds (i.e., internal service funds). A governmental fund is used to account for all or most of the Park District's general activities, including the collection and disbursement of earmarked monies (special revenue funds), the acquisition or construction of general capital assets (capital projects funds) and the servicing of general long-term debt (debt service funds). The Corporate Fund is used to account for all activities of the Park District not accounted for in some other fund.

The Park District is committed to holding fund balances stable and attaining a minimum balance of 25% for operating funds. Operating funds include: Corporate, IMRF, Liability, Audit, Health Insurance, Recreation, Special Recreation, Revenue Facilities, and Cheney

Mansion. The minimum fund balance for the Museum Fund shall be 75% as this fund acts as both an operating as well as a capital reserve fund. There is no fund balance requirement for the Capital Projects Fund other than current budgets shall not place this fund in a negative position. The Debt Service Fund shall have a minimum reserve equal to the semi-annual interest payment.

The fund balance will be composed of three primary categories: 1) Non-spendable Fund Balance, 2) Restricted Fund Balance and 3) Unrestricted Fund Balance. Their definitions are:

Non-spendable Fund Balance - the portion of a governmental fund's net assets that are not available to be spent, either short-term or long-term, in either form or through legal restrictions (e.g., inventories, prepaid items and endowments).

Restricted Fund Balance - the portion of a governmental fund's net assets that are subject to external enforceable legal restrictions (e.g., grantor, contributors and property tax levies).

Unrestricted Fund Balance is made up of three components:

Committed Fund Balance - the portion of a governmental fund's net assets with self-imposed constraints or limitations that have been placed at the highest level of decision-making.

Assigned Fund Balance - the portion of a governmental fund's net assets to denote an intended use of resources

Unassigned Fund Balance - available expendable financial resources in a governmental fund that are not the object of tentative management plan (i.e. assignments).

Flow Assumption

Funds receive their resources from a variety of revenue sources, including both restricted and unrestricted (committed, assigned and unassigned) revenue items. When restricted funds exist, those funds are used first, then unrestricted. For unrestricted funds, committed funds are used first, then assigned, then unassigned.

Protocol

The following protocol will be enforced if the overall fund balance is under 20% or over 30%. It is assumed that budgeting constraints will be enacted if the fund balance is within this range.

- A. If it is under 20%
 - a. If the overall fund balance is between 15 and 25%, a plan lasting no more than five years will address this issue with budgetary adjustments to revenues and expenditures.
 - b. If the overall fund balance is less than 15%, then fund transfers to capital projects will be reduced.
- B. If it is over 30%
 - a. If the overall fund balance is between 25 and 35%, a plan lasting no more than three years will decrease fund balance to 25% with budgetary adjustments to revenues and expenditures.
 - b. If the fund balance is over 35%, then fund transfers to capital projects may be increased and the capital improvement plan may be adjusted.

Investment Policy

Policy

It is the policy of the Park District of Oak Park to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the District and conforming to all state and local statutes and ordinances governing the investment of public funds.

Scope

This investment policy applies to all financial assets of the District. These funds are accounted for in the District's annual financial report and include the General Fund, Recreation Fund, Revenue Facilities Fund, Debt Service Fund, Capital Projects Fund, Nonmajor Governmental Funds, and any other funds that may be created from time to time. All transactions involving financial assets and related activity of the foregoing funds shall be administered in accordance with the provisions of this policy.

Deposits

When money deposited by the District becomes collected funds and is not needed for immediate disbursement, it will be invested within two working days at prevailing rates or better in accordance with 30 ILCS 225/1

Investment Earnings

In accordance with current Government Accounting Standards Board Statement standards, interest income will be reported as revenue in the fund that earned the interest. An operating transfer, approved by the Park Board, will be required to transfer interest earnings to any other Fund.

Valuation of Investments

All investments will be valued in accordance with the current GASB Statement standards

Objectives

1. *Safety of Control* - Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall

portfolio. To attain this objective, diversification is required so that potential losses on individual securities and/or financial institutions do not exceed the income generated from the remainder of the portfolio.

2. *Liquidity* - The District's investment portfolio shall remain sufficiently liquid to enable the District to meet all operating requirements, which may be reasonably anticipated in any District fund. Maturities of investments of all funds shall not exceed two years, unless the Board of Park Commissioners approves a temporary extension of maturities, maturities of investment of Capital Funds shall not exceed three years.
3. *Return on Investments* - The investments portfolio of the District shall be designed to attain a market average rate of return throughout the budgetary and economic cycles, taking into account the District's risk constraints, the cash flow characteristics of the portfolio and legal restrictions for return on investments.
4. *Maintaining the Public's Trust* - All participants in the investment process shall seek to act responsibility as custodians of the public and shall avoid any transactions that might impair public confidence in the District.
5. *Prudence* - Investments shall be made with judgment 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 investments, considering the probable safety of their capital as well as the probable income to be derived. The standard of prudence to be used by investment officials shall be the "prudent person" and shall be applied in the context of managing an overall portfolio.
6. *Local Consideration* - The District shall make every attempt to invest in banking institutions operating in the Village of Oak Park, which actively promote and support local, civic and economic development.

Investment Instruments

The District may invest in any type of security allowed by Illinois law, notably 30 Illinois Compiled Statutes 235 (30 ICS 235). A summary of the allowable instruments follows:

1. Passbook savings account
2. Now, Super Now, and Money Market Accounts, including, but not limited to, The Illinois Park District Liquid Asset Fund + (IPDLAF+)

or Illinois Metropolitan Investment Fund (IMET)

3. Commercial Paper - issuer must be a U.S. Corporation with more than \$500 million in assets, rating must be within three highest classifications by two standard rating services, must mature within 180 days of purchase, and such purchase cannot exceed 10% of the corporations' outstanding obligations.
4. State Treasurer's Investment Pool (The Illinois Funds)
5. Money Market Mutual Funds - registered under the Investment Company Act of 1940, provided the Portfolio is limited to bonds, notes, certificates, treasury bills, or other securities, which are guaranteed by the federal government as to principal and interest.
6. Repurchase Agreement collateralized by full faith and credit U.S. Treasury securities.
7. Certificates of Deposit, Time Deposits, and CDARS
8. Constituting direct obligations of any bank as defined by the Illinois Banking Act and only those insured by the FDIC.
9. Legally issuable by savings and loan associations incorporated under the laws of the State of Illinois or any other state or under the laws of the United States and only in those savings and loan associations insured by SAIF
10. Bonds, notes, certificates of indebtedness, Treasury bills or other securities which are guaranteed by the full faith and credit of the United States of America as to principal and interest.
11. Obligations of U.S. government agencies which are guaranteed by the full faith and credit of the United States Government.
12. Short term discount obligations of the Federal National Mortgage Association

Diversification

It is the policy of the District to diversify its investment portfolio. Investments shall be diversified to eliminate the risk of loss resulting in over concentration in a specific maturity, issuer, or class of securities. Concentration in short term corporation obligations will not exceed 90% of the limit contained in Illinois law. Diversification strategies shall be determined and revised periodically by the Director of Finance.

Collateralization

1. It is the policy of the District to require that time deposits in excess of FDIC or SAIF insurable limits be secured by some form of collateral to protect public deposits in a single financial situation if it were to default due to poor management or economics factors.
2. Eligible collateral instruments and collateral ratios (market value divided by deposit) are as follows:
 - a) U.S. Government Securities 110%

b) Obligations of Federal Agencies	110%
c) Obligations of Federal instrumentalities	125%
d) Obligations of the State of Illinois	125%
e) General Obligations Bond of the District	110%
f) Bank Deposit Guaranty Bond	125%

The ratio of fair market value of collateral to the amount of funds secured shall be reviewed quarterly and additional collateral will be requested when the ratio declines below the level required.

3. Safekeeping of Collateral

- a. Third party safekeeping is required for all collateral. To accomplish this, the securities can be held at the following locations:
 - 1) A Federal Reserve Bank or its branch office
 - 2) At another custodial facility- generally in a trust department through book-entry at the Federal Reserve, unless physical securities are involved.
 - 3) By an escrow agent of the pledging institution.
- b. Safekeeping will be documented by an approved written agreement. This maybe in the form of a safekeeping agreement, trust agreement, escrow agreement or custody agreement.
- c. Substitution or exchange of securities held in safekeeping can be done without prior written notice of the District provided the market value of the replacement securities are equal to or greater than the market value of the securities being replaced. The District will be notified in writing of all substitutions.

Safekeeping of Securities

1. Third party safekeeping is required for all securities. To accomplish this, the securities can be held at the following locations:
 - a. A Federal Reserve Bank or its branch office.
 - b. At another custodial facility generally in a trust department through book-entry at the Federal Reserve, unless physical securities are involved.
 - c. By an escrow agent of the pledging institution.
 - d. A financial institution on the Illinois State Treasurer's approval list of safekeeping banks.

2. Safekeeping will be documented by an approved written agreement. This may be in the form of a safekeeping agreement, trust agreement, escrow agreement, or custody agreement.

Qualified Financial Institutions

1. Depositories - Demand Deposits

- a. Any financial institution selected by the District shall provide normal banking services, including, but not limited to: checking accounts, wire transfers, purchases and sale of U.S. Treasury securities and safekeeping services.
- b. The District will not maintain funds in any financial institution that is not a member of the FDIC or SAIF system. In addition, the District will not maintain funds in any institution not willing or capable of posting required collateral for funds in excess of FDIC or SAIF limits.
- c. To qualify as a depository, a financial institution must furnish the Director of Finance or the Park Board Treasurer with copies of the latest two statements of conditions, which it is required to furnish to the Director of Financial Institutions or to the Comptroller of Currency as the case may be. While acting as a depository, a financial institution must continue to furnish such statement to the Executive Director/Accounting Supervisor or the Park Board Treasurer within 45 days of the end of each quarter.
- d. Fees for banking services shall be mutually agreed to by an authorized representative of the depository bank and the Accounting Supervisor on an annual basis. Fees for services shall be substantiated by a monthly account analysis and shall be reimbursed by means of compensating balances.
- e. All financial institutions acting as depository for the District must enter into a "Depository Agreement."

2. Banks and Savings and Loans- Certificates of Deposit

Any financial institution selected to be eligible for the District's certificate of deposit purchase program must meet the following requirements:

- a. Shall provide wire transfer and safekeeping services
- b. Shall be a member of the FDIC or SAIF system and shall be willing and capable of posting required collateral for funds in excess of FDIC and SAIF insurable limits.
- c. c) To qualify as a depository, a financial institution must furnish the Accounting Supervisor or the Park Board Treasurer with copies of the latest two statements of condition, which it is required to furnish to the Director of Financial Institutions or to

the Comptroller of Currency as the case may be. While acting as a depository, a financial institution must continue to furnish such statements to the Accounting Supervisor or the Park Board Treasurer within 45 days of the end of each quarter.

3. Sixty-five percent Rule

The amount of funds deposited and/or invested in a financial institution shall not exceed 65% of the capital stock and surplus of such institution unless collateral security has been pledged, in which case the amount of such deposits and/or investments shall not exceed 75%.

Management of Program

1. The following individuals are authorized to purchase and sell investments, authorized wire transfers, authorized the release of pledged collateral, and to execute any documents required under this policy. Two signatures are required for all of investment transactions.
 - a. Finance Manager
 - b. Executive Director
 - c. Director of Finance

- l. These documents include:
 - a. Wire Transfer Agreement
 - b. Depository Agreement
 - c. Safekeeping Agreement
 - d. Custody Agreement

2. Management responsibility for the investment program is hereby delegated to the Director of Finance, who shall establish written procedures for the operation of the investment program, consistent with this investment policy. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in any investment transactions except as provided under the terms of this policy and the procedures established by the Director of Finance. The Director of Finance shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate or any other person involved in such transactions for the District.

3. The Wording of agreements necessary to fulfill the investment responsibilities is the responsibility of the Director of Finance who shall periodically review them for consistency with District policy and State law and who shall be assisted in this function by District legal counsel. These agreements include but are not limited to:
 - a. Wire Transfer Agreement
 - b. Depository Agreement
 - c. Safekeeping Agreement
 - d. Custody Agreement

Ethics and Conflicts of Interest

Officers and employees of the District who are involved in the investment process shall refrain from any personal business activity that could conflict with the execution of the investment program or which could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose to the Park District Board of Park Commissioners any material financial interests in financial institutions that conduct business with the District, and they shall further disclose any large personal, financial or investment positions that could be related to the performance of the District's portfolio.

Employee and officers shall subordinate their personal investment transactions to those of the District particularly with regard to the timing of purchases and sales.

Indemnification

Investment officers and employees of the District acting in accordance with this investment policy and written procedures as have been or may be established and exercising due diligence shall be relieved of personal liability for an individual's security credit risk or market changes.

Reporting

The Director of Finance shall submit to the Park Board a comprehensive annual report on the investment program and activity. The report shall include a review of the fiscal year's overall performance as well as a projection of what may be anticipated in the next fiscal year. This report shall be reviewed as part of the external annual audit of the District's financial records.

Administrative Help

The District shall provide and pay for professional and administrative help, staff and equipment necessary to carry out the duties and responsibility contained in this investment policy and the procedures established for operations of the program.

Amendment

This policy shall be reviewed from time to time, at least once annually, and revisions shall be presented to the Park Board for approval.

Conflict

All District Ordinances and parts of Ordinances and all Resolutions and Policy statements or parts thereof in conflict with this policy or any parts thereof are hereby repealed. In the event of any conflict between this policy and the Illinois Compiled Statutes or case decisions of the State of Illinois, the then Statutes and case law decisions shall control.

Captions and Headings

The captions and headings and used herein are for convenience of reference only and do not define or limit the contents.

Debt Management Policy

Statement of Purpose

Where inappropriate levels of debt can create financial difficulties, reasonable levels of debt provide a mechanism to reduce costs for the District by allowing critical projects to be completed on a timely basis rather than using current funds. Debt is issued to achieve desired goals in acquiring, developing, and improving the District's parks and facilities and in purchasing necessary capital items for conducting the operations of the District. All types of legal debt will be considered.

Debt Issuance

When the District finances capital projects by issuing bonds, it shall amortize the debt over a term not to exceed the average useful life of the project(s) financed. All debt issuance must be approved by the Board of Commissioners. The District shall try to confine long-term borrowing to capital improvements and projects that have useful lives of 10 or more years. Except in emergencies or other extraordinary circumstances, borrowing should be undertaken only to fund capital improvements within the Capital Improvement Plan. The District's goal is to keep the average maturity of General Obligation bonds at or below 10 years. However, longer maturities may be considered for projects with useful lives greater than 10 years. Capital improvements, equipment and facility projects shall be classified into "pay-as-you-go" and "debt financing" classifications. Pay-as-you-go capital items will be \$25,000 or less with short lives or replacement of existing equipment. Debt financing may be used for major, non-recurring items with a minimum of four years of useful life. Along with advice of Financial Advisors specializing in municipal government debt financing, the District will determine type of sale (negotiated or competitive) based upon issue size and market condition. This process will take consideration to the lowest total cost to the District considering interest rates as well as issuance costs. Financial Advisors will be selected on the basis of merit using a competitive RFP process. This process assures selection of the most qualified firm based on the scope of services and evaluation criteria outlined in the RFP.

Debt Service Levels

Under the Property Tax Extension Limitation Law (PTELL), the District's non-referendum debt service limit based on the 1994 debt service extension base (DSEB) is \$219,549. As required by the PTELL, it will be the policy of the District to require voter approval to increase this limit for any major acquisition or development. Beginning in 2009, the DSEB will increase by the Consumer Price Index on an annual basis. The 2020 DESB is \$264,816. The maximum amount of debt that can be issued is 2.875% of EAV. These limitations will be verified and adhered to

when new debt issuances are considered.

Legal Debt Limits	
2019 Equalized Assessed Valuation (EAV)	1,692,471,417.00
Statutory Debt Limit @ 2.875% EAV	48,658,553.24
Statutory Non-Ref Debt Limit @ 0.575%	9,731,710.65

Creation of Debt

No commissioner, committee, officer, or any other person employed or associated with the District shall be authorized to create any financial liability on behalf of the District except where said liability shall be approved in nature and amount by the Board and recorded in the minutes of said meeting and/or in accordance with the District’s purchasing policy.

Market Review

The District will review its outstanding debt annually for the purpose of determining if the financial marketplace will afford the District the opportunity to refund an issue and lessen its debt service costs. In order to consider the possible refunding of an issue a net present value savings must be of some significance over the life of the respective issue. The Government Finance Officers Association recommends a savings (net of all issuance costs and any cash contribution to the refunding) of at least 3-5 percent.

Revenue Policy

Statement of Philosophy

The Park District uses multiple sources of revenue to supplement the revenue received in the form of taxes, because it is not financially feasible or healthy to rely solely on one source of revenue. Some of these sources may include fees and charges, intergovernmental, rentals, sponsorships and donations, and program revenues. The Park District will evaluate all new sources of revenue before acceptance to prevent compromising the mission of District. The Park District is always vigilant about finding new sources of revenue to improve the revenue mix of the District.

Revenue Sources Types

The following revenues sources are based on the Government Finance Officers classifications that are used in the District's annual financial audit as well as annual budget.

Taxes

The Park District receives Property Taxes from the property owners of Oak Park. The District levies taxes in accordance with the Property Tax Extension Limitation Law (PTELL). The District currently levies taxes for seven purposes including Corporate, IMRF, Liability, Auditing, Recreation, Museum, and Special Recreation.

Fees and Charges

The Park District of Oak Park charges fees for facility usage and sale of products including pool passes, ice rink usage, dog park usage, field usage, tours and program participation. The Park District will not charge fees to residents for entrance into parks, playgrounds, sled hills, or informal use of outdoor athletic facilities. Facility fees and charges are determined by the Facility Fees and Program Pricing Guidelines.

Intergovernmental Revenue

Intergovernmental Revenue accounts for funds received from other governmental entities in the form of personal property replacement taxes, grants, and other one-time reimbursements for expenses. The Personal Property Replacement Tax is a corporate income tax collected statewide and then distributed to various taxing Districts. The Park District also has a strong history of receiving grant from numerous government entities.

Rental Income

The Park District receives rental income for facility usage including special events, meetings, weddings, and movie shoots. The Cheney Mansion Coach House is leased for residential purposes.

Miscellaneous Revenue

Miscellaneous Revenue receives a variety of revenues including non-resident fees, vending machine revenue, procurement card rebates and interest income received on cash deposits.

Interest is received from all investments including:

- Cash Bank Accounts at Byline Bank
- Illinois Park District Liquid Asset Funds
- Illinois Metropolitan Investment Trust
- Brokered Certificate of Deposits through PMA

Sponsorship and Donations

The Park District pursues a variety of sponsorships and donations to help fund its recreation programs and other special events. This is done to reduce the burden on tax payers and participants for events such as the Frank Lloyd Wright Races, Summer Concert Series, and other holiday special events.

Other Financing Sources

The Park District uses this budget area to include debt service proceeds, capital transfers, operating transfers, and transfers for debt service payments.

Program Revenues

Program revenues are fees paid from residents and non-residents to take part in programs that Park District puts on yearly. Program revenues are received in the Corporate, Recreation, Revenue Facilities, and Cheney Mansion Funds with the majority in the Recreation and Revenue Facilities Funds. Program prices are determined by the Facility Fees and Program Pricing Guidelines.

Procurement Policy

The Board of Commissioners recognizes the need that materials, supplies, equipment and services of the quality and quantity required to operate the District be specified, described, and procured in a manner that provides for full and free competition among potential suppliers.

Formal competitive sealed bids consistent with this policy will be solicited on all procurements except:

1. Those that are clearly identified and justified in writing as "sole source" and that are approved by the Board in advance of purchase.
2. Those purchases of an emergency nature that requires immediate implementation in order to eliminate major problems and that are approved by the Executive Director and authorized by the Board.
3. Those purchases specifically excluded from the bidding process by Illinois State Statues.
4. Those whose cost is less than \$20,000.00 and that are approved by the Executive Director.

Informal Quotations

Requests for informal quotations for purchases costing more than \$500.00 but less than \$20,000.00 need not be formally and publicly advertised. Items in this range shall have at least three quotes, whenever possible, that are solicited by either written or oral invitation.

Certain items (i.e. commodities) routinely purchased on a repetitive basis may be purchased from selected prequalified vendors. These items and vendors shall be reviewed annually, in January, by Department Heads with the Director of Finance and approved by the Executive Director.

Upon approval by the Executive Director or their designee, the award is made to the lowest and best quotation meeting the specifications, delivery date and other required terms and conditions of purchase.

Formal Bidding

Requests for formal bids for those procurements costing \$20,000.00 or more will be formally and publicly advertised. At least one notice will be published in the local newspaper not less than 14 days before the bids are "closed". Sealed bids will remain sealed until the formal "bid opening" is conducted by a designated District employee with at least one witness at the place, time and date specified in the advertisement.

Upon recommendation of the Executive Director and approval of the Board, the award will be made to the lowest qualified bidder meeting the specifications and other required terms and conditions of the procurement. The right is reserved to reject any bids if such action is deemed by the Board to be in the best interests of the District.

Local Purchasing

Park District personnel should seek to purchase goods and services from Oak Park vendors when they are of comparable quality to goods or services purchased from vendors not located in Oak Park. The District will promote purchasing from Oak Park vendors by allowing an additional 15% to be spent on goods and services under \$10,000, 10% on items \$10,000 to \$15,000 and over \$15,000 approval must be given by the Executive Director.

Environmentally Aware Purchasing

Park District personnel should seek to reduce the environmental damages associated with their purchases by increasing their acquisition of environmentally preferable products and services to the extent feasible, consistent with price, performance, availability, and safety considerations. These products should have a third party certification of environmentally preferred status such as the Green Seal or Energy Star when feasible. The District will promote buying the environmentally preferable products by allowing an additional 15% to be spent on items under \$10,000, 10% on items \$10,000 to \$15,000 and over \$15,000 approval must be given by the Executive Director.

Environmentally Preferable Products include:

- Products that reduce greenhouse gas emissions or are made with renewable energy
- Products that reduce the use of toxins hazardous to the environment and employee and public health
- Products that contain the highest possible percentage of postconsumer recycled content
- Products that reduce air and water pollution
- Products that reduce waste
- Suppliers who strive to improve their environmental performance and provide environmentally preferable products, and who can document the supply-chain impacts of their efforts
- Reusable products
- Products that serve several functions (e.g., copier/printers, multipurpose cleaners) and reduce the overall number of products purchased

Each procurement action will be fully documented consistent with District purchasing procedures. Any variance from the above policies must have prior approval of the Board.

Fixed Asset Policy

The purpose of this document is to explain the Government's process for capital asset accounting. The Government acquires and constructs capital assets in pursuit of its mission. In line with GAAP and best business practices, this document sets forth the requirements for accounting for these assets, as well as the definitions of different types of such assets. To account for assets with depreciating values and to amortize them over their useful lives, capital assets must be recorded and capitalized in accordance with U.S. GAAP. If their value is below the Government's capitalization threshold, assets are neither added to the capital asset accounts nor are they depreciated; rather they are fully expensed at the time of acquisition.

Safeguarding Of Park District Assets

The responsibility for control of the fixed asset will reside with the department where the fixed asset is located. The Superintendent of Business Operations shall ensure control is maintained by establishing a fixed asset inventory. The inventory will include the following for each asset:

- Asset description
- Asset serial number/ model number
- Asset type (i.e. Building, Machinery and Equipment)
- Acquisition date
- Vendor Name
- Cost and Purchase order number
- Assigned location
- Park District ID tag number
- Estimated useful life
- Department
- Cost Center
- Account number

This list will be maintained, updated, reviewed and audited by the Business Operations Department on a regular basis. Operating departments

shall report any acquisition, disposal, and transfer of fixed assets promptly to the Superintendent of Business Operations, or designee, to reflect changes in a timely fashion in the inventory records. Asset purchases, which fall under the capitalization threshold, will be included in the inventory if the item is over \$1000. However, the cost of the asset will be expensed and not capitalized, and thus not depreciated.

Capitalization

Capital fixed assets will be reported at historical cost, which shall include all costs incidental to the acquisition (i.e. freight, legal fees) and preparation (i.e. installation) for use of the asset. Where historical cost information is unavailable, the replacement value indexed back to the acquisition year or a realistic estimate will be used. Donated assets will be recorded at fair market value as of the date of the donation. Additions or improvements will be capitalized only if it extends the life of the asset and increases its service potential. The costs of normal maintenance to infrastructure such as crack filling and sidewalk patching will not be capitalized, but expensed. The cost of land is recorded as a fixed asset, but is not depreciable.

Capital asset depreciation is computed on a straight-line basis over the assets' estimated useful life with no allowance for salvage value. Depreciation expense is recorded based on the date of the acquisition. In the event that a capital fixed asset is retired before the end of its estimated useful life, any remaining cost of the asset should be expensed in the period of retirement. If an asset continues to be used in operations after the expiration of its estimated useful life, no more depreciation expense will be recorded on that asset.

Fixed asset useful lives, capitalization thresholds and inventory thresholds will be according to the attached schedule.

Definitions

Supplies – Items that have a useful life of one year or less, which need to be replenished periodically, and which have a value of less than \$1000 per individual unit. Supplies are not on the inventory listings and are expensed in the fiscal year they are purchased. Internal controls should be established for supplies in the individual departments to protect the Park District from loss due to theft or misuse.

Fixed Assets – Fixed assets shall include land, land improvements, easements, buildings, building improvements, vehicles, machinery and equipment, furniture and fixtures, works of art and historical treasures, infrastructure and all other tangible assets that have a useful life of more than one year and which have a value of \$1000 or more per individual unit. They are distinguished from Supplies by the longevity of usefulness and a monetary value.

Infrastructure – Long-lived capital assets that are normally stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include: roads, bridges, tunnels, drainage systems, water and sewer systems, dams and lighting systems. [SGAS 34]

Capital Fixed Assets – Fixed assets that are reported on the financial balance sheet. All capital assets are fixed assets, but not all fixed assets are capital assets. A monetary criterion, capitalization threshold, is used to determine whether a given fixed asset should be capitalized and reported on the balance sheet. Ancillary costs should be included in the cost of the capital fixed asset.

Ancillary Costs – Costs relating to placing the capital fixed asset in service. Examples of the costs by category:

- Land – Legal and title fees; professional fees of engineers, attorneys, appraisers, financial advisors; surveying fees; appraisal and negotiation fees; damage payments; site preparation costs; and costs related to demolition of unwanted structures.
- Infrastructure – Professional fees of engineers, attorneys, appraisers, financial advisors, etc.; surveying fees; appraisal and negotiation fees; damage payments; site preparation costs; and cost related to demolition of unwanted structures.
- Buildings and Improvements- Professional fees of engineers, attorneys, appraisers, financial advisors, etc.; damage payments; costs of fixtures permanently attached to a building or structure; insurance premiums, interest and related costs incurred during construction; and any other costs necessary to place the building or structure into its intended location.
- Other Capital Fixed Assets – Transportation charges; installation costs; extended maintenance warranty contracts at time of purchase; any other normal or necessary costs required to place the asset in its intended location and condition for use.

Controlled Fixed Asset – Fixed assets that have a value of \$1000 or more per individual unit, but are under the capitalization threshold. Controlled fixed assets will be included on the fixed asset inventory listing, but will not be capitalized nor included on the balance sheet. They will be expensed in the fiscal year in which they have been placed into service.

Capitalization Threshold – The monetary criterion which determines whether a fixed asset should be capitalized and reported on the balance sheet and depreciation expense calculated and recorded in the schedule of expenses of the Park District’s Comprehensive Annual Financial Report.

Depreciation Expense – The process of expensing the purchase price of a capital fixed asset over the useful life of the asset.

Straight-line Depreciation Method – This method assumes the asset provides constant benefits. If an asset has a useful life of ten years, then each year 1/10 of that asset's depreciable value is expensed based on the month it was placed into service.

Additions – Any acquisitions over \$1000 will be included in the fixed asset inventory listing. Any fixed assets above the capitalization threshold will be added as capital fixed assets and depreciated. Additions shall be substantiated by a purchase order and paid invoice.

Deletions – The responsibility for reporting the disposal or sale of assets rests with the Park District department which maintains control over the asset. The department should contact the Business Operations Department to coordinate the disposal of the fixed asset. Fixed assets can only be sold, donated, transferred to an outside agency, or otherwise disposed by Board Authorization. Any fixed asset that is disposed should be deleted from the fixed asset database.

Transfers – The department who is initiating the transfer shall notify the Finance Department of any assets transferred from one department to another.

Maintenance and Repair – The costs associated with general maintenance and repair that do not add value to an asset or materially extend the asset's useful life are expensed in the period incurred rather than being capitalized. Major repairs and/or rehabilitation, which materially extend the useful life of an asset, are capitalized and depreciated over the remaining life of the related asset.

Fixed Asset useful lives, capitalization thresholds and inventory thresholds are as follows on the next page:

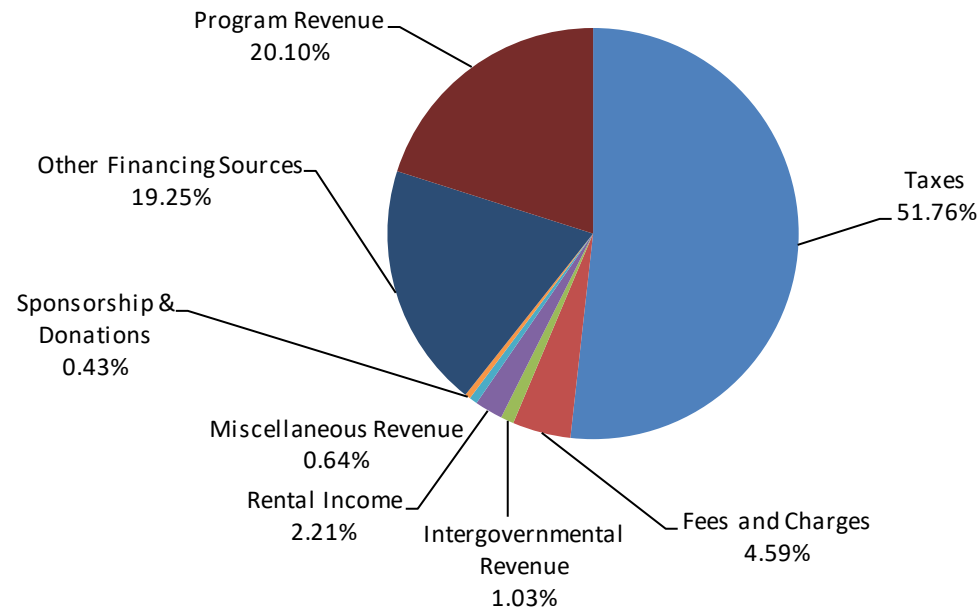
Fixed Asset	Useful Life	Capitalization Threshold	Inventory Threshold
Land	N/A	All	N/A
Land Improvements	20	\$25,000.00	\$1,000.00
Structural (i.e. Parking lots, fencing)	20	\$25,000.00	\$1,000.00
Groundwork (landscaping)	30	\$25,000.00	\$5,000.00
Buildings	45	\$50,000.00	\$1,000.00
Building Improvements			
HVAC Systems	20	\$50,000.00	\$1,000.00
Roofing	20	\$50,000.00	\$1,000.00
Electrical/ Plumbing	30	\$50,000.00	\$1,000.00
Carpet Replacement	10	\$50,000.00	\$1,000.00
Vehicles and Tractors	5 to 15	\$10,000.00	\$1,000.00
(dependent on the vehicle replacement schedule)			
Machinery & Equipment			
Computers and related equipment	5	\$10,000.00	\$1,000.00
Office Equipment	5	\$15,000.00	\$1,000.00
Telecommunications Equipment	5	\$15,000.00	\$1,000.00
Maintenance Equipment	7	\$15,000.00	\$1,000.00
Outdoor Recreation (Playground) Equipment	10	\$15,000.00	\$1,000.00
Kitchen Equipment (appliances)	10	\$5,000.00	\$1,000.00
Furniture & Fixtures	5	\$10,000.00	\$1,000.00
Art Works & Historical Artifacts	N/A	\$25,000.00	\$1,000.00

Revenue Sources Budget Year 2021

Revenue Type Comparison

The Park District receives most of its revenue from Taxes and Charges for Services. These two items directly support the mission of the Park District, which provides quality parks and recreation opportunities for the Oak Park Community.

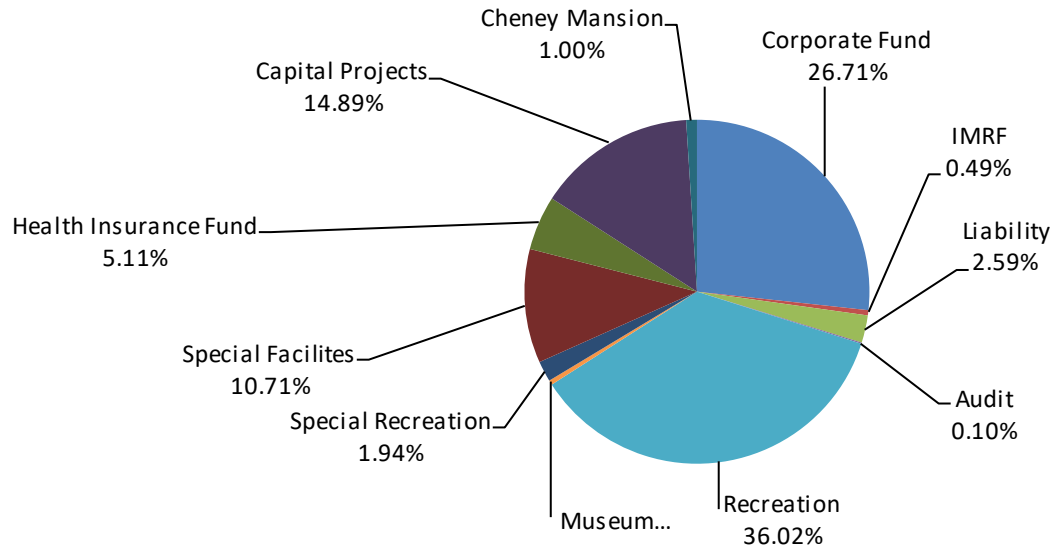
2021 Total Revenue Sources



Revenue Distribution Comparison

Capital Projects receives 14.89% of all revenue due to transfers from other funds, as well as grants used to fund various infrastructure improvements. General Fund, IMRF, Liability, and Audit Fund revenues are made up of Property Tax revenues used to support the general administration of the Park District. The Recreation Fund receives revenue from Property Tax and program revenues to support the programs within this fund. The Museum Fund and Special Recreation Fund are primarily funded through Property Taxes. The Special Facilities Fund revenues are derived solely from fees and program revenues, which completely support the programs and facility maintenance included in this fund. The Health Insurance Fund is financed through transfers made from other funds to help pay for health insurance premiums. The Cheney Mansion Fund receives a mix of rental income and program revenues.

2021 Total Revenue by Fund

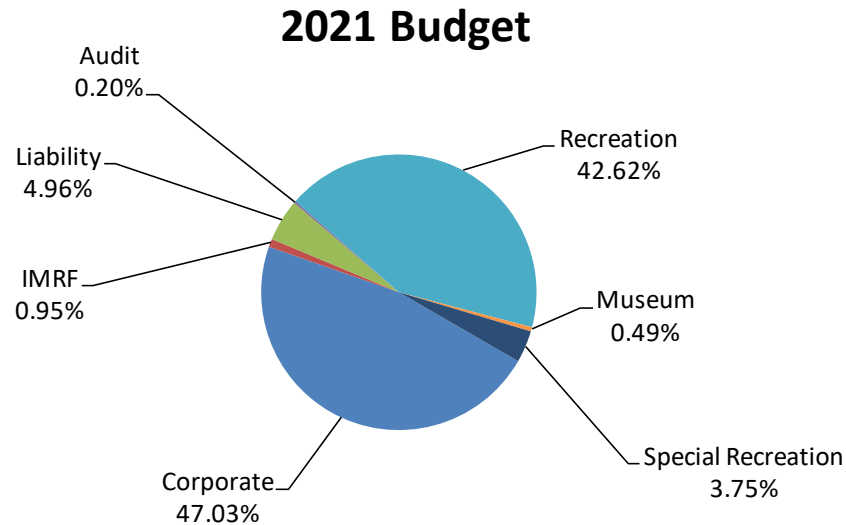


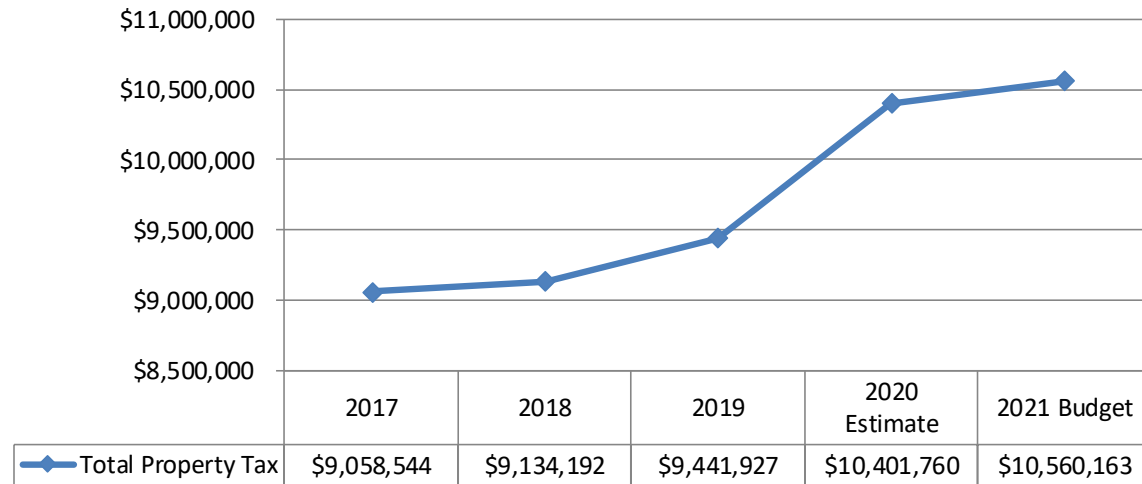
Taxes

Description

The District levies an annual property tax, which is limited by the Property Tax Extension Limitation Law (PTELL). PTELL limits the annual property tax change to the lesser of the consumer price index (CPI) or 5%. For the 2021 budget, the tax levy approved in November 2020 (2020 tax year levy) will fund 2021 operations. The CPI for the 2020 tax year is 2.3%, however, the District 2020 tax levy is 1.5%.

2021 Property Tax Distribution



Historical Analysis
Total Property Tax


	2017	2018	2019	2020 Estimate	2021 Budget
Corporate	\$3,739,123	\$3,724,058	\$4,220,160	\$4,526,286	\$4,965,979
IMRF	\$455,874	\$458,819	\$363,159	\$372,641	\$100,000
Liability	\$300,739	\$342,087	\$370,985	\$380,671	\$524,026
Audit	\$19,405	\$21,076	\$20,349	\$20,880	\$21,218
Recreation	\$3,963,452	\$3,993,189	\$3,831,956	\$4,449,378	\$4,500,525
Museum	\$48,639	\$48,638	\$50,091	\$51,398	\$52,230
Special Recreation	\$531,311	\$546,324	\$585,228	\$600,508	\$396,185
Total Property Tax	\$9,058,544	\$9,134,192	\$9,441,927	\$10,401,760	\$10,560,163

Budget Assumptions

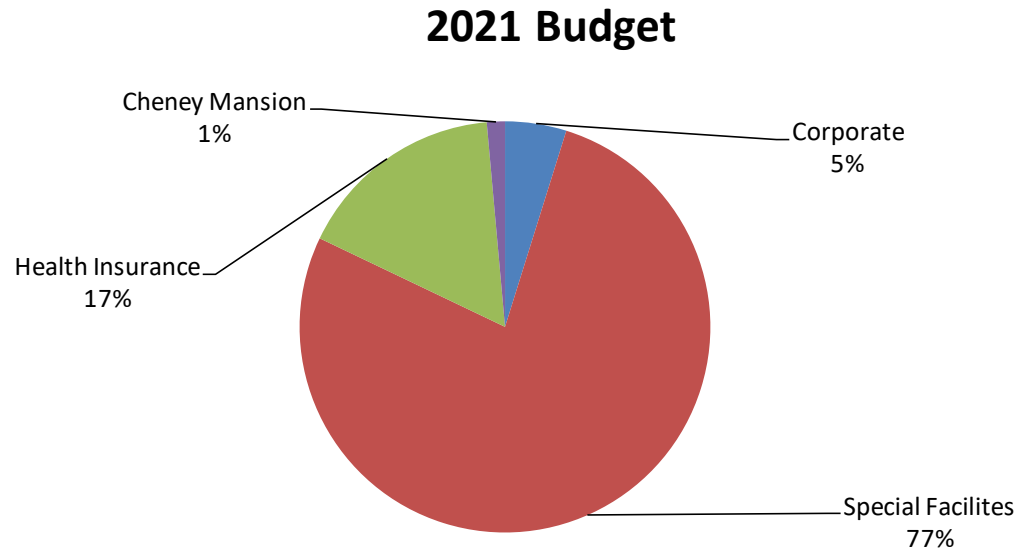
The amount of the property tax levy is set at the amount of funds needed to meet the current operating and capital obligations while also keeping each fund in line with fund balance targets.

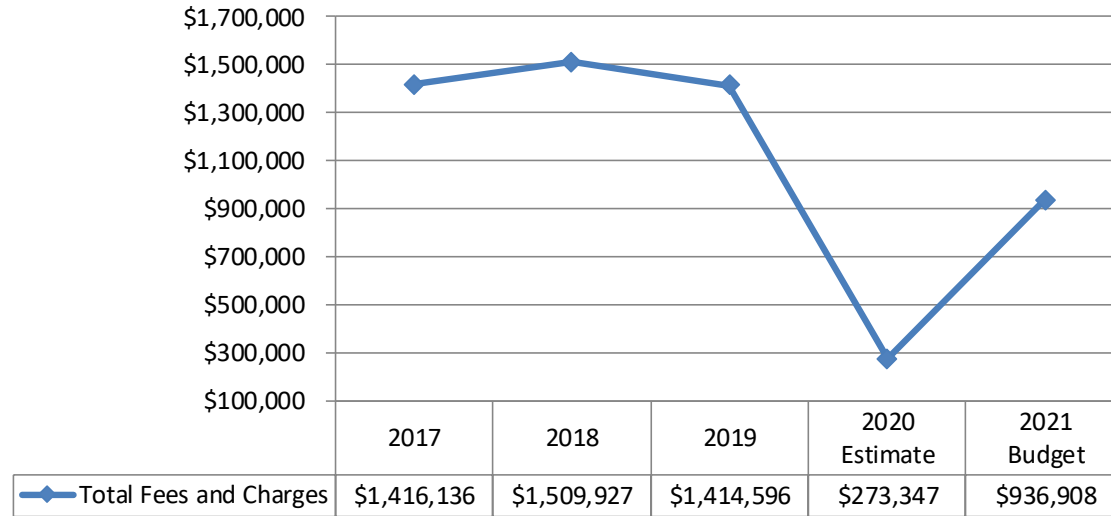
Fees and Charges

Description

The Park District of Oak Park charges fees for facility usage and sale of products. These fees are charged for pool passes, ice rink usage, dog park usage, field usage, tours and program participation. Employee contributions for health insurance premiums are also accounted for under fees and charges.

2021 Fees and Charge Distribution



Historical Analysis
Total Fees and Charges


	2017	2018	2019	2020 Estimate	2021 Budget
Corporate	\$81,332	\$111,118	\$124,590	\$30,120	\$45,250
Special Facilities	\$1,196,112	\$1,249,543	\$1,138,076	\$100,657	\$723,878
Health Insurance	\$123,693	\$131,166	\$138,030	\$135,420	\$154,480
Cheney Mansion	\$15,000	\$18,100	\$13,900	\$7,150	\$13,300
Total Fees and Charges	\$1,416,136	\$1,509,927	\$1,414,596	\$273,347	\$936,908

Budget Assumptions

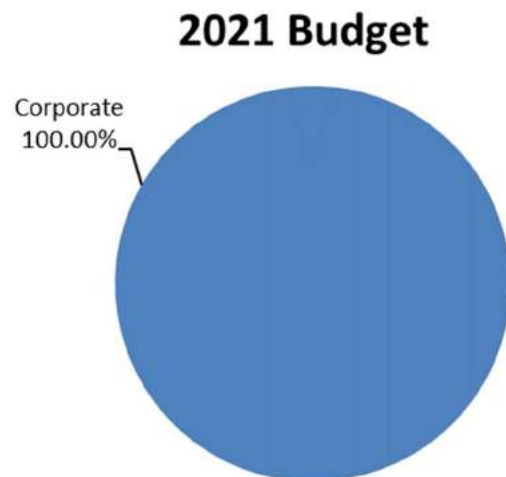
Fees and charges for 2021 remain lower than pre Covid-19 years, especially if the increase is not practical. In some cases, revenues were adjusted to reflect market conditions and to cover program expenses, which may be anticipated to be more or less than 2.3%. For budgeting purposes, District Staff assumed 2021 operations under a Phase-4 environment as outlined by the State of Illinois.

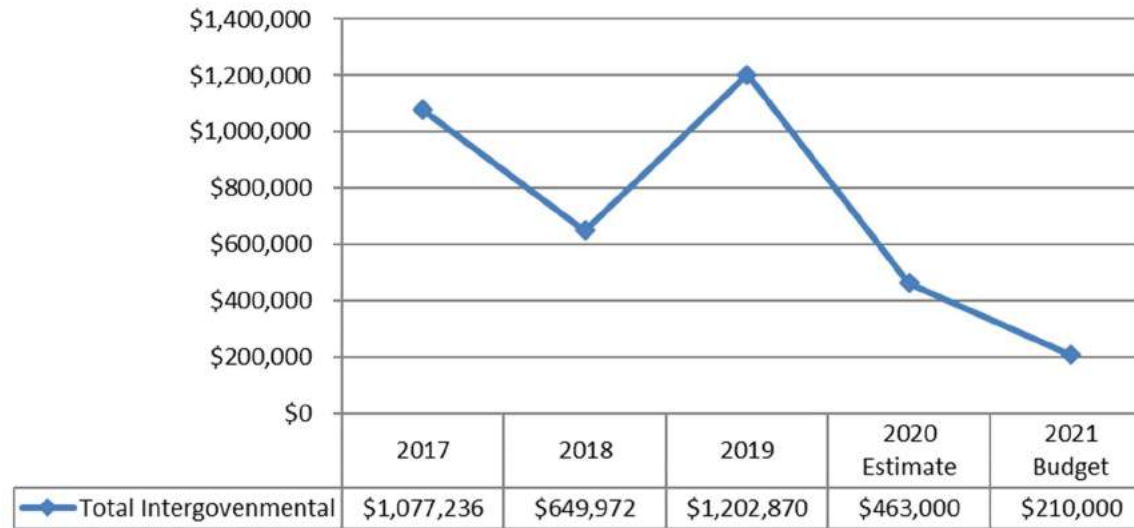
Intergovernmental Revenue

Description

Intergovernmental Revenue accounts for funds received from other governmental entities in the form of personal property replacement taxes, grants, and other one-time reimbursements for expenses. The Personal Property Replacement Tax is a corporate income tax collected statewide and then distributed to various taxing districts. It is based on a formula using the amount of corporate property tax that was lost when the replacement tax was created. All Personal Property Replacement Tax revenue is allocated to the general fund. The Park District also has a strong history of receiving grant from numerous government entities.

2021 Intergovernmental Distribution



Historical Analysis
Total Intergovernmental


	2017	2018	2019	2020 Estimate	2021 Budget
Corporate	\$215,345	\$194,018	\$214,901	\$263,000	\$210,000
Capital Projects	\$861,891	\$455,954	\$987,969	\$200,000	\$0
Total Intergovernmental	\$1,077,236	\$649,972	\$1,202,870	\$463,000	\$210,000

Budget Assumptions

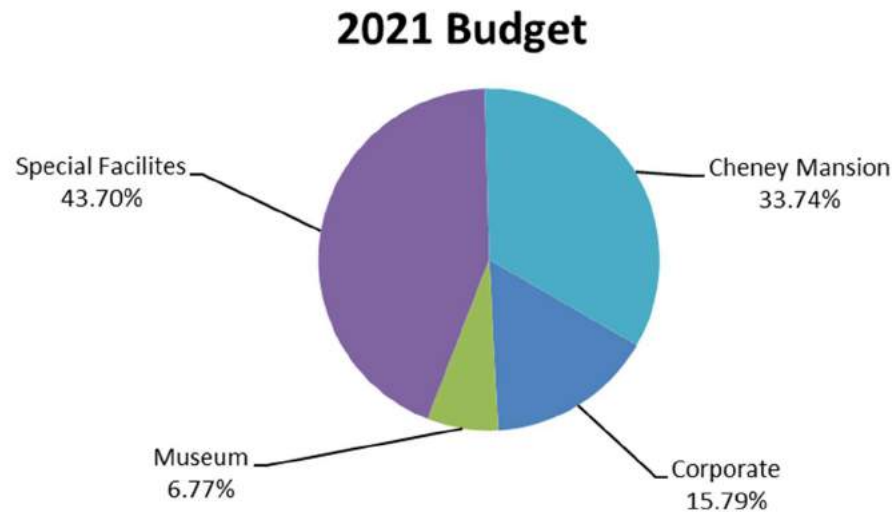
Grants that the District had been awarded were released for payment in 2016 and 2017, so there was a small rebound in revenue. OSLAD and Clean Energy Grants were awarded for fiscal year 2019. The District received a TIF rebate in 2019 but did not budget for TIF rebates from the Village of Oak Park in the Capital Projects Fund in 2020 or 2021.

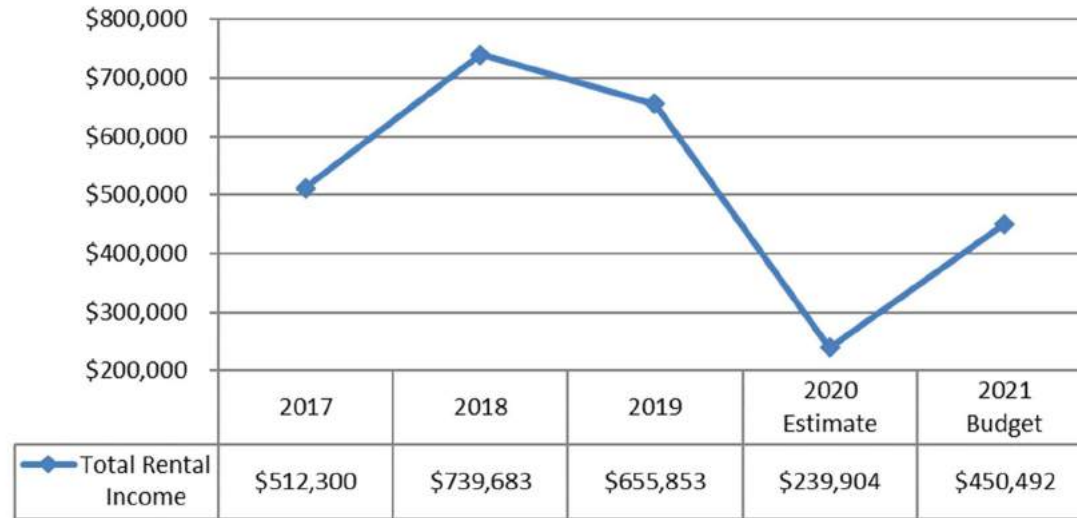
Rental Income

Description

The Park District receives rental income for facility usage including special events, meetings, weddings, and movie shoots. The Cheney Mansion Coach House is leased for residential purposes.

2021 Rental Income Distribution



Historical Analysis
Total Rental Income


	2017	2018	2019	2020 Estimate	2021 Budget
Corporate	\$45,597	\$61,179	\$153,570	\$43,337	\$71,129
Recreation	\$0	\$99,737	\$0	\$0	\$0
Museum	\$0	\$0	\$0	\$0	\$30,500
Special Facilities	\$293,623	\$354,050	\$310,666	\$101,882	\$196,863
Cheney Mansion	\$173,081	\$224,717	\$191,616	\$94,685	\$152,000
Total Rental Income	\$512,300	\$739,683	\$655,853	\$239,904	\$450,492

Budget Assumptions

The rental rates charged are to be competitive to market and must include the wages of the onsite Rental Attendant. The number of rentals is based upon current rate structure and historical usage. For budgeting purposes, District Staff assumed 2021 operations under a Phase-4 environment as outlined by the State of Illinois.

Miscellaneous Revenue

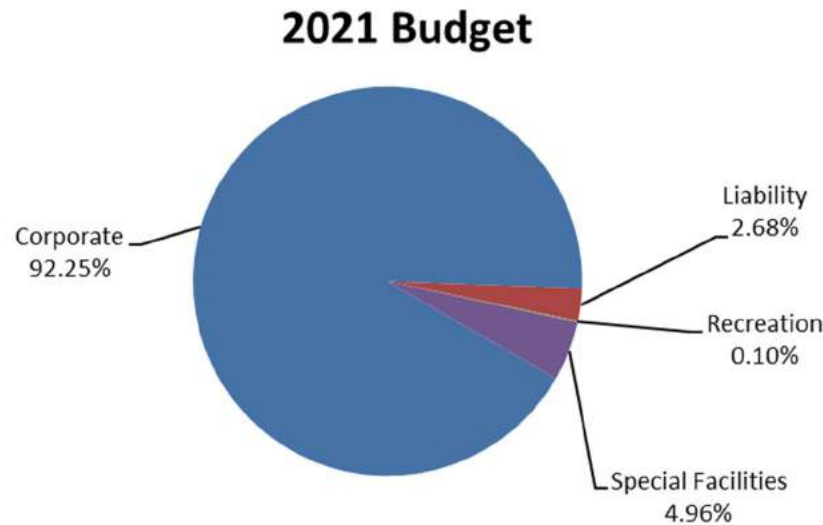
Description

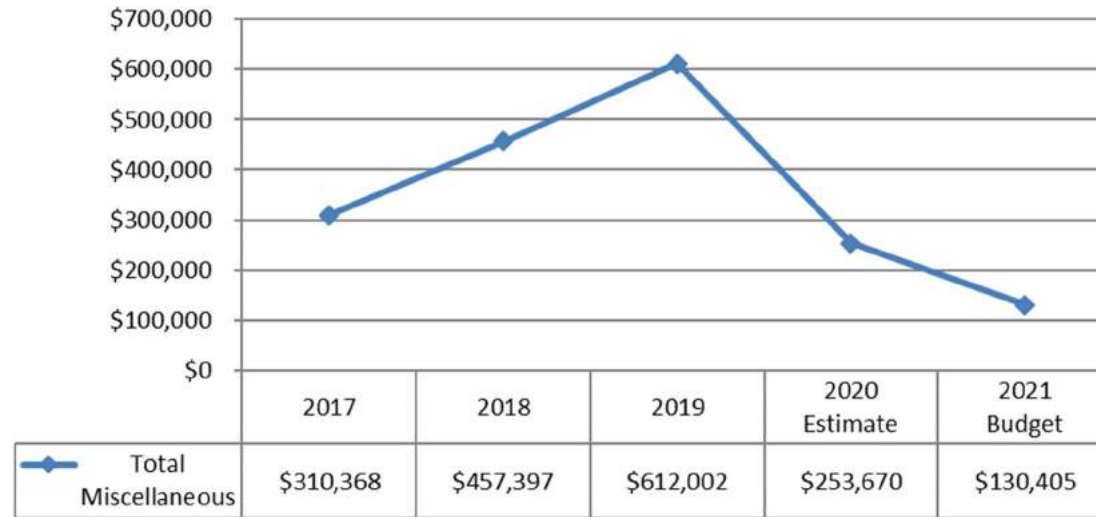
Miscellaneous Revenue receives a variety of revenues including non-resident fees, vending machine revenue, procurement card rebates and interest income received on cash deposits.

Interest received from investments include:

- Cash Bank Accounts at Byline Bank
- Illinois Park District Liquid Asset Funds
- Illinois Metropolitan Investment Trust
- Brokered Certificate of Deposits, a money market account and investment shares through PMA

2021 Miscellaneous Revenue Distribution



Historical Analysis
Total Miscellaneous


	2017	2018	2019	2020 Estimate	2021 Budget
Corporate	\$128,635	\$256,370	\$354,952	\$213,000	\$120,300
Liability	\$365	\$5,719	\$2,608	\$27,250	\$3,500
Recreation	\$112,164	\$118,029	\$58,125	\$0	\$135
Special Facilities	\$65,088	\$74,778	\$88,991	\$11,420	\$6,470
Health Insurance Fund	\$0	\$1,000	\$0	\$1,000	\$0
Capital Projects	\$4,116	\$1,500	\$107,326	\$1,000	\$0
Total Miscellaneous	\$310,368	\$457,397	\$612,002	\$253,670	\$130,405

Budget Assumptions

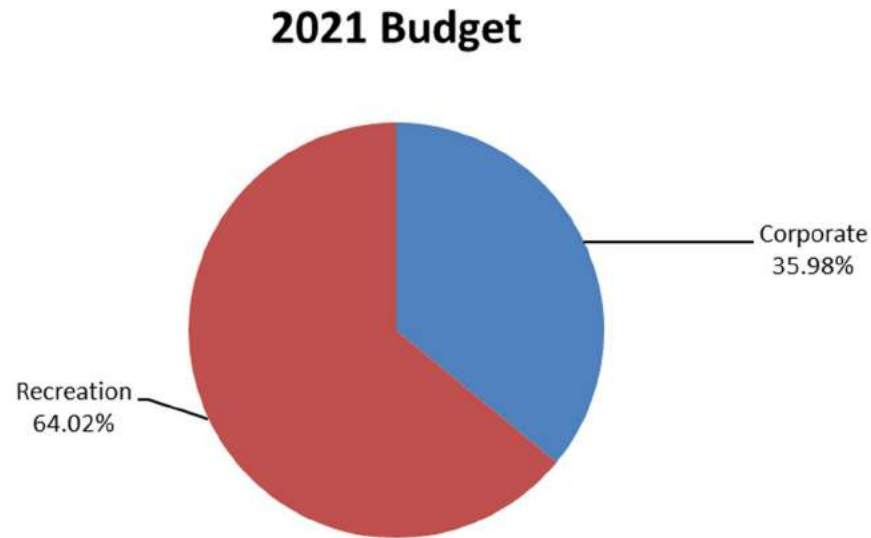
The Park District budgets conservatively for Miscellaneous Fees.

Sponsorship and Donations

Description

The Park District pursues a variety of sponsorships and donations to help fund its recreation programs and other special events. This is done to reduce the burden on taxpayers and participants for events such as the Frank Lloyd Wright Races, Summer Concert Series, and other holiday special events.

2021 Sponsorship and Donation Distribution



Historical Analysis
Total Sponsorship and Donations


	2017	2018	2019	2020 Estimate	2021 Budget
Corporate	\$14,914	\$14,110	\$14,585	\$21,000	\$31,900
Recreation	\$71,419	\$89,635	\$112,853	\$9,000	\$56,770
Capital Projects	\$55,000	\$120,000	\$20,985	\$0	\$0
Cheney Mansion	\$0	\$0	\$0	\$0	\$0
Total Sponsorship and Donations	\$141,333	\$223,745	\$148,423	\$30,000	\$88,670

Budget Assumptions

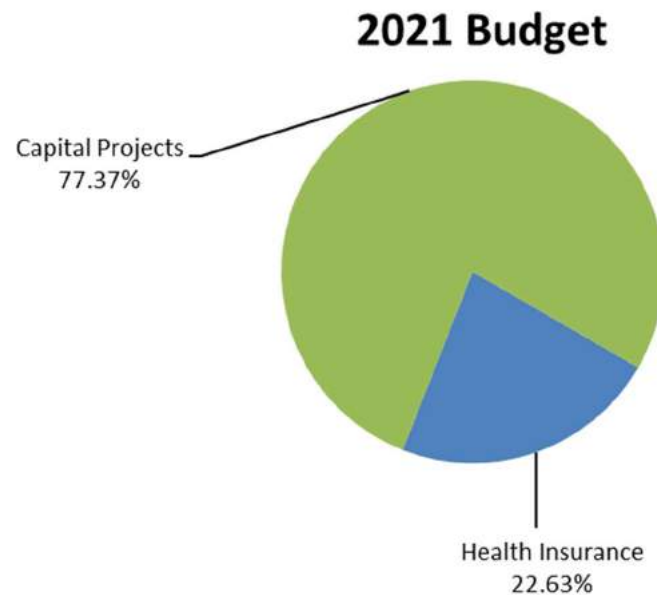
2019 budgeted revenues are lower than 2018 due to a grant the district received in 2018 for sustainable projects at the Conservatory including solar, water harvesting, bee aviary and tea composting. The District is budgeting conservatively for sponsorships and donations in 2021 due to the Covid-19 pandemic.

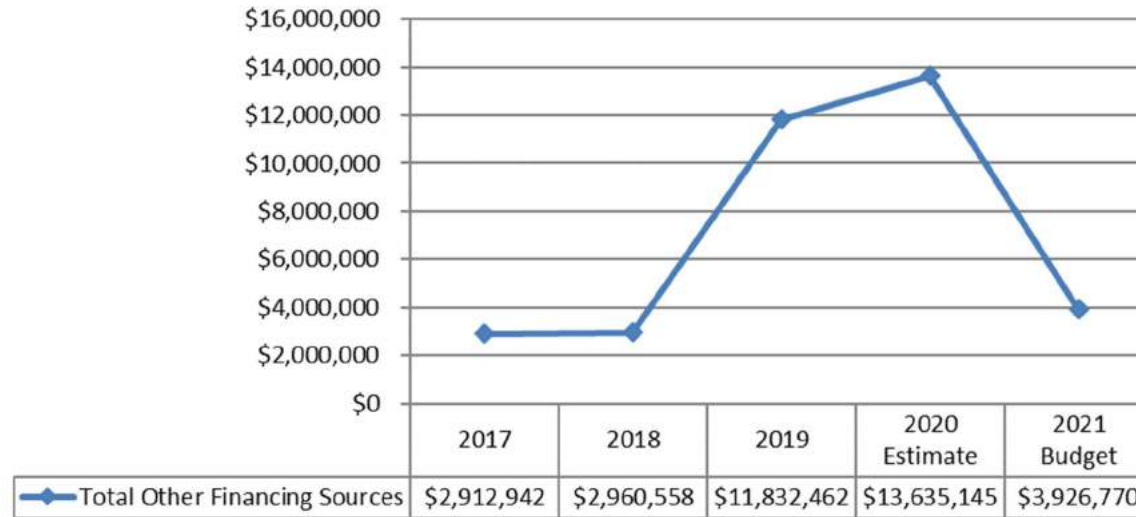
Other Financing Sources

Description

The Park District uses this budget area to include debt service proceeds, capital transfers, operating transfers, transfers for debt service payments, and transfers to the Health Insurance Fund. The district sold \$10 million in bonds in 2011, 2012 and 2013 of which all were refunded in 2019 and 2020. In 2013, the district began transferring money from the Recreation Fund to the Capital Projects Fund and less from the Corporate Fund due to the District coming close to the Corporate Fund rate limit. Historically, the district has transferred money from the Corporate Fund, Recreation Fund, and Special Facilities Fund to the Capital Projects Fund to help numerous projects. In 2013, the District started transferring to the Health Insurance Fund to create the fund and work towards a 25% fund balance.

2021 Other Financing Sources Distribution



Historical Analysis
Total Other Financing Sources


	2017	2018	2019	2020 Estimate	2021 Budget
Health Insurance	\$714,288	\$817,904	\$847,157	\$523,262	\$888,588
Special Recreation	\$0	\$29,000	\$29,000	\$4,833	\$0
Capital Projects	\$2,193,335	\$2,108,335	\$10,956,305	\$13,107,050	\$3,038,182
Cheney Mansion	\$5,319	\$5,319	\$0	\$0	\$0
Total Other Financing Sources	\$2,912,942	\$2,960,558	\$11,832,462	\$13,635,145	\$3,926,770

Budget Assumptions

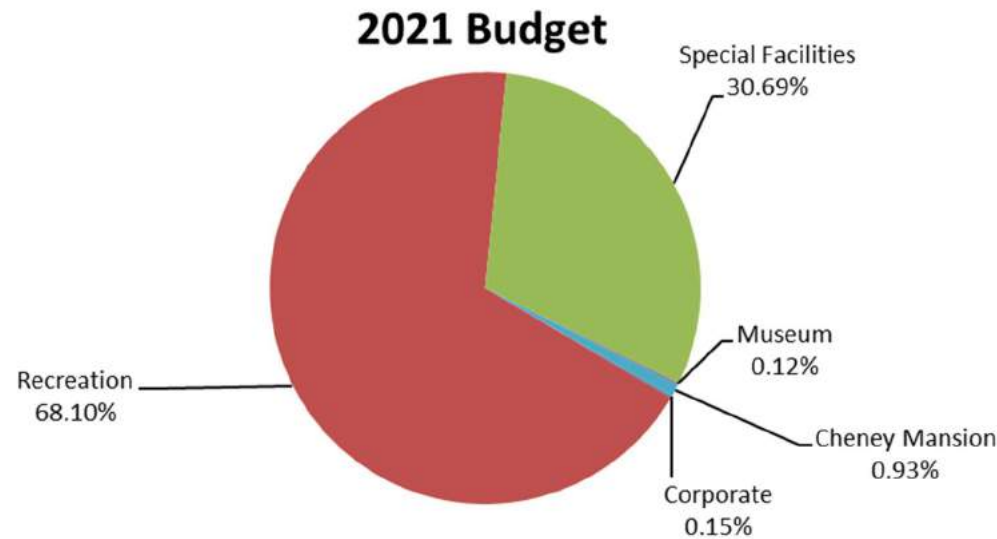
The District was able to increase transfers in 2017 due to growing revenues leading to higher fund balances available for transfers. The large increase in 2019 and 2020 was for the refunding of the 2011, 2012 and 2013 bonds.

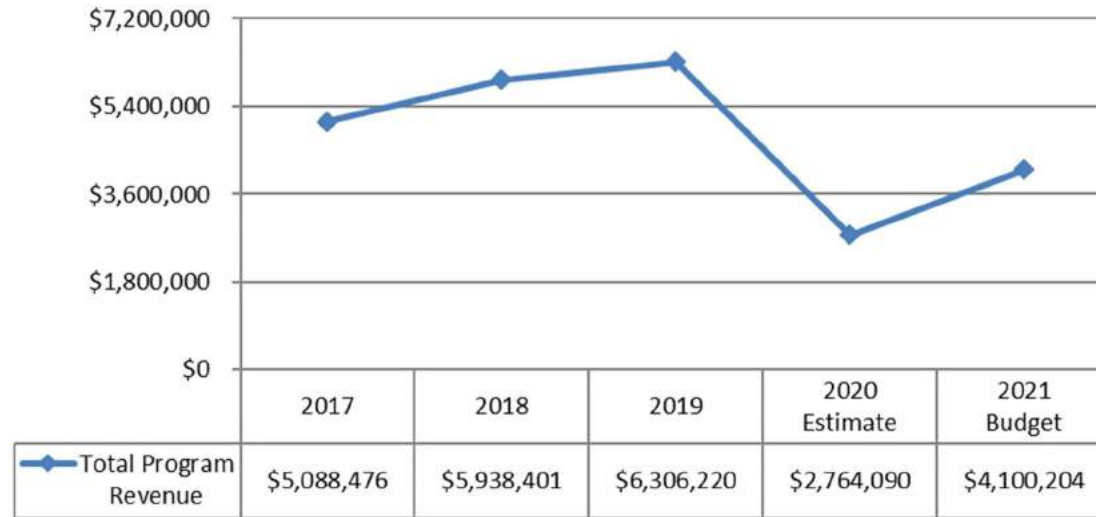
Program Revenues

Description

Program revenues are fees paid from residents and non-residents to take part in programs that Park District puts on yearly. Program revenues are received in the Corporate, Recreation, Special Facilities, and Cheney Mansion Fund. Most of the revenues are received in the Recreation and Special Facilities fund. Programs are expected to minimally cover its cost but may also help cover overhead and capital costs for the district.

2021 Program Revenue Distribution



Historical Analysis
Total Program Revenue


	2017	2018	2019	2020 Estimate	2021 Budget
Corporate	\$8,156	\$16,475	\$21,661	\$4,020	\$6,200
Recreation	\$3,270,403	\$3,772,429	\$4,047,026	\$1,727,039	\$2,792,344
Special Facilities	\$1,788,913	\$2,113,467	\$2,196,456	\$1,016,331	\$1,258,320
Museum	\$0	\$0	\$0	\$0	\$5,100
Cheney Mansion	\$21,004	\$36,030	\$41,077	\$16,700	\$38,240
Total Program Revenue	\$5,088,476	\$5,938,401	\$6,306,220	\$2,764,090	\$4,100,204

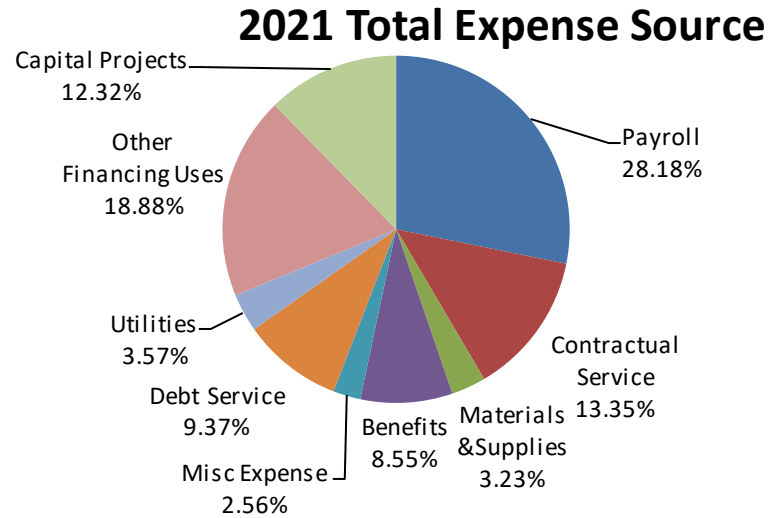
Budget Assumptions

The 2021 budget assumes a flat or a 2.3% increase in program revenues to cover direct and indirect costs. Programming in 2021 is conservative due to Covid-19. District Staff assumed 2021 operations under a Phase-4 environment as outlined by the State of Illinois. The steady increases through 2019 are a result of operations at the Gymnastics and Recreation Center, and Ridgeland Common Recreation Complex. General Recreation has had large growths through 2019 due to expanded afterschool and early childhood programming, along with the Austin Gardens Environmental Education Center opening in 2016.

Expense Distribution Budget Year 2021

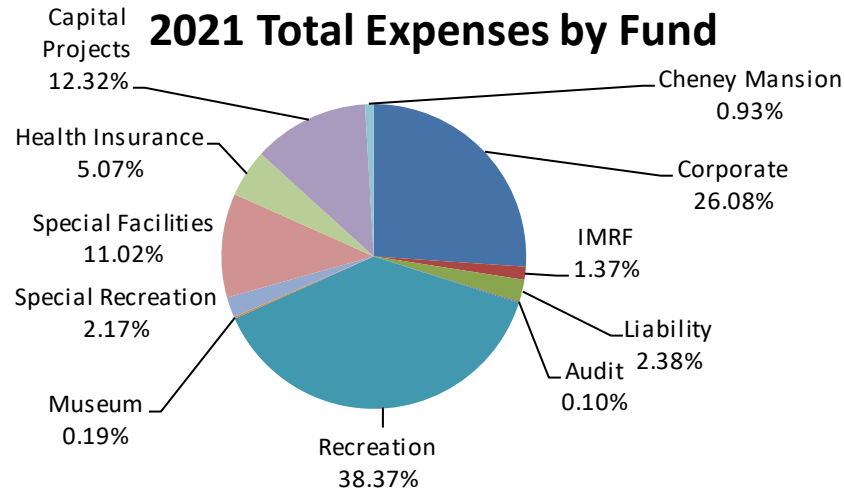
Expense Type Comparison

The Park District spends the majority of its revenues on capital improvements and wages. These two items directly support the mission of the Park District, which provides quality parks and recreation opportunities for the Oak Park Community.



Expense Distribution Comparison

The Capital Projects Fund is responsible for 12.32% of all District expenses. This is a decrease from previous years due to the impact of Covid-19 and the District reassessing the maintenance needs of the parks and facilities. Recreation Fund is the largest portion of expenses because this is where the District makes its principal and interest payments on debt issued in previous years.

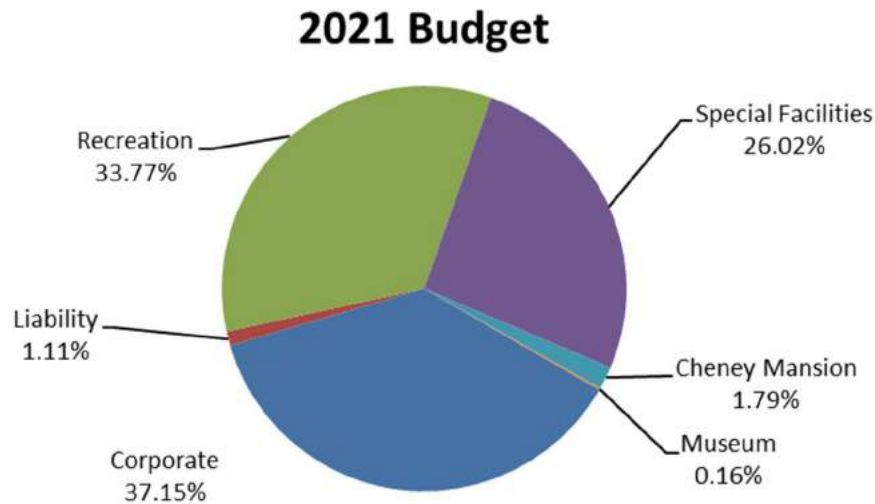


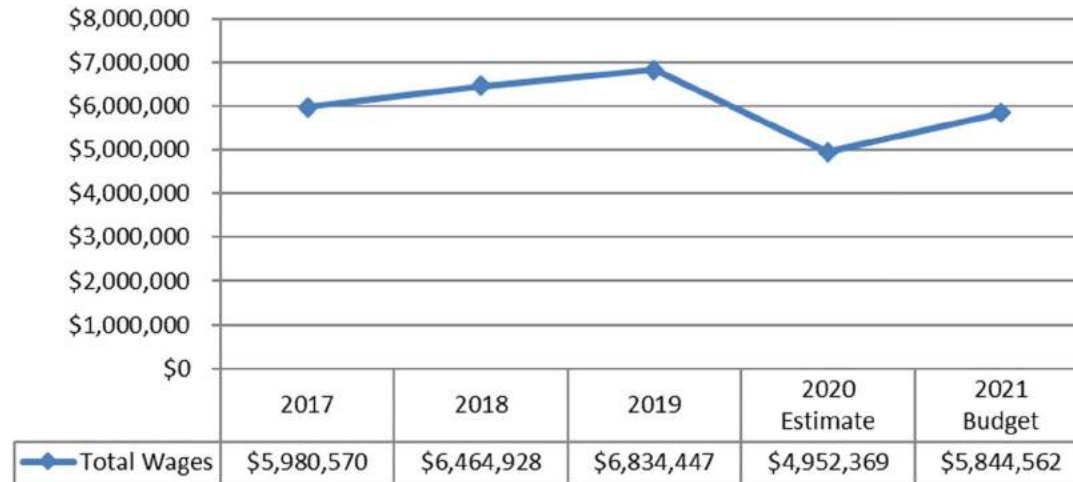
Payroll

Description

Payroll includes wages paid to all full time and part time employees. The programs and services offered by the District can require many people doing the same job at the same time or require fewer people with specialized skills for a short period. To meet these needs, the District relies on approximately 450 part time staff throughout the year to provide the recreation programs and services offered.

2021 Payroll Distribution



Historical Analysis
Total Wages


	2017	2018	2019	2020 Estimate	2021 Budget
Corporate	\$2,063,435	\$2,184,639	\$2,387,019	\$1,985,254	\$2,171,174
Liability	\$36,165	\$32,021	\$63,209	\$62,160	\$65,044
Recreation	\$2,241,245	\$2,442,448	\$2,348,011	\$1,710,991	\$1,973,874
Special Facilities	\$1,552,583	\$1,705,750	\$1,928,014	\$1,109,868	\$1,520,490
Cheney Mansion	\$87,142	\$100,071	\$108,194	\$84,098	\$104,830
Museum	\$0	\$0	\$0	\$0	\$9,150
Total Wages	\$5,980,570	\$6,464,928	\$6,834,447	\$4,952,369	\$5,844,562

Budget Assumptions

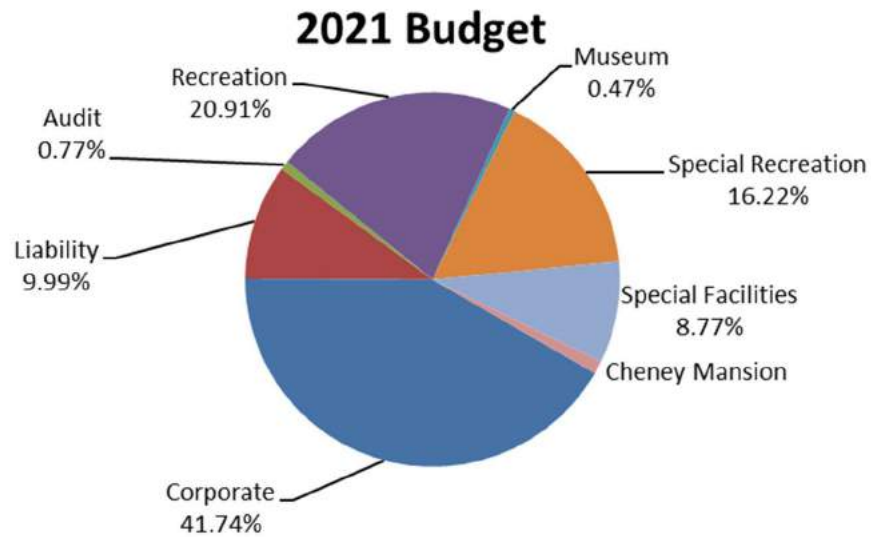
Full time wages are estimated to increase up to 2.5% based on the District’s salary and wage structure. This increase is dependent on a satisfactory or above on staff performance reviews. The larger increases between 2017 and 2019 were due to the District increasing the minimum wage from \$8.25 to \$10.00 per hour in 2017 and then \$11.00 per hour in 2018 and \$12.00 per hour in 2019. The decrease in 2020 is due to the impact Covid-19 had on overall hiring. For 2021, minimum wage for year round part-time staff to \$13.00 per hour will take effect on October 1st.

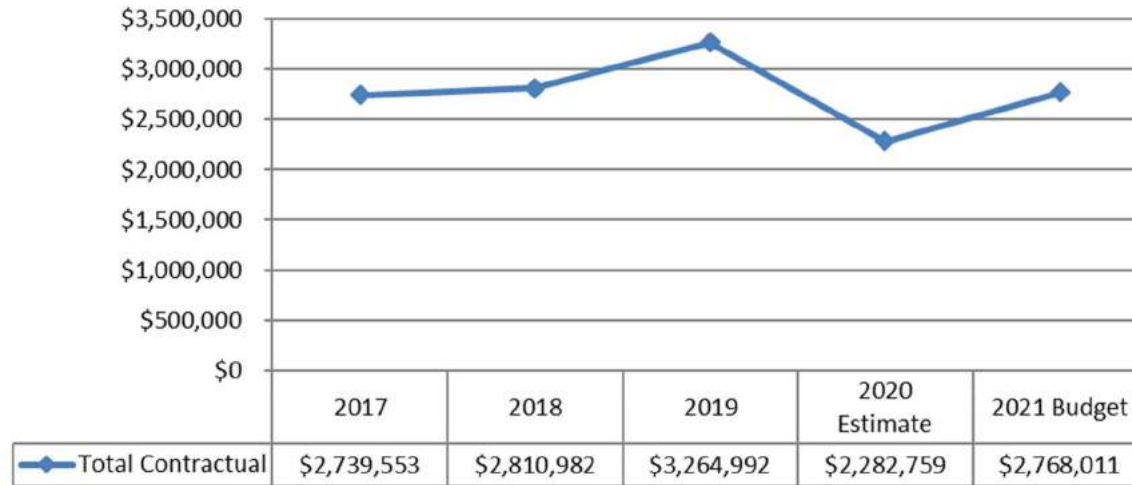
Contractual Services

Description

The contractual service expenses include payment for all services provided to the District.

2021 Contractual Services Distribution



Historical Analysis
Total Contractual


	2017	2018	2019	2020 Estimate	2021 Budget
Corporate	\$714,614	\$621,692	\$1,008,738	\$1,001,537	\$1,155,448
Liability	\$228,915	\$271,024	\$255,051	\$268,167	\$276,616
Audit	\$16,000	\$16,450	\$17,350	\$17,750	\$21,350
Recreation	\$849,659	\$1,013,107	\$978,652	\$341,676	\$578,753
Museum	\$85,036	\$35,656	\$17,882	\$28,260	\$13,060
Special Recreation	\$538,078	\$529,203	\$564,833	\$420,000	\$449,072
Special Facilities	\$281,352	\$290,067	\$368,650	\$182,426	\$242,788
Cheney Mansion	\$25,899	\$33,782	\$53,835	\$22,943	\$30,924
Total Contractual	\$2,739,553	\$2,810,982	\$3,264,992	\$2,282,759	\$2,768,011

Budget Assumptions

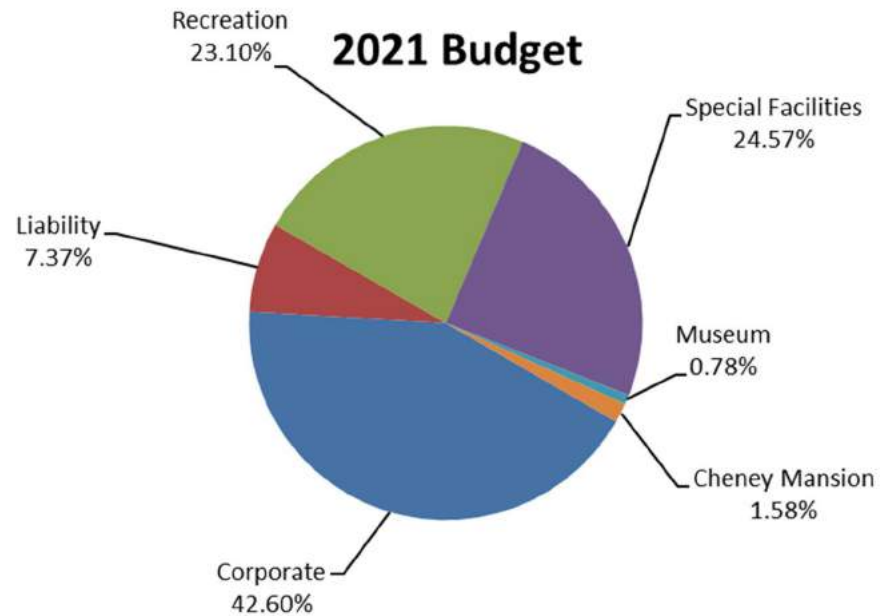
Contractual services are budgeted to increase in 2021 because of increased programming compared to the 2020 decrease due to Covid-19. These are still conservatively lower than previous years.

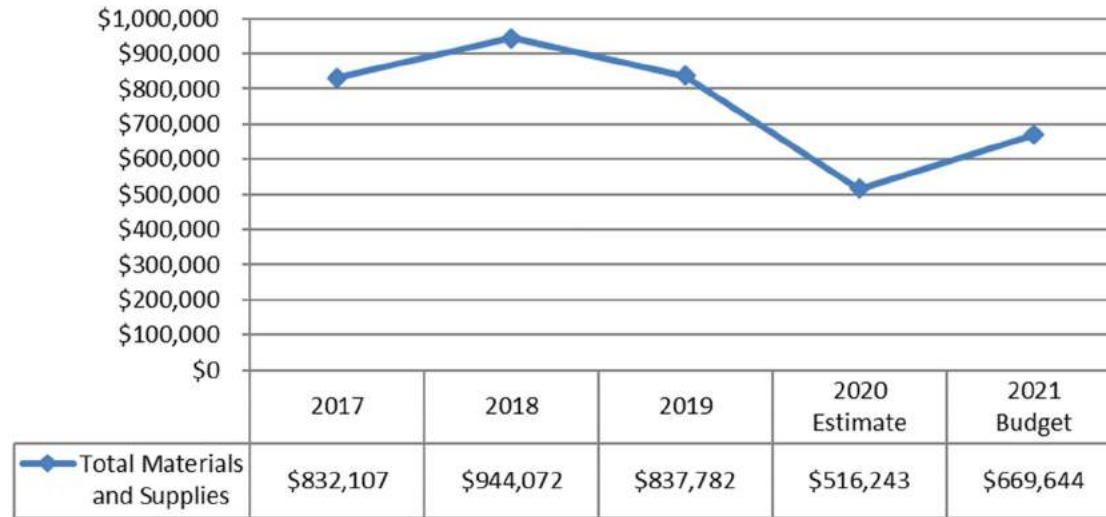
Materials and Supplies

Description

Materials and Supplies Expense include all items with an expected life of less than three years.

2021 Materials and Supplies Distribution



Historical Analysis
Total Materials and Supplies


	2017	2018	2019	2020 Estimate	2021 Budget
Corporate	\$335,562	\$362,845	\$312,072	\$268,830	\$285,252
Liability	\$16,558	\$29,743	\$14,700	\$45,000	\$49,368
Recreation	\$197,617	\$248,269	\$185,092	\$76,017	\$154,673
Special Facilities	\$271,330	\$289,346	\$315,239	\$120,091	\$164,541
Museum	\$486	\$619	\$55	\$780	\$5,200
Cheney Mansion	\$10,553	\$13,250	\$10,624	\$5,525	\$10,610
Total Materials and Supplies	\$832,107	\$944,072	\$837,782	\$516,243	\$669,644

Budget Assumptions

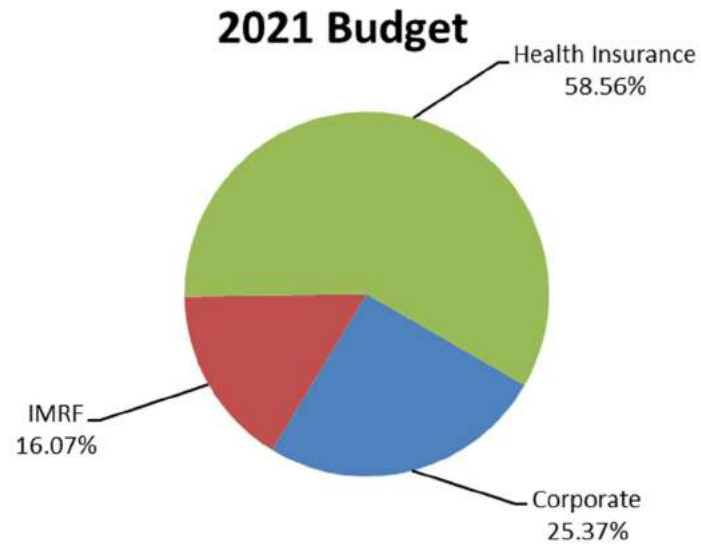
The 2021 budgeted amounts assume an increase of the current CPI of 2.3% and program participation expectations. District Staff assumed 2021 operations under a Phase-4 environment as outlined by the State of Illinois. This budget area also includes building supplies for any necessary repairs.

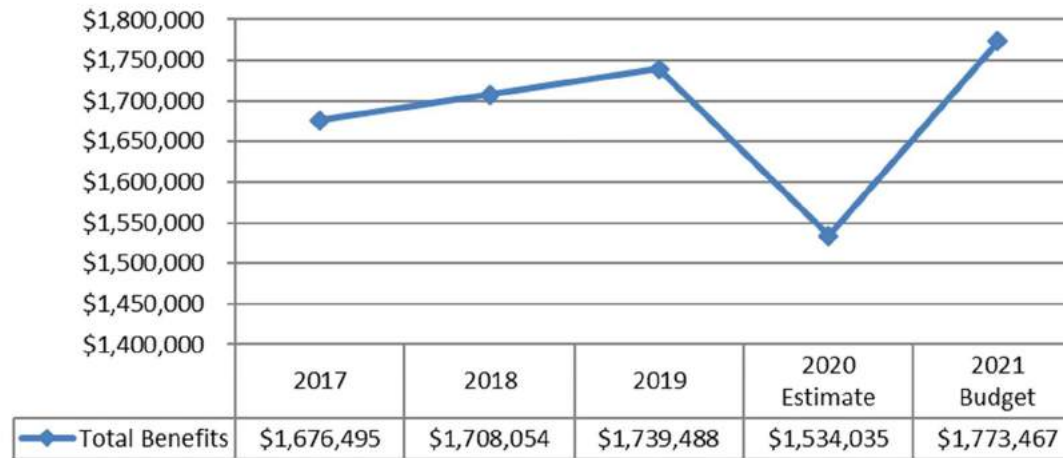
Benefits

Description

This expense covers the employer portion of all benefits including employee insurance, IMRF, and FICA.

2021 Benefits Distribution



Historical Analysis
Total Benefits


	2017	2018	2019	2020 Estimate	2021 Budget
Corporate	\$448,438	\$479,557	\$503,485	\$405,000	\$450,000
IMRF	\$368,443	\$361,028	\$295,414	\$265,000	\$285,000
Health Insurance	\$859,613	\$867,468	\$940,589	\$864,035	\$1,038,467
Total Benefits	\$1,676,495	\$1,708,054	\$1,739,488	\$1,534,035	\$1,773,467

Budget Assumptions

Health insurance rates are projected to increase by approximately 3% in 2021. The District is budgeted to have staff vacancies for most of 2021 due to layoffs in 2020. FICA and IMRF pension costs are budgeted to increase with salary increases.

Miscellaneous Expense

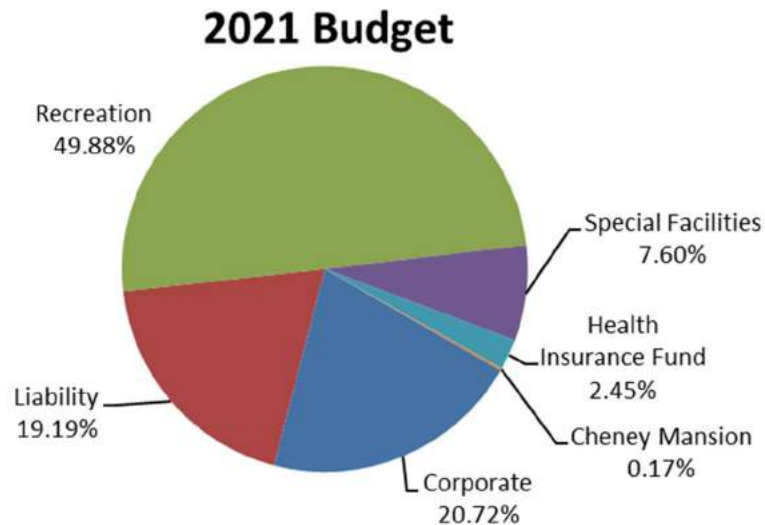
Description

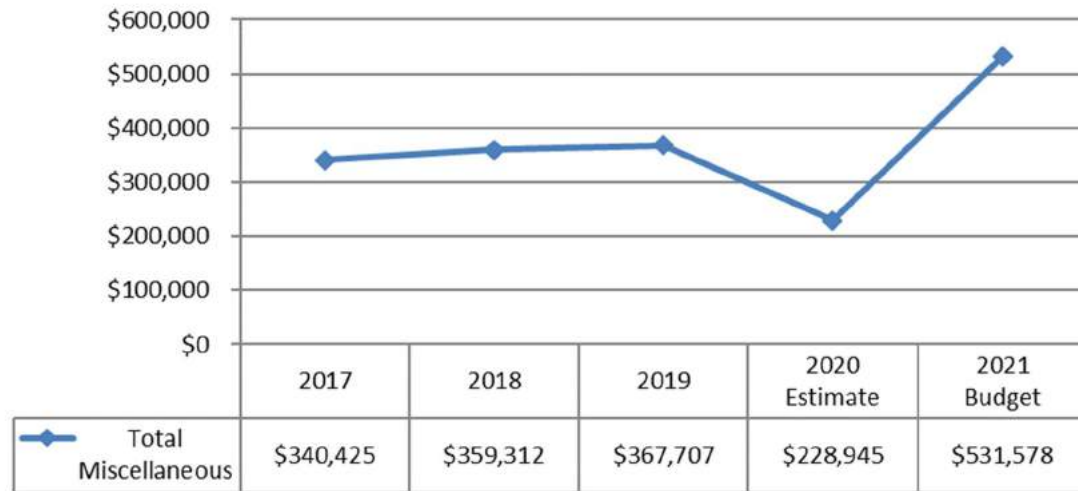
The miscellaneous expense category includes many of the Park District’s additional employee benefits such as:

- Professional membership dues and subscriptions
- Conference and training
- Continuing education
- Employee recognition

This category also includes the scholarship expense for both the Child Care Tiered Pricing and the District’s general scholarship program.

2021 Miscellaneous Expense Distribution



Historical Analysis
Total Miscellaneous


	2017	2018	2019	2020 Estimate	2021 Budget
Corporate	\$131,263	\$98,627	\$106,577	\$64,047	\$110,147
Liability	\$7,893	\$2,106	\$5,547	\$11,500	\$102,000
Recreation	\$129,776	\$181,615	\$159,058	\$98,975	\$265,128
Special Facilities	\$63,065	\$67,356	\$83,829	\$41,104	\$40,388
Health Insurance Fund	\$7,322	\$9,562	\$10,219	\$13,000	\$13,000
Cheney Mansion	\$1,106	\$47	\$2,477	\$319	\$914
Total Miscellaneous	\$340,425	\$359,312	\$367,707	\$228,945	\$531,578

Budget Assumptions

The 2021 budget includes a commitment to send employees to conferences and various training despite decreasing the budgeted amounts from 2020 by half.

Debt Service Expense

Description

The Park District pays the principal and interest as scheduled on debt and capital leases. 2021 debt expense includes payment of refunding bonds issued in 2019 and 2020. Those bonds refunded the 2011, 2012, and 2013 bonds which funded projects at Ridgeland Common, Gymnastics and Recreation Center, and 218 Madison Street.

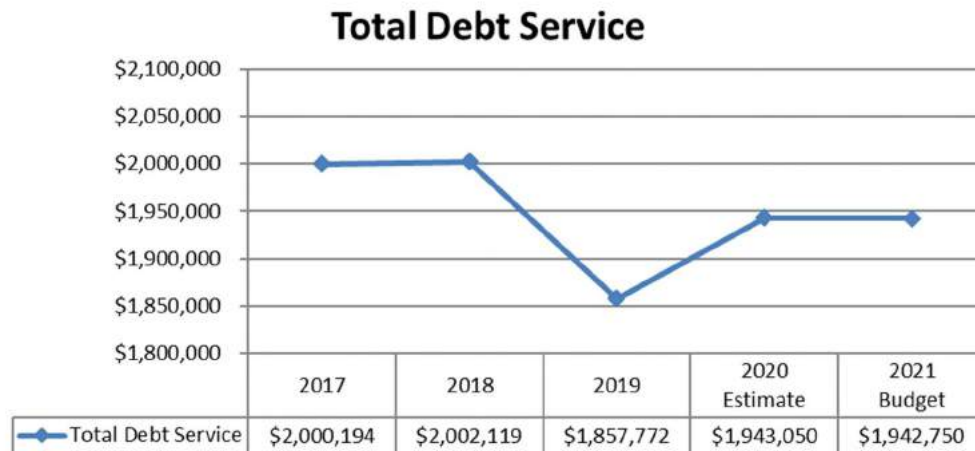
Debt Service Schedule

\$7,800,000 G.O. Refunding Park Bonds (ARS), Series 2019

Date	Principal	Coupon	Interest	Total P+I	Fiscal Total
10/31/2019	-	-	-	-	-
12/15/2019	-	-	37,675.00	37,675.00	37,675.00
6/15/2020	-	-	150,700.00	150,700.00	-
12/15/2020	-	-	150,700.00	150,700.00	301,400.00
6/15/2021	-	-	150,700.00	150,700.00	-
12/15/2021	-	-	150,700.00	150,700.00	301,400.00
6/15/2022	-	-	150,700.00	150,700.00	-
12/15/2022	-	-	150,700.00	150,700.00	301,400.00
6/15/2023	-	-	150,700.00	150,700.00	-
12/15/2023	-	-	150,700.00	150,700.00	301,400.00
6/15/2024	-	-	150,700.00	150,700.00	-
12/15/2024	-	-	150,700.00	150,700.00	301,400.00
6/15/2025	-	-	150,700.00	150,700.00	-
12/15/2025	-	-	150,700.00	150,700.00	301,400.00
6/15/2026	-	-	150,700.00	150,700.00	-
12/15/2026	-	-	150,700.00	150,700.00	301,400.00
6/15/2027	-	-	150,700.00	150,700.00	-
12/15/2027	-	-	150,700.00	150,700.00	301,400.00
6/15/2028	-	-	150,700.00	150,700.00	-
12/15/2028	660,000.00	5.000%	150,700.00	810,700.00	961,400.00
6/15/2029	-	-	134,200.00	134,200.00	-
12/15/2029	1,720,000.00	3.000%	134,200.00	1,854,200.00	1,988,400.00
6/15/2030	-	-	108,400.00	108,400.00	-
12/15/2030	1,785,000.00	4.000%	108,400.00	1,893,400.00	2,001,800.00
6/15/2031	-	-	72,700.00	72,700.00	-
12/15/2031	1,870,000.00	4.000%	72,700.00	1,942,700.00	2,015,400.00
6/15/2032	-	-	35,300.00	35,300.00	-
12/15/2032	1,230,000.00	4.000%	35,300.00	1,265,300.00	1,300,600.00
6/15/2033	-	-	10,700.00	10,700.00	-
12/15/2033	535,000.00	4.000%	10,700.00	545,700.00	556,400.00
Total	\$7,800,000.00	-	\$3,472,875.00	\$11,272,875.00	-

Debt Service Schedule
\$9,860,000 G.O. Refunding Park Bonds (ARS), Series 2020

Date	Principal	Coupon	Interest	Total P+I	Fiscal Total
11/3/2020	-	-	-	-	-
12/15/2020	-	-	55,020.00	55,020.00	55,020.00
6/15/2021	-	-	235,800.00	235,800.00	-
12/15/2021	1,010,000.00	4.000%	235,800.00	1,245,800.00	1,481,600.00
6/15/2022	-	-	215,600.00	215,600.00	-
12/15/2022	1,130,000.00	4.000%	215,600.00	1,345,600.00	1,561,200.00
6/15/2023	-	-	193,000.00	193,000.00	-
12/15/2023	1,195,000.00	5.000%	193,000.00	1,388,000.00	1,581,000.00
6/15/2024	-	-	163,125.00	163,125.00	-
12/15/2024	1,270,000.00	5.000%	163,125.00	1,433,125.00	1,596,250.00
6/15/2025	-	-	131,375.00	131,375.00	-
12/15/2025	1,350,000.00	5.000%	131,375.00	1,481,375.00	1,612,750.00
6/15/2026	-	-	97,625.00	97,625.00	-
12/15/2026	1,425,000.00	5.000%	97,625.00	1,522,625.00	1,620,250.00
6/15/2027	-	-	62,000.00	62,000.00	-
12/15/2027	1,520,000.00	5.000%	62,000.00	1,582,000.00	1,644,000.00
6/15/2028	-	-	24,000.00	24,000.00	-
12/15/2028	960,000.00	5.000%	24,000.00	984,000.00	1,008,000.00
Total	\$9,860,000.00	-	\$2,300,070.00	\$12,160,070.00	-

Historical Analysis


	2017	2018	2019	2020 Estimate	2021 Budget
Recreation	\$2,000,194	\$2,002,119	\$1,857,772	\$1,943,050	\$1,942,750
Total Debt Service	\$2,000,194	\$2,002,119	\$1,857,772	\$1,943,050	\$1,942,750

Budget Assumptions

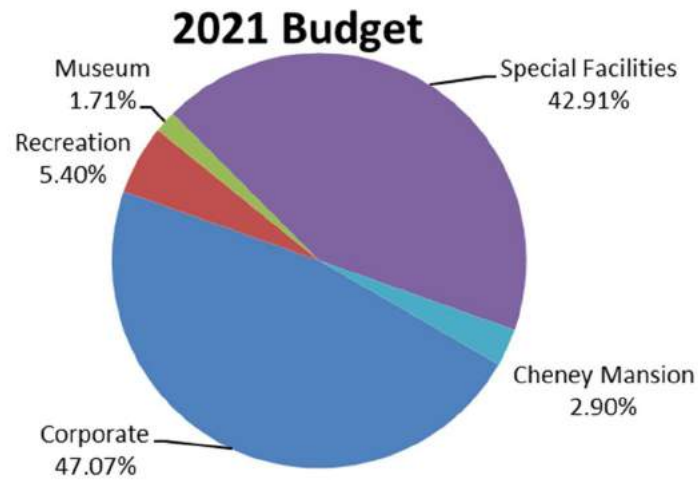
This budget includes the principal and interest payments on the refunding bonds issued in 2019 and 2020. The refunding’s net an annual savings of \$50,000 in debt service payments for the District. The debt is staggered in a way that the principal and interest payments are relatively consistent through 2031 with final payments in 2033.

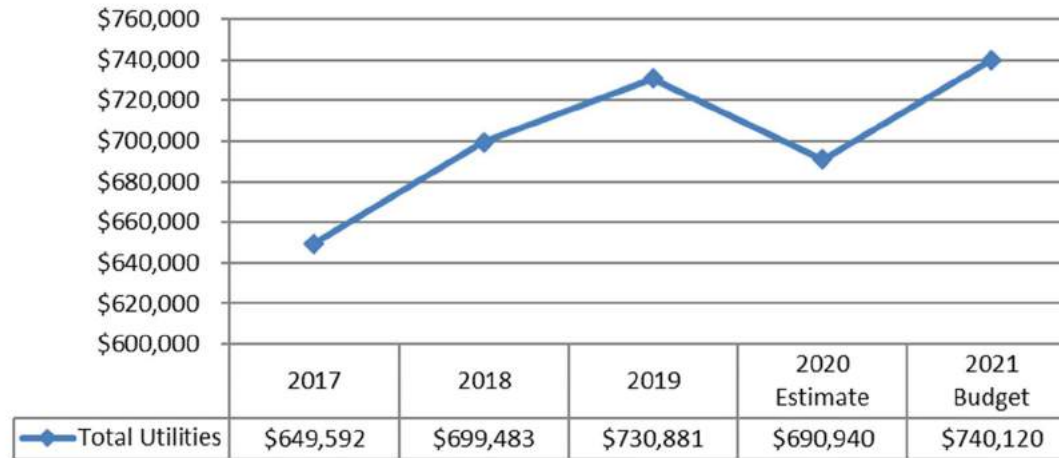
Utilities

Description

The Park District pays for electricity, heating gas, water and telephone for all of its facilities as well as a limited amount of security monitoring.

2021 Utilities Distribution



Historical Analysis
Total Utilities


	2017	2018	2019	2020 Estimate	2021 Budget
Corporate	\$292,150	\$276,586	\$346,348	\$353,310	\$348,410
Recreation	\$28,023	\$81,647	\$32,702	\$96,000	\$40,000
Museum	\$16,915	\$14,138	\$12,609	\$12,880	\$12,650
Special Facilities	\$290,425	\$304,795	\$319,496	\$213,310	\$317,570
Cheney Mansion	\$22,078	\$22,317	\$19,726	\$15,440	\$21,490
Total Utilities	\$649,592	\$699,483	\$730,881	\$690,940	\$740,120

Budget Assumptions

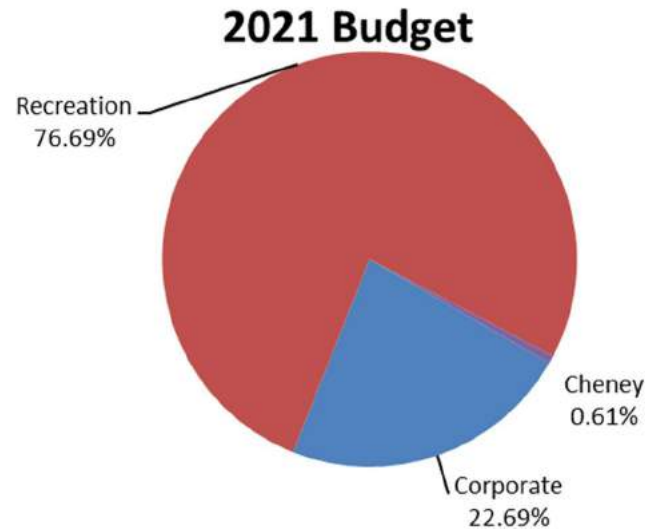
The Park District locks in many of our utility rates in an attempt to control rising energy costs. Long-term, the district is expanding its renewable energy options and expects to see a decrease in coming years.

Other Financing Uses

Description

The Park District transfers money from three major funds (Corporate, Recreation, and Special Facilities) to three other funds (Capital Projects, Cheney Mansion, and the Health Insurance Fund). The transfers help to pay for major capital improvements, operating for community programs at Cheney Mansion, and health insurance expenses for eligible employees. The District did not budget for transfers from the Special Facilities fund for 2021 in order to stay within fund balance policy.

2021 Other Financing Uses Distribution



Historical Analysis
Total Other Financing Uses


	2017	2018	2019	2020 Estimate	2021 Budget
Corporate	\$340,964	\$357,969	\$422,530	\$615,268	\$888,594
Recreation	\$1,538,210	\$1,482,746	\$1,695,756	\$2,295,189	\$3,002,997
Special Facilities	\$1,007,354	\$1,095,676	\$670,152	\$0	\$0
Cheney	\$26,414	\$24,167	\$25,179	\$14,688	\$24,002
Total Other Financing Uses	\$2,912,942	\$2,960,558	\$2,813,617	\$2,925,145	\$3,915,593

Budget Assumptions

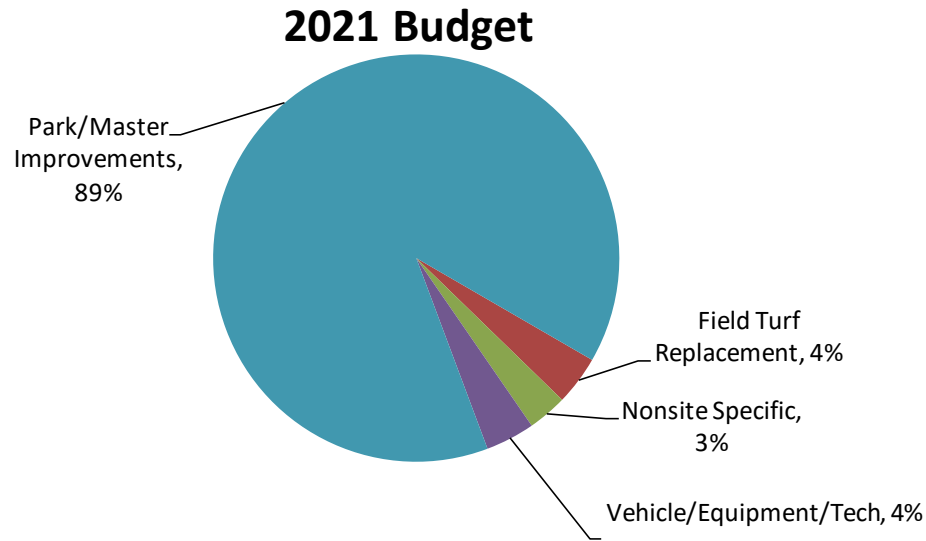
The increase in 2021 is due to transfers from the Recreation Fund to the Capital Projects Fund.

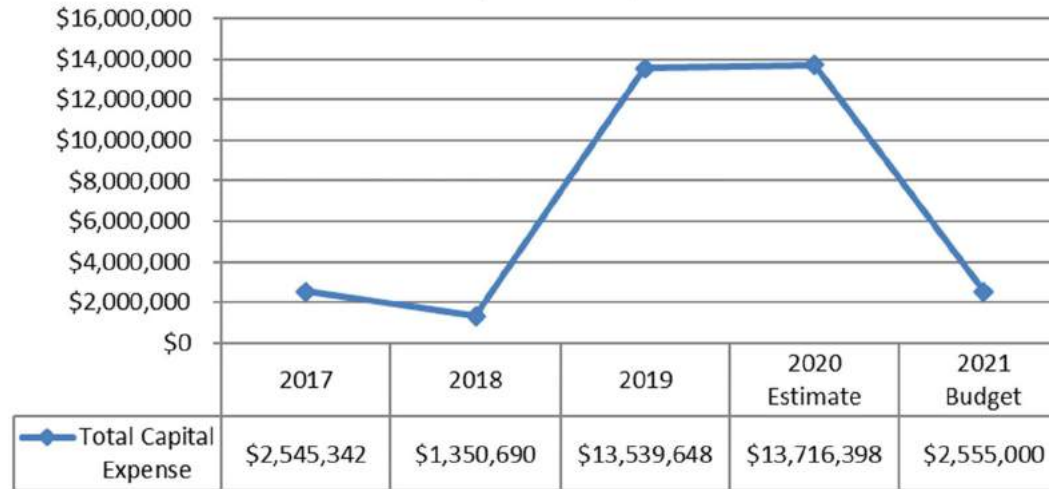
Capital Improvements

Description

The capital project expense includes park and building improvements, site planning, technology improvements and vehicle replacement.

2021 Capital Improvements Distribution



Historical Analysis
Total Capital Expense


	2017	2018	2019	2020 Estimate	2021 Budget
Property Acquisition	\$89,590	\$0	\$852,145	\$101,950	\$0
Field Turf Replacement	\$0	\$0	\$0	\$0	\$100,000
Nonsite Specific	\$0	\$94,915	\$280,599	\$98,075	\$80,000
Vehicle/Equipment/Tech	\$47,793	\$50,948	\$47,631	\$70,588	\$100,000
Park/Master Improvements	\$2,407,959	\$1,204,827	\$3,199,705	\$2,735,785	\$2,275,000
Debt Service	\$0	\$0	\$9,159,569	\$10,710,000	\$0
Total Capital Expense	\$2,545,342	\$1,350,690	\$13,539,648	\$13,716,398	\$2,555,000

Budget Assumptions

This budget assumes that all projects in the 2021-2025 capital improvement plans will progress on schedule. The large increases in 2019 and 2020 were due to refunding of the 2011, 2012, and 2013 bonds.

**PARK DISTRICT of OAK PARK
REVENUE / EXPENSE COMPARISON - ALL FUND TYPES**

DESCRIPTION	BUDGET 2019			BUDGET 2020			BUDGET 2021		
	REVENUE	EXPENSE	NET	REVENUE	EXPENSE	NET	REVENUE	EXPENSE	NET
CORPORATE									
ADMINISTRATION	\$4,503,440	\$2,297,723	\$2,205,717	\$4,863,471	\$2,817,711	\$2,045,760	\$5,220,979	\$2,701,133	\$2,519,847
CONSERVATORY	106,950	332,203	(225,253)	127,210	362,270	(235,060)	93,350	322,700	(229,350)
PARKS & PLANNING	248,015	2,511,394	(2,263,379)	245,264	2,577,345	(2,332,081)	136,429	2,385,193	(2,248,763)
TOTAL CORPORATE	4,858,405	5,141,320	(282,915)	5,235,945	5,757,325	(521,380)	5,450,758	5,409,025	41,733
IMRF	359,856	350,000	9,856	368,951	400,000	(31,049)	100,000	285,000	(185,000)
LIABILITY	369,071	372,078	(3,007)	378,402	380,082	(1,680)	527,526	493,028	34,498
AUDIT	19,138	16,500	2,638	20,673	19,500	1,173	21,218	21,350	(132)
RECREATION									
ADMINISTRATION	3,889,995	4,459,269	(569,274)	4,510,779	6,746,361	(2,235,582)	4,533,660	5,759,004	(1,225,344)
COMMUNICATIONS	78,905	525,861	(446,956)	87,935	574,386	(486,451)	23,770	403,359	(379,589)
CUSTOMER SERVICE	0	388,706	(388,706)	0	394,948	(394,948)	0	255,893	(255,893)
SPORTS AND FITNESS	1,241,413	765,231	476,182	1,318,383	790,190	528,193	802,360	474,316	328,044
GENERAL RECREATION	2,787,971	1,453,847	1,334,124	3,058,951	1,594,887	1,464,064	1,989,984	1,065,603	924,381
TOTAL RECREATION	7,998,284	7,592,915	405,369	8,976,048	10,100,772	(1,124,724)	7,349,774	7,958,174	(608,400)
MUSEUM	49,702	40,071	9,631	50,889	39,035	11,854	87,830	40,060	47,770
SPECIAL RECREATION	587,275	550,544	36,731	623,562	552,000	71,562	396,185	449,072	(52,887)
SPECIAL FACILITIES									
ADMIN	0	840,536	(840,536)	0	912,031	(912,031)	0	276,634	(276,634)
POOLS	991,148	384,830	606,318	974,169	469,994	504,175	663,058	306,707	356,351
ICE ARENA	1,617,129	499,576	1,117,553	1,628,824	567,694	1,061,129	829,391	362,773	466,618
GYMNASTICS	1,169,147	843,513	325,634	1,153,134	872,526	280,608	677,882	520,871	157,011
MAINTENANCE	2,400	924,622	(922,222)	1,650	997,449	(995,799)	2,700	818,792	(816,092)
CONCESSIONS	102,300	76,630	25,670	103,838	85,469	18,369	12,500	0	12,500
TOTAL SPECIAL FACILITIES	3,882,124	3,569,706	312,418	3,861,615	3,905,163	(43,548)	2,185,531	2,285,777	(100,246)
HEALTH INSURANCE	997,551	1,037,920	(40,369)	1,043,670	1,046,337	(2,667)	1,043,068	1,051,467	(8,400)
CAPITAL PROJECTS	1,937,460	2,995,000	(1,057,540)	4,356,050	2,670,000	1,686,050	3,038,182	2,555,000	483,182
CHENEY MANSION	271,635	193,057	78,578	263,145	205,654	57,492	203,540	192,771	10,769
TOTAL	\$21,330,501	\$21,859,111	(\$528,610)	\$25,178,950	\$25,075,868	\$103,082	\$20,403,612	\$20,740,724	(\$337,112)

**PARK DISTRICT OF OAK PARK
REVENUE AND EXPENSE COMPARISON - BY SOURCE**

REVENUE COMPARISON	BUDGETED			VARIANCE	% CHANGE
SOURCE	2019	2020	2021	2020-2021	2020-2021
Property Taxes	\$ 9,334,007	\$ 10,278,523	\$ 10,560,163	\$ 281,640	2.74%
Fees and Charges	1,534,145	1,479,322	936,908	(542,414)	-36.67%
Intergovernmental Revenue	209,835	212,000	210,000	(2,000)	-0.94%
Rentals	720,702	734,271	450,492	(283,779)	-38.65%
Miscellaneous	339,585	414,011	130,405	(283,606)	-68.50%
Donations and Sponsorship	112,755	157,005	88,670	(68,335)	-43.52%
Other Financing Sources	2,813,618	5,282,070	3,926,770	(1,355,301)	-25.66%
Program Revenue	6,265,854	6,621,749	4,100,204	(2,521,545)	-38.08%
TOTAL	\$ 21,330,501	\$ 25,178,951	\$ 20,403,612	\$ (4,775,340)	-18.97%

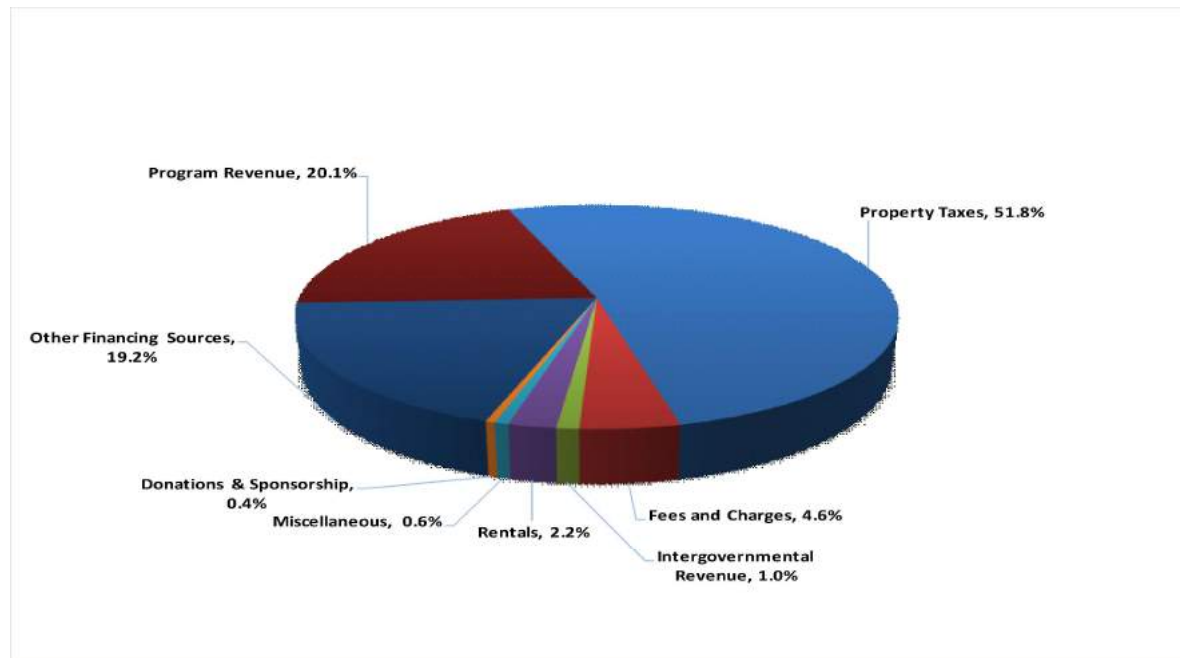
EXPENSE COMPARISON	BUDGETED			VARIANCE	% CHANGE
FUNCTION	2019	2020	2021	2020-2021	2020-2021
Wages	\$ 7,090,809	\$ 7,504,337	\$ 5,844,562	\$ (1,659,775)	-22.12%
Contractual Services	2,961,437	3,293,626	2,768,011	(525,615)	-15.96%
Materials & Supplies	906,349	1,033,750	669,644	(364,106)	-35.22%
Benefits	1,917,367	2,007,037	1,773,468	(233,569)	-11.64%
Miscellaneous	462,653	616,527	531,578	(84,949)	-13.78%
Debt Service	1,998,644	725,472	1,942,750	1,217,278	167.79%
Utilities	713,234	1,943,050	740,120	(1,202,930)	-61.91%
Other Financing Uses	2,813,617	5,282,070	3,915,593	(1,366,477)	-25.87%
Capital Projects	2,995,000	2,670,000	2,555,000	(115,000)	-4.31%
TOTAL	\$ 21,859,111	\$ 25,075,868	\$ 20,740,725	\$ (4,335,143)	-17.29%
NET Fund Balance Change	\$ (528,610)	\$ 103,083	\$ (337,113)	\$ (440,196)	-427.03%

**PARK DISTRICT OF OAK PARK
REVENUE COMPARISON - ALL FUND TYPES**

DESCRIPTION	2019 BUDGET	2020 BUDGET	2021 BUDGET	VARIANCE 2020-2021	% TOTAL BUDGET
CORPORATE					
ADMINISTRATION	\$4,503,440	\$4,863,471	\$5,220,979	7.35%	25.59%
CONSERVATORY	\$106,950	\$127,210	\$93,350	-26.62%	0.46%
PARKS & PLANNING	\$248,015	\$245,264	\$136,429	-44.37%	0.67%
TOTAL CORPORATE	\$4,858,405	\$5,235,945	\$5,450,758	4.10%	26.71%
IMRF	\$359,856	\$368,951	\$100,000	-72.90%	0.49%
LIABILITY INSURANCE	\$369,071	\$378,402	\$527,526	39.41%	2.59%
AUDIT	\$19,138	\$20,673	\$21,218	2.64%	0.10%
RECREATION					
ADMINISTRATION	\$3,889,995	\$4,510,779	\$4,533,660	0.51%	22.22%
COMMUNICATIONS	\$78,905	\$87,935	\$23,770	-72.97%	0.12%
CUSTOMER SERVICE	\$0	\$0	\$0	0.00%	0.00%
SPORTS AND FITNESS	\$1,241,413	\$1,318,383	\$802,360	-39.14%	3.93%
GENERAL RECREATION	\$2,787,971	\$3,058,951	\$1,989,984	-34.95%	9.75%
TOTAL RECREATION	\$7,998,284	\$8,976,048	\$7,349,774	-18.12%	36.02%
MUSEUM	\$49,702	\$50,889	\$87,830	72.59%	0.43%
SPECIAL RECREATION	\$587,275	\$623,562	\$396,185	-36.46%	1.94%
SPECIAL FACILITIES					
ADMIN	\$0	\$0	\$0	0.00%	0.00%
POOLS	\$991,148	\$974,169	\$663,058	-31.94%	3.25%
ICE ARENA	\$1,617,129	\$1,628,824	\$829,391	-49.08%	4.06%
GYMNASTICS	\$1,169,147	\$1,153,134	\$677,882	-41.21%	3.32%
MAINTENANCE	\$2,400	\$1,650	\$2,700	-	0.01%
CONCESSIONS	\$102,300	\$103,838	\$12,500	-87.96%	0.06%
TOTAL SPECIAL FACILITIES	\$3,882,124	\$3,861,615	\$2,185,531	-43.40%	10.71%
HEALTH INSURANCE FUND	\$997,551	\$1,043,670	\$1,043,068	-0.06%	5.11%
CAPITAL PROJECTS	\$1,937,460	\$4,356,050	\$3,038,182	-30.25%	14.89%
CHENEY MANSION	\$271,635	\$263,145	\$203,540	-22.65%	1.00%
TOTAL	\$21,330,501	\$25,178,950	\$20,403,612	-18.97%	100.00%

**PARK DISTRICT OF OAK PARK
REVENUE - BY SOURCE
FISCAL YEARS 2019, 2020, 2021**

SOURCE	BUDGETED 2019	PERCENT OF TOTAL	BUDGETED 2020	PERCENT OF TOTAL	BUDGETED 2021	PERCENT OF TOTAL
Property Taxes	9,334,007	43.8%	10,278,523	40.8%	10,560,163	51.8%
Fees and Charges	1,534,145	7.2%	1,479,322	5.9%	936,908	4.6%
Intergovernmental Revenue	209,835	1.0%	212,000	0.8%	210,000	1.0%
Rentals	720,702	3.4%	734,271	2.9%	450,492	2.2%
Miscellaneous	339,585	1.6%	414,011	1.6%	130,405	0.6%
Donations & Sponsorship	112,755	0.5%	157,005	0.6%	88,670	0.4%
Other Financing Sources	2,813,618	13.2%	5,282,070	21.0%	3,926,770	19.2%
Program Revenue	6,265,854	29.4%	6,621,749	26.3%	4,100,204	20.1%
TOTAL	21,330,501		25,178,951		20,403,612	



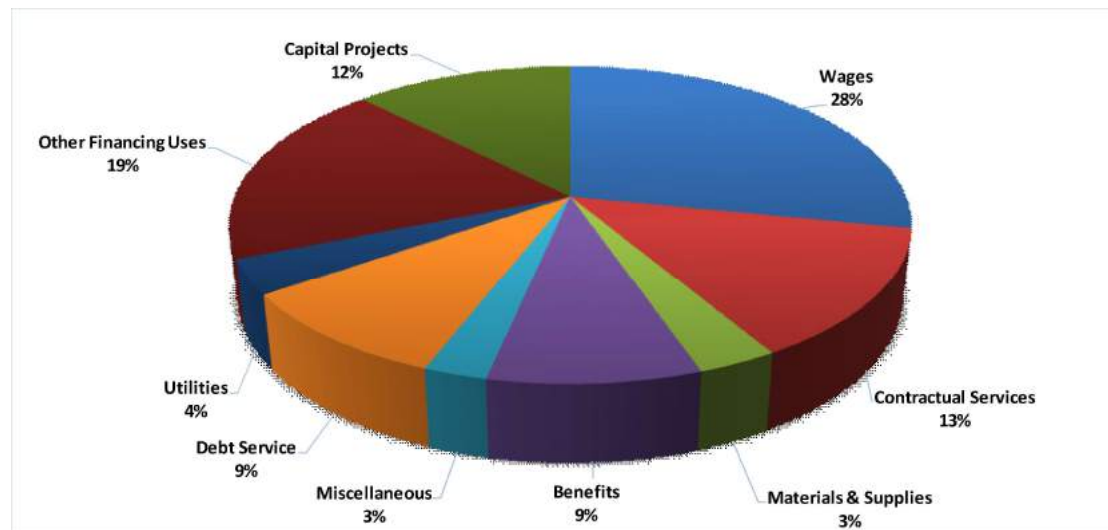
**PARK DISTRICT OF OAK PARK
EXPENDITURE COMPARISON - ALL FUND TYPES**

DESCRIPTION	2019 BUDGET	2020 BUDGET	2021 BUDGET	VARIANCE 2019-2020	% TOTAL BUDGET
CORPORATE					
ADMINISTRATION	\$2,297,723	\$2,817,711	\$2,701,133	-4.14%	13.02%
CONSERVATORY	\$332,203	\$362,270	\$322,700	-10.92%	1.56%
BUILDINGS & GROUNDS	\$2,511,394	\$2,577,345	\$2,385,193	-7.46%	11.50%
TOTAL CORPORATE	\$5,141,320	\$5,757,325	\$5,409,025	-6.05%	26.08%
IMRF	\$350,000	\$400,000	\$285,000	-28.75%	1.37%
LIABILITY INSURANCE	\$372,078	\$380,082	\$493,028	29.72%	2.38%
AUDIT	\$16,500	\$19,500	\$21,350	9.49%	0.10%
RECREATION					
ADMINISTRATION	\$4,459,269	\$6,746,361	\$5,759,004	-14.64%	27.77%
COMMUNICATIONS	\$525,861	\$574,386	\$403,359	-29.78%	1.94%
CUSTOMER SERVICE	\$388,706	\$394,948	\$255,893	-35.21%	1.23%
SPORTS AND FITNESS	\$765,231	\$790,190	\$474,316	-39.97%	2.29%
GENERAL RECREATION	\$1,453,847	\$1,594,887	\$1,065,603	-33.19%	5.14%
TOTAL RECREATION	\$7,592,915	\$10,100,772	\$7,958,174	-21.21%	38.37%
MUSEUM	\$40,071	\$39,035	\$40,060	2.63%	0.19%
SPECIAL RECREATION	\$550,544	\$552,000	\$449,072	-18.65%	2.17%
SPECIAL FACILITIES					
ADMIN	\$840,536	\$912,031	\$276,634	-69.67%	1.33%
POOLS	\$384,830	\$469,994	\$306,707	-34.74%	1.48%
ICE ARENA	\$499,576	\$567,694	\$362,773	-36.10%	1.75%
GYMNASTICS	\$843,513	\$872,526	\$520,871	-40.30%	2.51%
MAINTENANCE	\$924,622	\$997,449	\$818,792	-17.91%	3.95%
CONCESSIONS	\$76,630	\$85,469	\$0	-100.00%	0.00%
TOTAL SPECIAL FACILITIES	\$3,569,706	\$3,905,163	\$2,285,777	-41.47%	11.02%
HEALTH INSURANCE	\$1,037,920	\$1,046,337	\$1,051,467	0.49%	5.07%
CAPITAL PROJECTS	\$2,995,000	\$2,670,000	\$2,555,000	-4.31%	12.32%
CHENEY MANSION	\$193,057	\$205,654	\$192,771	-6.26%	0.93%
TOTAL	\$21,859,111	\$25,075,868	\$20,740,724	-17.29%	100.00%

**PARK DISTRICT OF OAK PARK
EXPENDITURES - BY SOURCE**

FISCAL YEARS 2019, 2020, 2021

SOURCE	BUDGETED 2019	PERCENT OF TOTAL	BUDGETED 2020	PERCENT OF TOTAL	BUDGETED 2021	PERCENT OF TOTAL
Wages	7,090,809	32.44%	7,504,337	29.93%	5,844,562	28.18%
Contractual Services	2,961,437	13.55%	3,293,626	13.13%	2,768,011	13.35%
Materials & Supplies	906,349	4.15%	1,033,750	4.12%	669,644	3.23%
Benefits	1,917,367	8.77%	2,007,037	8.00%	1,773,468	8.55%
Miscellaneous	462,653	2.12%	616,527	2.46%	531,578	2.56%
Debt Service	1,998,644	9.14%	725,472	2.89%	1,942,750	9.37%
Utilities	713,234	3.26%	1,943,050	7.75%	740,120	3.57%
Other Financing Uses	2,813,617	12.87%	5,282,070	21.06%	3,915,593	18.88%
Capital Projects	2,995,000	13.70%	2,670,000	10.65%	2,555,000	12.32%
TOTAL	21,859,111		25,075,868		20,740,725	



Strategic Goals and Strategies

STRATEGIC PLAN FRAMEWORK

Mission

In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.

Vision

We strive for excellence in serving the well-being and recreational needs of our diverse community through a collaborative, innovative, and sustainable approach.

Strategic Initiatives

Customer & Community Focus	Financial Strength	Organizational Excellence	Staff Excellence	Quality Infrastructure Management
To create memorable experiences	To align resources efficiently	To strive for innovative operational excellence	To foster a culture of innovation	To incorporate sustainable practices
To increase customer loyalty	To optimize return on investment	To develop strategic partnerships	To lead and develop staff	To utilize systematic approaches
To anticipate future needs	To develop sustainable financial plans	To strategically align organizational efforts	To foster a culture of continuous learning	To leverage technology
To engage the community	To maximize funding opportunities			

Values

COMMUNITY ENGAGEMENT RESPONSIBLE LEADERSHIP INTEGRITY INNOVATION SUSTAINABILITY



PROCESS

The PDOP desired an engaging process that created a future vision for the District. The process emphasized simplicity and brevity in its approach and resulted in a plan that the community, commissioners, and employees could easily understand and embrace.

Phase 1: Organization

The aim of this phase was to develop a detailed plan of action for the development of the strategic planning process. A work plan and timeline were developed including roles, tasks, deliverables, deadlines, meetings, and decision-making and approval processes.

Participants: Consultant and staff

A quick scan and update were conducted of the current mission statement, vision, and values to confirm that these high-level statements truly represent the organization.

Mission Statement: A short and revelatory statement that everyone must be able to articulate. It is a definitive statement that describes exactly what the organization does and the reason for its existence. It is the big picture!

Vision: When you think about the future, what do you visualize happening? An organization's vision reveals what the organization aspires to.

Values: Value statements describe the culture of the organization. They include principles and standards of practice that everyone is expected to embrace and display in their actions and words.

Participants: Board and staff

Phase 2: Environmental Scan and Assessment of Current Mission, Vision, and Values

Environmental scanning is a process that systematically surveys and interprets relevant data and information to identify factors that can affect the organization. The information gathered served as a foundation of information on which to build the balanced scorecard framework. External and internal scans were performed.

For the external component, a PEST scan was conducted with the board and senior leadership. The PEST acronym stands for political, economic, social, and technological factors. It is a scan of the external macro environmental factors influencing the PDOP.

In addition, a review and summary of strategic plans from governmental agencies within the community was carried out. Initiatives and partnerships from those organizations were highlighted. Potential influencers that could impact the District were identified. The strategic or comprehensive plans of the Village, school districts, township, and library were among the elements scanned.

For the internal component, a SWOT exercise was utilized with the board and senior leadership. The SWOT acronym stands for strengths, weaknesses, opportunities, and threats. Additional questions were asked to probe specific areas such as critical issues, customer service, and future services.

Phase 3: Evaluation of PDOP 2016-2018 Strategic Plan Results

Taking a look back at the PDOP 2016-2018 Strategic Plan, commissioners and staff assessed the following: Where have we been? How did we do? Assessment of the current strategy framework was undertaken. Subsequently reviewed, assessed, and evaluated were the STRATEGIES, INITIATIVES, GOALS, and ACTION PLAN OBJECTIVES of the previous plan. Reporting on RESULTS included identifying successes, failures, constraints/deterrents, and activators affecting performance. All were considered to build the new plan from the established framework.

Participants: Staff



Phase 4: Approach and Tools

To meet the scope of work described as “conduct a key stakeholder analysis,” a combination of focus groups and modified SWOT analysis was utilized.

Greg Petry Consulting LLC facilitated nine distinct focus group discussions **WITH** members of the community representing the following:

- Governmental leaders
- Faith community leaders
- Educational leaders
- Not-for-profit leaders
- Business leaders
- Key partners
- Affiliate groups
- Media
- Open community forum

This engagement approach was implemented not only to fulfill the scope of the project but to deliver several ancillary benefits:

- Greater community connectiveness with constituents and peers
- Enlightened view and deeper understanding of how PDOP is perceived by the community
- Value added to the process and plan by constituents
- Enhanced image of PDOP
- Enhanced individual and organizational credibility through inclusion
- Reduced divisiveness
- Social equity produced via outreach

Participants: Community, board, and staff

Phase 5: Organize and Analyze Data

In this phase, the consultant sorted and simplified the information collected and identified trends and themes. The consultant involved the staff in nominal group exercises to draw conclusions and identify interesting stories or patterns.

Participants: Consultant (primary) and staff (review)

Phase 6: Identify and Prioritize Actions

The consultant and staff built practical and affordable action items into the plan. These actions and initiatives generally supported the following:

- Continuing to operate the PDOP at a minimum as is
- Focusing on improvement by changing how the PDOP operates
- Adding facilities, parks, programs, and services to benefit individuals, families/community, the environment, and the economy
- Having an awareness of the benefits of parks, programs, and services while being sensitive to the relationship between taxpayer sentiment and the value of service delivery

Participants: Consultant and staff

Phase 7: Finalize Strategic Plan for Board Approval

Presented an executive summary of the process, findings, and future actions to the public and board of commissioners at the December 20, 2018 meeting, seeking acceptance of the *Park District of Oak Park 2019-2021 Strategic Plan*.

Participants: Commissioners, executive director, and consultant

Phase 8: Implementation Process and Reporting

It is incumbent upon the commissioners and staff to implement the plan created.

In addition, updates will be made throughout the process, with reports and messaging as necessary to the commissioners and public.

Participants: Commissioners, executive director, and consultant



ORGANIZATIONAL PERFORMANCE MEASURES

Initiatives	Performance Indicators
Park District Mission	Program Registrations
	Pass Sales
	Cancellation Methods
	Refunds Issued
	Park and Facility Customer Satisfaction Score
	Recreation Program Customer Satisfaction Score
Customer and Community Focus	Social Media Engagement
	Customer Satisfaction with Service
	Oak Park Household Participation
	Oak Park Age Group Participation
	Oak Park Household Participation in Scholarship Program
Financial Strength	Overall Percentage of Revenue from Non-Tax Levy Sources
	Fund Actual: Budget Ratio
	Volunteer Hours Served
	Debt Ratio
	Fund Balance
Organizational Excellence	Percentage of Goals Achieved as Scheduled
	Number of Launch Pad Innovations Implemented
	Internal Process Employee Satisfaction Scores
	Number of Claims Submitted to PDRMA
	IPRA Environmental Report Card Score
Staff Excellence	Training Satisfaction Score
	Employee Satisfaction Score
	Staff Turnover Rate
	Staff Wellness Program Participation Rate
	Sick Days Used
Quality Infrastructure Management	Percentage of Parks and Facilities Rated "B" or Better on Infrastructure Report Card
	Average Number of Days Needed to Complete Demand Work Orders
	Utility Usage
	Tree Quality
	Percentage of Capital Improvements Completed as Scheduled



2019 THROUGH 2021 INITIATIVES, GOALS, AND ACTIONS

The PDOP based the pillars of its operational strategy on a set of five initiatives, sometimes known as themes. These initiatives were reviewed by the Park District Board of Commissioners in the early phases of developing the plan. They have been updated as needed in each successive plan over the years.

The strategic initiatives center on five perspectives identified as part of a modified balanced scorecard approach including 1) customer perspective, 2) financial perspective, 3) business process perspective, 4) learning and growth perspective, and 5) quality infrastructure management. Under each initiative are organizational goals. The initiatives, goals, and actions for 2019 through 2021 include the following.

Customer and Community Focus		
To create memorable experiences		
Beyond providing quality customer service, the Park District should look for new opportunities to provide memorable experiences for program and event participants as well as visitors to parks and facilities.		
2019	2020	2021
Offer additional free youth, family, and community programs and events		Build nature play areas within parks for challenging and explorative play
To increase customer loyalty		
The Park District should work to develop relationships with customers so they will participate in Park District services year after year, resulting in increased community support, better word-of-mouth advertising, and higher revenues.		
2019	2020	2021
	Assess offering family discounts for 5K race, pool, and rink passes	
To anticipate future needs		
The Park District should analyze its customer base and identify industry trends and evolving customer preferences to anticipate and prepare for future customer and community needs.		
2019	2020	2021
Study barriers to participation including demographics and scholarships	Expand safe after-school opportunities for Oak Park youth/teens	Prepare for 2022-2024 Strategic Plan
To engage the community		
Community engagement involves a two-way conversation between the Park District and its residents and users. The Park District should go beyond simply communicating information and seek out and analyze the best ways to keep conversations going.		
2019	2020	2021
Create a resident team to determine marketing penetration and preferences	Develop plan to reach out to local businesses and organizations	Implement new PDOP community committees to ensure they assist in meeting mission



Financial Strength		
To align resources efficiently		
The Park District should continuously evaluate and improve processes to maximize efficiencies related to purchasing, staff, storage, training, etc.		
2019	2020	2021
	Achieve a 50/50 revenue mix	
To optimize return on investment		
Considerable effort and resources are expended to provide programs and services to the community. The Park District should monitor and identify ways to optimize the return on investment of these resources.		
2019	2020	2021
		Create a reinvestment plan from sustainability results and savings
To develop sustainable financial plans		
When creating or updating plans, the Park District should evaluate the short- and long-term impacts to ensure the agency's financial sustainability.		
2019	2020	2021
Strive to not exceed 5 percent of the Oak Park tax bill	Assess the impact of minimum wage increases while keeping program rates affordable	
To maximize funding opportunities		
The Park District should seek opportunities to grow revenues from non-property tax sources such as grants, foundations and friends' groups, effective pricing of services, and corporate contributions and sponsorships.		
2019	2020	2021
Launch capital campaign to build a community recreation center		

Organizational Excellence		
To strive for innovative operational excellence		
The Park District should research and adopt operational best practices and process improvements from the public and private sector and seek to share new innovations with the park and recreation industry.		
2019	2020	2021
Create an interdepartmental team for promoting social equity	Create an agency-wide volunteer coordinator position to leverage volunteer opportunities	
Complete review for Illinois Distinguished Agency Reaccreditation	Complete review for CAPRA Reaccreditation	
	Submit Gold Medal Application	
To develop strategic partnerships		
The Park District should continue to identify, build, and strengthen partnerships that assist the agency in fulfilling its mission and strategic goals.		
2019	2020	2021
Explore PHF/PDOP program mix at Pleasant Home	Expand intergovernmental opportunities to realize efficiencies through shared resources	Partner with all of the Oak Park government entities to promote and improve bike safety
Merge with OPRF senior center		
To strategically align organizational efforts		
As the Park District increases its planning efforts and strives for sustainability, it should work to ensure that individual efforts are aligned to move the organization forward in the most efficient and effective manner possible.		
2019	2020	2021
Create a plan and strategy to allow for PDOP participation in all major community events		



Staff Excellence		
To foster a culture of innovation		
The Park District should create a work culture that challenges the status quo and finds new ways of doing business based on industry trends, staff involvement, and management sophistication, all in support of improving services.		
2019	2020	2021
Educate staff on sustainability plan and their role	Partner with local community to improve diversity hiring and volunteering	
To lead and develop staff		
The Park District should develop an excellent leadership system and allocate resources to and create opportunities for staff development and professional growth.		
2019	2020	2021
Design an ongoing customer service training program for all current staff and new hires		
To foster a culture of continuous learning		
Staff and board members should have opportunities to continuously learn about the agency, the community, and areas of importance needed to successfully perform their jobs, including innovative practices, use of technology, trends, leadership, sustainability, and strategy through contemporary learning practices and information sharing.		
2019	2020	2021
Evaluate and restructure onboarding process		Investigate use of technology to provide various trainings

Quality Infrastructure Management		
To incorporate sustainable practices		
Park District capital improvements, maintenance, and operational practices should incorporate and encourage sustainable practices in terms of environmental, financial, and operational impacts.		
2019	2020	2021
Provide dedicated pickleball courts within park system	Provide recycling/composting at special events	Invest in electric vehicles and charging stations
	Add bike pumps to Scoville, RCRC, Longfellow, Barrie, and Stevenson	Expand storm water management projects in partnership with the Village of Oak Park
	Enhance existing park signage to include positive wellness messages to encourage whole-family wellness and social connectivity	
To use systematic approaches		
The Park District should strategically make decisions for the greater good of the community that will result in a purposeful approach to maintaining the agency's infrastructure.		
2019	2020	2021
Conduct community needs assessment	Inventory indoor and outdoor spaces within and outside the community for possible PDOP use	

To leverage technology		
In addition to its ability to drive innovation, the Park District should use technology to improve services, communication, and operations.		
2019	2020	2021
Explore the use of technology to increase community engagement in addition to in-person contact		Update website
Replace the registration system using community involvement and expertise		Offer a PDOP hack-a-thon, leveraging community knowledge to improve resident experience and create future technology application



Ongoing Actions

- Identify and pursue park/recreation space acquisition and development
- Creatively use underused exterior spaces in the village
- Enhance walking and biking amenities
- Integrate arts into parks
- Update and implement master plans and ADA transition plan
- Conduct field maintenance management
- Align park master plans with District level of service
- Incorporate batting cages into future improvements
- Manage and refine partnership opportunities
- Manage District historic resources
- Increase District participation levels
- Create and support cultural enhancement opportunities
- Update the capital improvement plan annually
- Communicate collaboration and active partnership efforts
- Evaluate District sustainability opportunities
- Identify and apply for grant funding
- Enhance dashboards to track progress
- Design parks with well-thought-out plans that offer a variety of elements that meet current trends
- Continue to maintain parks and facilities at a level no less than the current standards
- Apply for awards, recognitions, and accreditations that validate and support results of the Park District's mission and strategic initiatives
- Seek partners to deliver programs and services
- Offer a comprehensive variety of programs and services in line with market trends that meet the needs and desires of the community
- Continue to monitor legislative initiatives on local governmental consolidation, property tax freezes, minimum wage increases, and unfunded mandates
- Reinforce transparency
- Facilitate intergovernmental cooperation
- Support employee training and development
- Expand outreach for scholarship opportunities
- Identify and communicate operational efficiencies and effectiveness
- Continue to build and cultivate strong working relationships at the staff level with the Village, school districts, library, and township
- Host an annual meeting with various governmental groups to identify partner opportunities (programming, communication, and shared services)
- Enhance communications to community through participation in Oak Park Area Communicators' Group
- Visit each senior living facility at least annually to learn their needs and communicate PDOP offerings
- Expand recruitment efforts to specifically target groups
- Analyze information systems to ensure long-term use and standardization
- Continue to promote the Carry In - Carry Out program

Performance Measures

The District works towards accomplishing its mission and goals by objectively measuring the progress of each department and program throughout the fiscal year and on a long-term basis. The following section summarizes the agency's strategic goals with corresponding metrics on a District wide basis and department level.

MEETING OUR MISSION

OVERALL PERFORMANCE

Performance Metrics Overall

■ Met (50%) ■ Outside 10% (50%)



In 2020, met nearly 50% of its target measurements related to *Meeting our Mission*. The District was slightly behind its performance from 2019 where we met 80% of our targets.



MEETING OUR MISSION

PASS SALES



The Park District defines the measurement as the total number of passes and punch cards sold in the current year through the Park District's recreation software. This measure does not include replacement passes sold for a lost ID card.

What outcome are we trying to achieve?

- Meeting our Mission

Who are the stakeholders impacted:

- Pass holders and staff

What does the data say?

- A drop of 12,002 passes and punch card holders

What is causing the data trend?

- No pool season
- Refunds and cancellations due to COVID-19

What actions have we taken?

Transferring 2020 pool passes to 2021

PROGRAM REGISTRATIONS



The Park District defines the measurement as the total number of program and event registrations sold in the current year through the Park District's recreation software, after any cancellations or refunds have been processed. This measure does not include participation in drop-in programs not requiring registration, including special events.

What outcome are we trying to achieve?

- Meeting our Mission

Who are the stakeholders impacted:

- Program participants and staff

What does the data say?

- A drop of 24,726 registrations

What is causing the data trend?

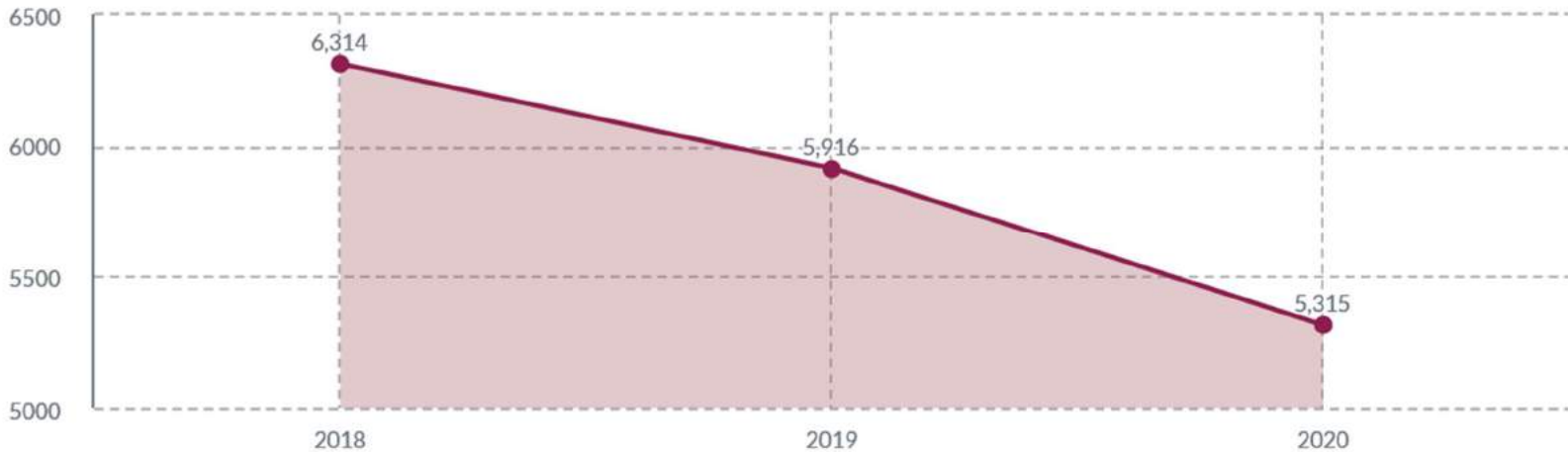
- Refunds, cancellations and space limitations due to COVID-19

What actions have we taken?

Virtual programming, maximizing space available, more outdoor activities, providing over \$500,000 of credits in lieu of refunds, and one-on-one programming at RCRC and GRC

MEETING OUR MISSION

REFUNDS



The Park District focuses on decreasing refunds for avoidable reasons (wait-list, low enrollment, dissatisfaction). The Park District defines the measurement as total refunds given for avoidable reasons.

What outcome are we trying to achieve?

- Meeting our Mission

Who are the stakeholders impacted:

- Program, pass and rental participants

What does the data say?

- A drop of 11% in refunds

What is causing the data trend?

- The drop can be attributed to over \$5 million in credits issued due to COVID-19.



MEETING OUR MISSION

PARK AND FACILITY SATISFACTION



The Park District strives to have satisfied customers and patrons in its parks. Both scores are about the same as last year. The Park District defines the measurement as the average "Overall Experience" score, on a scale of 0-10, given by respondents to the **Park District's Park & Facility Evaluation** from the current year.

What outcome are we trying to achieve?

- Meeting our Mission

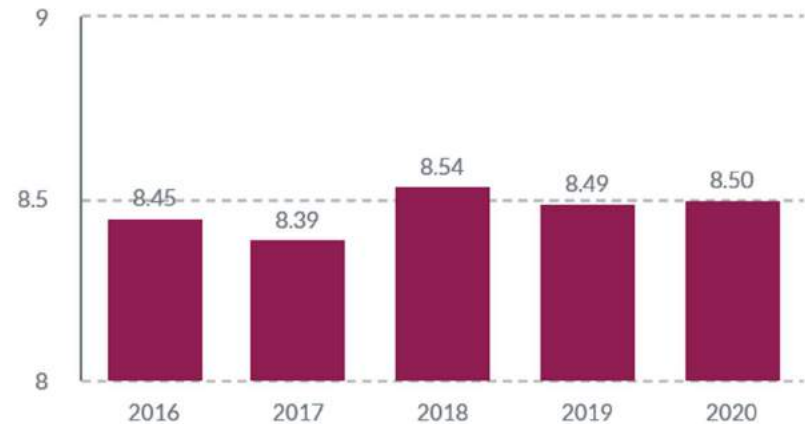
Who are the stakeholders impacted:

- Park patrons

What does the data say?

- There was no 2020 data due to COVID-19.

RECREATION AND PROGRAM SATISFACTION



The Park District strives to have satisfied customers. The Park District defines the measurement as the average "Overall Experience" score, on a scale of 0-10, given by respondents to the **Park District's Program & Event Evaluation** from the current year.

What outcome are we trying to achieve?

- Meeting our Mission

Who are the stakeholders impacted:

- Program participants

What does the data say?

- Pretty neutral

What is causing the data trend?

- The scores are very similar to 2019 with "price" being the main concern. However, it's up over 4% compared to 2020, possibly due to our price freeze and introduction of a childcare discount membership.

COMMUNITY AND CUSTOMER FOCUSED

OVERALL PERFORMANCE

In 2020, the Park District completed nearly 67% of its Strategic Goals, 41% of its Budget Goals, but met 0% of its target measurements for the *Strategic Initiative: Community and Customer Focused*. The District was slightly behind its performance from 2019 where we met 0% of our targets.

2021 Annual Budget Goals Alignment:

Conservatory:

- Increase plant identification and educational signage in the Conservatory showrooms and gardens.
- Create a Historic Home & Garden Tour package for adults to visit the Park District's three historic properties: Oak Park Conservatory, Cheney Mansion, and Pleasant Home.

Sports and Fitness:

- Increase program/class participation by adding new programs including a log rolling class, recreational water polo and inner tube water polo for families, adults, youth and teens.
- Plan and implement two summer half-day dance camp weeks that will total at least 20 participants by August 15, 2020.
- Plan and implement a pickle ball tournament at Barrie Park that will total at least 24 participants by October 15, 2020.
- Plan and implement a fall youth travel baseball league that will total a minimum of four teams by September 30, 2020.

Recreation Administration:

- Establish partnerships with not-for-profits that help extend the Park District's reach in the community.
- Roll out new, tiered pricing for Day Camps, Preschool and After-school Clubhouse programs. Inform current Clubhouse participants and past summer camp.

Strategic Plan Goals

■ Completed (66.67%) ■ Delayed (33.33%)



Budget Goals

■ Completed (40.91%) ■ Delayed (59.09%)



Performance Metrics Overall

■ Within 10% (14.29%) ■ Outside 10% (85.71%)





COMMUNITY AND CUSTOMER FOCUSED

OVERALL PERFORMANCE

2021 Annual Budget Goals Alignment continued:

General Recreation:

- Expand safe after school opportunities for Oak Park youth and teens.
- Expand teen adventure trip opportunities.
- Increase Cubhouse visits by offering additional operating hours.

Gymnastics:

- Pro shop expansion
- Offer program discount incentive to a current gymnastics summer student for getting a new student household to enroll in a 4-week summer gymnastics class.
- Offer open gym rental program to schools, daycare or similar organizations

Ice Arena:

- Offer spring break camp at Ridgeland Common with half, full and extended day options during D97's 2020 spring break as well as School's Out days.
- Create 1/3 ice and room rental package which will be available Friday, Saturday or Sunday March-November.
- Add additional special events to increase public skate participation.

Aquatics:

- Replace windows and frames at Rehm Pool concession to include pick up windows to improve service.
- Restructure the Junior lifeguard program to provide a more enjoyable and educational experience for the class participants and peak their interests to becoming a lifeguard when they are of age.

Communications and Marketing:

- Prepare RFP for web redesign in 2021 with community input.

Customer Service:

- Create a one-stop-shop pool hotline with all information patrons will need to know about the pool. A web page will also be created with this information. This will be created using data from the 2019 pool season of most frequently asked questions from our Customer Service Staff.

Strategic Plan Goals

■ Completed (66.67%) ■ Delayed (33.33%)



Budget Goals

■ Completed (40.91%) ■ Delayed (59.09%)



Performance Metrics Overall

■ Within 10% (14.29%) ■ Outside 10% (85.71%)



COMMUNITY & CUSTOMER FOCUSED

RESIDENTS SERVED BY PROGRAMS/PASSES

AGE CATEGORY	PERCENT		% CHANGE
Youth	38%	▼	55%
Infant/PreK	18%	▼	42%
Teens	8%	▼	34%
Adults	3%	▼	16%
Seniors		▼	7%

The Park District defines the measurement as the number of unique resident customers that have been registered for any program or league, or who have purchased a pass to any of the Park District's facilities or programs divided by the number of residents in Oak Park in that age group as indicated by the most recent Census data.

What outcome are we trying to achieve?

- Community and Customer Focused

Who are the stakeholders impacted:

- Oak Park pass holders and participants

What does the data say?

- A drop of 55% in Youth; a drop of 42% in Infant/PreK; a drop of 34% in Teen; a drop of 16% Adults; and a drop of 7% in Seniors

What is causing the data trend?

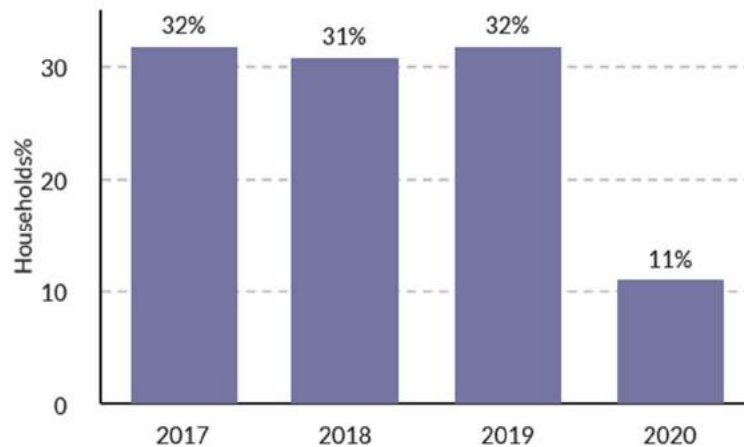
- Refunds, cancellations and space limitations due to COVID-19

What actions have we taken?

- Virtual programming, maximizing space available, more outdoor activities, providing over \$500,000 of credits in lieu of refunds, and one-on-one programming at RCRC and GRC

COMMUNITY & CUSTOMER FOCUSED

HOUSEHOLD PARTICIPATION%



The Park District defines the measurement as the percent of unique resident household accounts that have completed a transaction of any kind, divided by the total number of households in Oak Park.

What outcome are we trying to achieve?

- Community and customer focused

Who are the stakeholders impacted:

- Staff and residents

What does the data say?

- Household participation is down to 11% from 32%

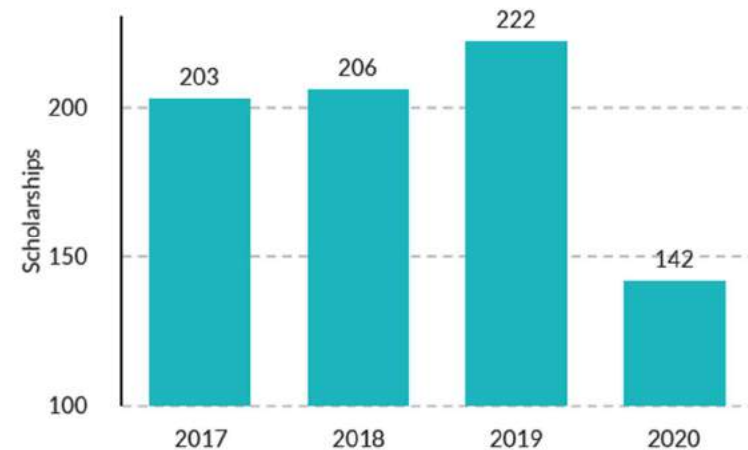
What is causing the data trend?

- Refunds, cancellations & space limitations due to COVID-19

What actions have we taken?

- Virtual programming, maximizing space available, more outdoor activities, providing over \$500,000 of credits in lieu of refunds, and one-on-one programming at RCRC and GRC

TOTAL SCHOLARSHIPS



The Park District defines the measurement as the number of unique resident household accounts that have been approved and have used scholarship funds to register for a program or pass in the current year. This represents households which can include multiple family members.

What outcome are we trying to achieve?

- Anticipate future needs to be community and customer focused

Who are the stakeholders impacted:

- Oak Park residents, staff, community groups

What does the data say?

- Scholarships are down 56%

What is causing the data trend?

- The drop is most likely due to the overall drop in participation from COVID-19

FINANCIALLY STRONG

OVERALL PERFORMANCE

In 2020, the Park District completed 100% of its Strategic Goals, 50% of its Budget Goals, and met 60% of its target measurements for the *Strategic Initiative: Financially Strong*. The District was slightly behind its performance from 2019 where we met 75% of our targets.

2021 Annual Budget Goals Alignment:

Recreation Administration

- Revitalize teen special events budget through the addition of three new events and 5% revenue increase

Concessions:

- Increase concession revenue through new product offerings, increased hours of operation and market pricing

Cheney Mansion

- Increase Corporate and Special Rentals by 5%
- Increase Adult Program revenue by 5%
- Increase Wedding Rentals by 3%

Museum

- Continue to focus on getting the Museum Fund's fund balance within the 75% fund balance target

Audit

- Continue to focus on getting the Audit Fund's fund balance within the 25% fund balance target

Liability

- Maintain the Liability Fund's fund balance within the 25% fund balance target

Health Insurance

- Continue to focus on getting the Health Insurance Fund's fund balance within the 25% fund balance target

IMRF

- Continue to focus on getting the IMRF Fund's fund balance within the 25% fund balance target

Strategic Plan Goals

■ Completed (100%)



Budget Goals

■ Completed (50%) ■ Not Completed (10%) ■ Delayed (40%)



Performance Metrics Overall

■ Met (60%) ■ Outside 10% (40%)





FINANCIALLY STRONG

FUND PERFORMANCE

Fund	YTD Bud...	YTD Actual	YTD Variance
(70) Capital Projects	\$1,766,050.00	-\$238,340.69	-113%
(22) Special Recreation	\$71,562.00	\$198,196.51	177%
(85) Cheney Mansion	\$81,611.49	-\$28,622.75	-146%
(21) Museum	\$11,854.00	\$19,243.30	62%
(17) Audit	\$1,173.00	\$2,084.15	78%
(50) Insurance	-\$2,667.00	-\$276,755.02	10,277%
(18) Liability	-\$11,821.18	\$48,857.45	-513%
(25) Revenue Facilities	-\$29,447.83	-\$454,165.58	1,442%
(15) IMRF	-\$31,049.00	\$87,111.23	-381%
(10) Corporate	-\$705,819.39	\$585,359.29	-183%
(20) Recreation	-\$1,036,443...	-\$396,839.28	-62%
Total	\$95,002.34	-\$453,871.39	

The difference between the actual total fund to fund budget for the current year.

What outcome are we trying to achieve?

- Sustainable financial plans to be financially strong

Who are the stakeholders impacted:

- Staff and the community

What does the data say?

- Compared to the Budget, the the Corporate, Liability, IMRF, and Recreation finished in the negative while Special Recreation, Museum, Audit, Insurance, and Revenue Facilities finished in the positive.

What is causing the data trend?

- The District budgeted a positive net income of \$95,002 for 2020, but due to COVID that became unattainable. Operating revenues were approximately \$5.4 million below budget, but the District cut \$4.9 million in expenses from the budget for a total net loss of \$453,871.

PERCENT OF REVENUE FROM NON-TAX SOURCES



The percent of revenue collected in the current year by the Park District that does not come from the local tax levy, such as program revenue, fees and charges, sponsorships and donations, intergovernmental revenue, rental income, and other miscellaneous revenue (including non-resident fees, vending machine revenue, rebates, etc.) and other financing sources (including debt service proceeds and transfers).

What outcome are we trying to achieve?

- Maximize funding to be financially strong

Who are the stakeholders impacted:

- Program participants and staff

What does the data say?

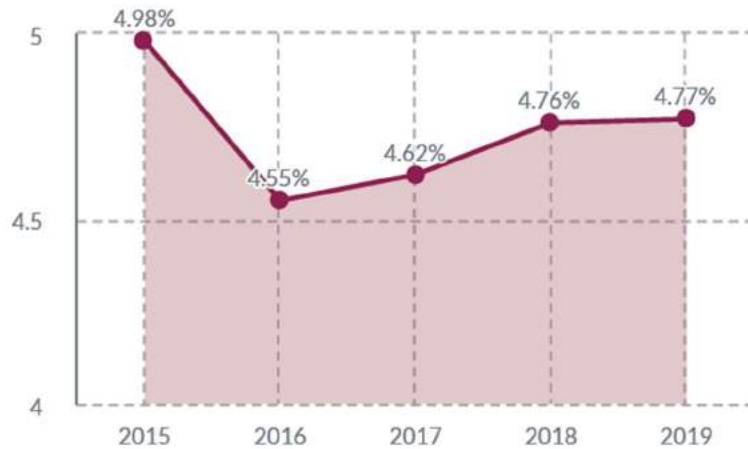
- The Park District's overall goal is to be above 50%, which was achieved in 2018. Final numbers were not available for 2020 at the time of this report.

What is causing the data trend?

- Growth in all programs and small fee increases

FINANCIALLY STRONG

PERCENT OF OAK PARK COMMUNITY TAX BILL



The percent of property tax revenue collected in the current year by the Park District compared to other overlapping jurisdictions such as county, village, township, library, school districts, community colleges, and other special districts.

What outcome are we trying to achieve?

- Maximize funding to be financially strong

Who are the stakeholders impacted:

- Community and staff

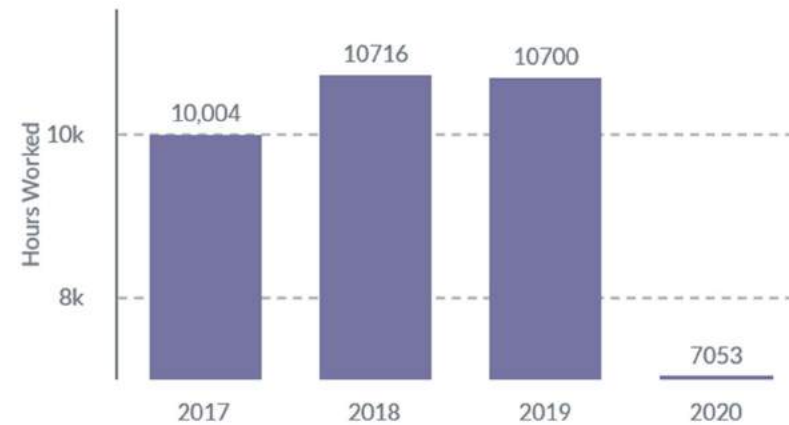
What does the data say?

- The Park District saw it's percent of the Oak Park community tax bill were neutral. Final numbers were not available for 2020 at the time of this report.

What is causing the data trend?

- One of the reasons for the increase is District 200 participated in a property tax relief program through the State of Illinois, lowering their levy in exchange for matching funds. As a result, our share of the property tax percentage grew from 2017 to 2018.

VOLUNTEER HOURS WORKED



The number of volunteer hours reported by Park District supervisors at facilities, special events, citizen committees, and other efforts and the dollars saved based on current minimum wage.

What outcome are we trying to achieve?

- Align resources efficiently to be financially strong

Who are the stakeholders impacted:

- Staff, volunteers, and the community

What does the data say?

- The number of volunteer hours worked dropped by nearly 52% from the previous year.

What is causing the data trend?

- The drop is most likely related to COVID-19

FINANCIALLY STRONG

FUND BALANCES

Year	Corporate	Recreation	Spec Facilities	Cheney	Museum	Special Rec	IMRF	Health Ins	Liability	Audit
2019	40%	58%	28%	89%	611%	28%	113%	51%	44%	96%
2018	46%	54%	42%	88%	331%	21%	74%	52%	34%	82%
2017	47%	47%	45%	46%	165%	12%	46%	44%	35%	56%
2016	46%	39%	41%	25%	284%	14%	21%	48%	33%	32%
2015	39%	42%	34%	-25%	397%	12%	29%	42%	40%	30%
2014	46%	43%	27%	-58%	139%	23%	39%	30%	34%	18%

The ratio of total fund assets to total fund expenditures.

What outcome are we trying to achieve?

- Optimize return on investment to be financially strong

Who are the stakeholders impacted:

- Staff and the community

What does the data say?

- The fund balances of the Park District's 10 funds continue to be strong, finishing positive in 2019. Final numbers were not available for 2020 at the time of this report.

What is causing the data trend?

- The positive results are from strong financial performance in our Recreation programming as well Cheney Mansion. The other growth is attributed to lower than expected spending across the board.

MAINTAINING & IMPROVING OUR INFRASTRUCTURE

OVERALL PERFORMANCE

In 2020, the Park District completed 80% of its Strategic Goals, 70% of its Budget Goals, and met 75% of its target measurements for the *Strategic Initiative: Maintaining and Improving Our Infrastructure*. The District was slightly behind its performance from 2019 where we met 83% of our targets.

2021 Annual Budget Goals Alignment:

Corporate Administration:

- Hold a meeting with a minimum of 20 technology leaders in the community to leverage their knowledge and experience to help find solutions for Park District challenges by October 31, 2021.

Special Facilities Maintenance:

- Install user-controlled timer/actuator on water feature in Rehm play area to reduce water usage by approximately 112,000 gallons a year.
- Enhance maintenance of the dog park surface to a minimum of four times per year.

Liability:

- Begin implementation of AED replacement with 50% (10 units) by December 1, 2021.

Parks and Planning

- Treat six athletic fields with EQ Compost made locally through MWRD to enrich soils and increase field quality in the spring and fall.
- Install 10kW pv solar array at Stevenson Center by June 1, 2021 to reduce electrical demand through on-site renewable energy production by 25%.
- Install three rain gardens in the parkway at Barrie Park to assist with the water runoff from the park, introduce native plants and improve the drainage issues currently along the perimeter walkways by September 1, 2021.
- Convert all SDS binders to an electronic format and make them available on all clock-in tablets throughout the District by July 1, 2021.

Capital Projects

- Implementation of 2021 projects from the 2021-2025 Capital Improvement Plan by December 31, 2021.

Strategic Plan Goals

■ Completed (80%) ■ Delayed (20%)



Budget Goals

■ Completed (70%) ■ Not Completed (10%)
■ Delayed (20%)



Performance Metrics Overall

■ Met (75%) ■ Within 10% (25%)





MAINTAINING & IMPROVING OUR INFRASTRUCTURE

OVERALL PARK SYSTEM GRADE



The average score of all parks, on a scale of 0 to 100, from the Park District's Park Report Card from the current year indicating quality and maintenance of park system. This measure does not include Park District buildings or pools.

What outcome are we trying to achieve?

- Systematic approaches to maintain and improve our infrastructure.

Who are the stakeholders impacted?

- Park patrons and staff

What does the data say?

- The Park District scored a record-high with an A (95). The highest scores were Wenonah Park (+8) Longfellow Park (+7%), Barrie Park(+8%), Carroll Park (+13%), and Stevenson Park (+13%), all which were up from 2019.

What is causing the data trend?

- *Longfellow Park:* chalk board fixed and fewer bare spots
- *Barrie Park:* Playground equipment has been fixed and bathroom changing table fixed
- *Carroll Park and Stevenson Park:* Playground equipment has been replaced
- *Wenonah Park:* replaced sandboxes with swings & artificial mounds

AVERAGE TREE CONDITION

on a 5.0 scale (1 the best)



The quality of the trees in our system based on a survey from GraffTree Care on a scale of 1-5 with 1 being the highest.

What outcome are we trying to achieve?

- Incorporating sustainable practices to maintain and improve our infrastructure.

Who are the stakeholders impacted?

- Park patrons and staff

What does the data say?

- The average tree condition improved to 2.99 from 3.00 in 2019.

What is causing the data trend?

- The removal of trees in poorer condition with new ones.

MAINTAINING & IMPROVING OUR INFRASTRUCTURE

UTILITY USAGE



The measurement of utilities used based on billing invoices.

What outcome are we trying to achieve?

- To incorporate sustainable practices to maintain and improve our infrastructure.

Who are the stakeholders impacted?

- Staff and the community

What does the data say?

- Electricity (kWs) decreased by 24%. Due to data-cleaning, natural gas, water, trash, and fuel data are unavailable at this time.

What is causing the data trend?

- The main reasons for the decrease in electricity could be additional solar panels added to Park District facilities as well as COVID shutdowns such as the pools being shut and facilities lights being shut off.

MAINTAINING & IMPROVING OUR INFRASTRUCTURE

PLANNED IMPROVEMENTS COMPLETED

ADA Transition Plan

■ Completed (98.25%) ■ Not Started (1.75%)



CIP Plan

■ Completed (100%)



The percentage of projects that were completed as scheduled in the current year as outlined in the Park District's ADA Transition Plan and Capital Improvement Plan.

What outcome are we trying to achieve?

- Using systematic approaches to maintain our infrastructure.

Who are the stakeholders impacted?

- Staff and the community

What does the data say?

- The Park District has completed master plans for each of its parks as well as an ADA Transition Plan. These documents have outlined the specific improvements planned for each of the Park District's parks and facilities. Many improvements were made in 2020, including major improvements at Carroll Park, Cheney Mansion, Conservatory, Randolph Park, and Rehm Park and Pool. Overall, the Park District completed 98% of its ADA planned improvements and 100% of its improvements through the Capital Improvement Plan.

ORGANIZATIONAL EXCELLENCE

OVERALL PERFORMANCE

In 2020, the Park District completed nearly 100% of its Strategic Goals, 80% of its Budget Goals, but met 75% of its target measurements for the *Strategic Initiative: Community and Customer Focused*. The District exceed its performance from 2019 where we met 50% of our targets.

2021 Annual Budget Goals Alignment:

Corporate Administration:

- Successfully complete CAPRA re-accreditation.
- Hire an agency-wide volunteer coordinator position to leverage volunteer opportunities by the District.

Liability:

- Apply for a Safety Grant through PDRMA in 2020.

Special Facilities Maintenance:

- Utilize temporary staff for pool set up in a three-week period focusing on labor-intensive tasks, when there is a large need for labor in a short period.

Aquatics:

- Develop new hiring process plan including hosting November/December/January job fairs, holding interviews and making job offers early for seasonal summer staff.

Communications and Marketing:

- Utilize video content to reach new markets.
- Increase overall registrations by 2%.

Strategic Plan Goals

■ Completed (100%)



Budget Goals

■ Completed (80%) ■ Delayed (20%)



Performance Metrics Overall

■ Met (75%) ■ Outside 10% (25%)



ORGANIZATIONAL EXCELLENCE

LAUNCH PAD IDEAS IMPLEMENTED



We define the measurement as the number of ideas implemented through the Park District's innovation management system, Launch Pad.

What outcome are we trying to achieve?

- Organizational excellence

Who are the stakeholders impacted?

- Staff, board, customers, community

What does the data say?

- An decline of 36% in new ideas implemented from the previous year.

What is causing the data trend?

- The reasons for the drop could be related to COVID-19 and less resources to pilot new ideas.

What actions have we taken?

- Due to the decline in participation on Launch Pad, we have focused the Innovation Team's energy on addressing complex organizational problems such as recruitment and process improvements.

ENVIRONMENTAL SCORE CARD RESULTS



The Park District measures our environmental leadership through the Illinois Parks and Recreation Association Environmental Scorecard, a bi-annual self-assessment.

What outcome are we trying to achieve?

- Organizational excellence

Who are the stakeholders impacted?

- Green Advisory Committee, community, and staff

What does the data say?

- The Park District received a 90%, down from 91% in 2017. The agency will take the assessment again in 2021.

What is causing the data trend?

- The drop can be attributed to low scores related to purchasing green materials.



ORGANIZATIONAL EXCELLENCE

INTERNAL CUSTOMER SERVICE SATISFACTION: OVERALL QUALITY

on a 10 point scale



The average score, given by staff in the current year in the areas of Communication, Skills & Knowledge, Approachable & Available, Courteous & Helpful, Reliable Responsive, Understanding, Professional & Discrete, Forms, Technology, & Processes, Working in the Best Interest of the District, and Enables Me to Be More Effective.

What outcome are we trying to achieve?

- Organizational excellence

Who are the stakeholders impacted?

- Staff

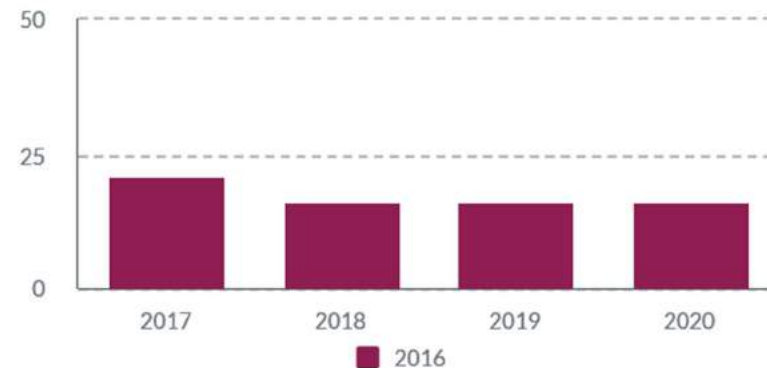
What does the data say?

- The Park District average score was down 66% from the previous year. The lowest scores were in "forms, technology, and processes" and "proactive and innovative."

What is causing the data trend?

- In recent years, the District has implemented new software for services such as registration and human resources. The technology scores could be related to the agency adjusting to these system.

ACCIDENT/INCIDENT CLAIMS SUBMITTED



The Park District defines the measurement as the number of accident and/or incident reports of a serious nature submitted to the Park District's risk management association (PDRMA) in the current year as reported by Park District staff.

What outcome are we trying to achieve?

- Organizational excellence

Who are the stakeholders impacted?

- Park users, participants, PDRMA, staff

What does the data say?

- Neutral compared to 2019.

What is causing the data trend?

- The positive scores can be attributed to educating staff about the importance of filling out safety reports.

STAFF EXCELLENCE

OVERALL PERFORMANCE

Strategic Plan Goals

■ Completed (100%)



Budget Goals

■ Completed (100%)



Performance Metrics Overall

■ Met (66.67%) ■ Outside 10% (33.33%)



In 2020, the Park District completed 100% of its Strategic Goals, 100% of its Budget Goals, and met nearly 67% of its target measurements for the *Strategic Initiative: Staff Excellence*. The District was slightly behind its performance from 2019 where we met 100% of our targets.

2021 Annual Budget Goals Alignment:

Corporate Administration:

- Collaborate with a minimum of two community groups to improve the District’s diversity hiring and volunteering.

Concessions:

- Require and provide Crew Leaders with Food Service Sanitation Course to be certified to meet current FDA requirements.

Liability:

- Develop and deliver active shooter staff training content specific to participants such as preschool and after-school programs.

STAFF EXCELLENCE

JOB SATISFACTION



The average percent of part-time and full-time employees who agree or strongly agree in the areas of Vision, Leadership, Communication, Customer Service, Immediate Supervisor, Team Values, Senior Leadership and My Job.

What outcome are we trying to achieve?

- Staff excellence

Who are the stakeholders impacted?

- Staff

What does the data say?

- 28 full-time and 113 part-time employees participated in 2020. Employees gave a 96 out of 100 rating down 1% from 2019. The highest ratings were satisfaction with "customer service" (98%) and "senior leadership" (98%). Areas where we could improve are satisfaction with "communication" (91%).

What is causing the data trend?

- To improve satisfaction with "communication," the District sought new avenues to connect employees to information including video-taping the all-staff meetings.

STAFF EXCELLENCE

STAFF PARTICIPATION IN WELLNESS PROGRAMS



The total number of participants in Park District employee wellness programs.

What outcome are we trying to achieve?

- Staff excellence

Who are the stakeholders impacted?

- Staff

What does the data say?

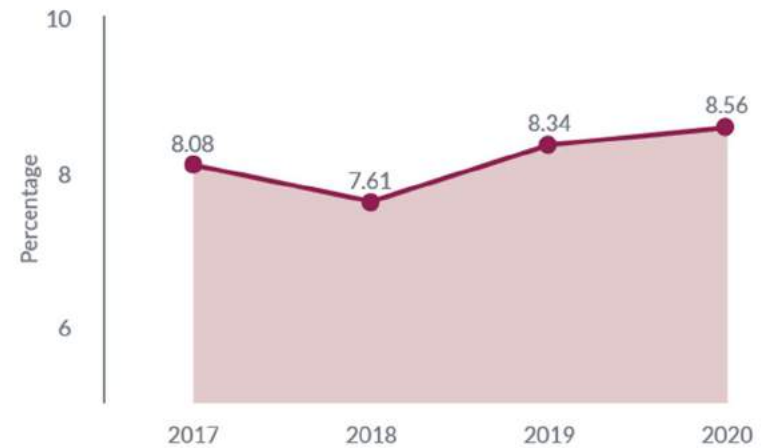
- Participation in the Park District's full-time wellness reimbursement program was down 21% and The Park District Risk Management Agency(PDRMA) sponsored events were down 38% from the previous year.

What is causing the data trend?

- The primary reason for the drop is due to the decline in staff numbers from COVID-19.

TRAINING SATISFACTION

on a 10.0 scale (10 the best)



The average "Overall Quality" score, on a scale of 0-10, given by staff through the Park District's Training Evaluation from the current year.

What outcome are we trying to achieve?

- Staff excellence

Who are the stakeholders impacted?

- Staff

What does the data say?

- Satisfaction was up 3% from the previous year. The highest scores were in "Easy to Understand" (9.1) and "Facilitators Prepared" (9.02). Areas for improvement include "Time Allotted" (7.88) and "Presentation Quality" (7.81).

What is causing the data trend?

- A continuing challenge is the lack of dedicated training space but improvements could be from expanding customized online learning.

Corporate Fund

Description

The Corporate Fund is a governmental fund, operating on the modified accrual basis of accounting.

The Corporate Fund is the main operating fund for governmental units. This is a taxing fund, which includes Administration, Conservatory, Parks and Planning, and other financial transactions, which are not directly attributable to any other fund.

Budgeted revenues for the Corporate Fund in 2021 are \$5.45 million. Taxes represent the majority of Corporate Fund revenues. The remainder of revenue for the Corporate Fund comes from investment income, conservatory programs, building rental fees, and other miscellaneous income.

Budgeted expenditures for the Corporate Fund in 2021 are \$5.41 million.

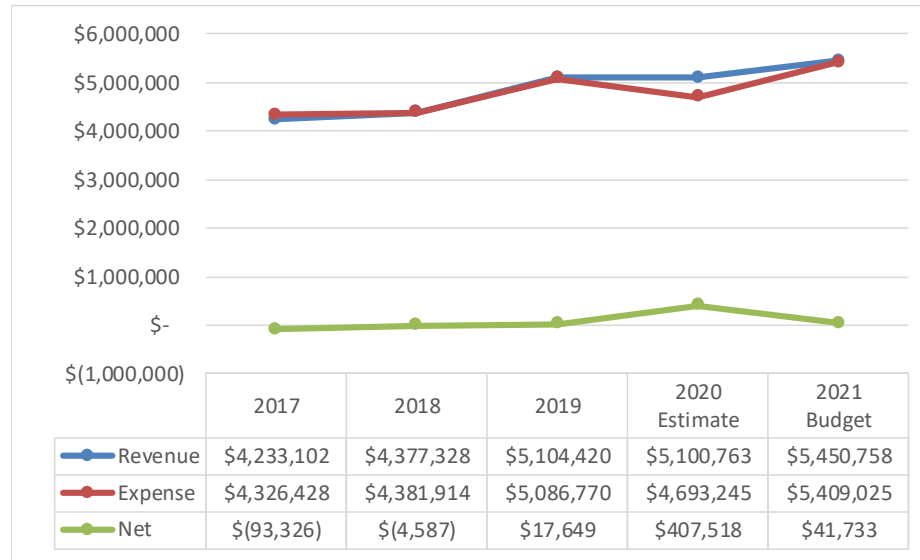
Personnel

Full time staff levels have remained stable from an agency wide perspective, but were reduced for 2021 due to operational impacts of Covid-19. Starting in 2017, the Communications Department has been moved to the Recreation Fund to keep the Corporate Fund below its tax rate limit.

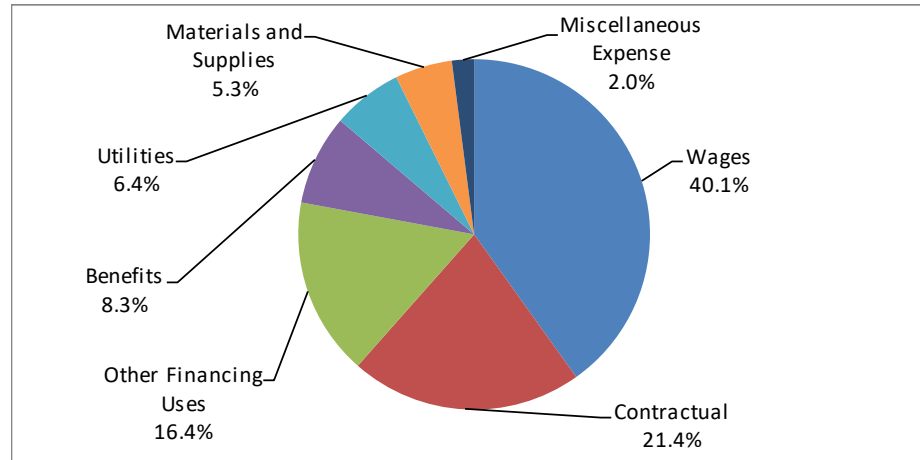
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Administration	10	10	11	11	9
Conservatory	3	4	4	4	4
Parks and Planning	<u>14</u>	<u>14</u>	<u>16</u>	<u>16</u>	<u>15</u>
Total	27	28	31	31	28

Historical Analysis

2021 Budget
Corporate Fund con't

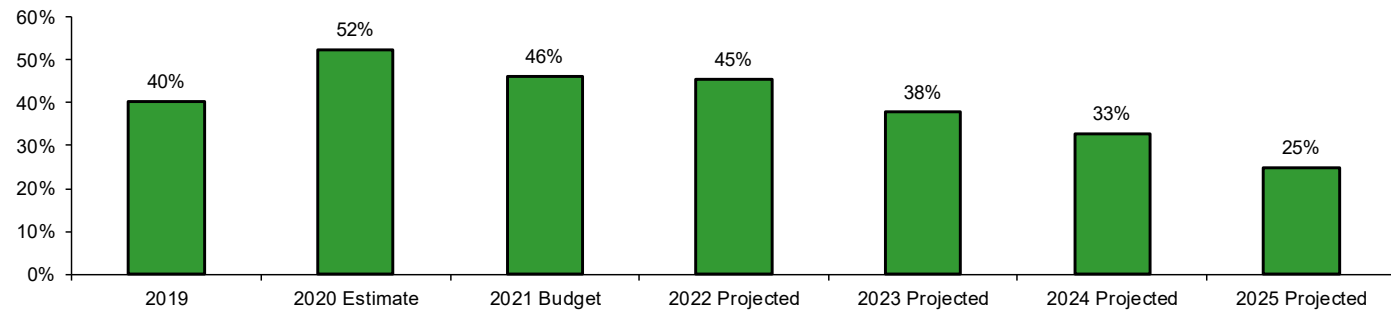


2021 Expense Distribution



Budget Detail
Corporate Fund con't

	2019	2020 Estimate	2021 Budget	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Tax Receipts	\$4,220,160	\$4,526,286	\$4,965,979	\$4,920,639	\$4,924,052	\$5,132,033	\$5,801,173
Fees and Charges	\$124,590	\$30,120	\$45,250	\$46,155	\$47,078	\$48,020	\$48,980
Intergovernmental Revenue	\$214,901	\$263,000	\$210,000	\$214,200	\$218,484	\$222,854	\$227,311
Rent	\$153,570	\$43,337	\$71,129	\$71,841	\$73,277	\$74,743	\$76,238
Miscellaneous Revenue	\$354,952	\$213,000	\$120,300	\$122,105	\$124,547	\$127,038	\$129,578
Sponsorship & Donations	\$14,585	\$21,000	\$31,900	\$32,379	\$32,864	\$33,357	\$33,857
Program Revenue	\$21,661	\$4,020	\$6,200	\$6,324	\$6,450	\$6,579	\$6,711
Total Revenue	\$5,104,420	\$5,100,763	\$5,450,758	\$5,413,641	\$5,426,752	\$5,644,623	\$6,323,849
Wages	\$2,387,019	\$1,985,254	\$2,171,174	\$2,236,309	\$2,303,398	\$2,372,500	\$2,443,675
Contractual	\$1,008,738	\$1,001,537	\$1,155,448	\$1,172,780	\$1,190,371	\$1,208,227	\$1,226,350
Materials and Supplies	\$312,072	\$268,830	\$285,252	\$289,531	\$293,874	\$298,282	\$302,756
Benefit	\$503,485	\$405,000	\$450,000	\$463,500	\$477,405	\$491,727	\$506,479
Miscellaneous Expense	\$106,577	\$64,047	\$110,147	\$110,799	\$113,476	\$115,178	\$116,906
Utilities	\$346,348	\$353,310	\$348,410	\$365,831	\$384,122	\$403,328	\$423,495
Other Financing Uses	\$422,530	\$615,268	\$888,594	\$800,252	\$969,701	\$998,793	\$1,588,756
Total Expenses	\$5,086,770	\$4,693,245	\$5,409,025	\$5,440,001	\$5,732,348	\$5,888,035	\$6,608,418
Net	\$17,649	\$407,518	\$41,733	(\$26,360)	(\$305,596)	(\$243,412)	(\$284,569)
Fund Balance	\$2,051,692	\$2,459,210	\$2,500,943	\$2,474,583	\$2,168,987	\$1,925,575	\$1,641,006
	40%	52%	46%	45%	38%	33%	25%
\$ Amount Above Policy	\$779,999.43	\$1,285,898.43	\$1,148,686.75	\$1,114,582.81	\$735,900.11	\$453,566.05	(\$11,098.45)

Fund Balance


Corporate Administration Fund

Description

Corporate Administration Fund includes the Executive Director's Office, Business Operations, and Human Resources. Corporate Administration Fund is responsible for directing the daily operations, strategic planning, budget implementation and preparation, annual financial audit, and employee relations.

2020 Assessment

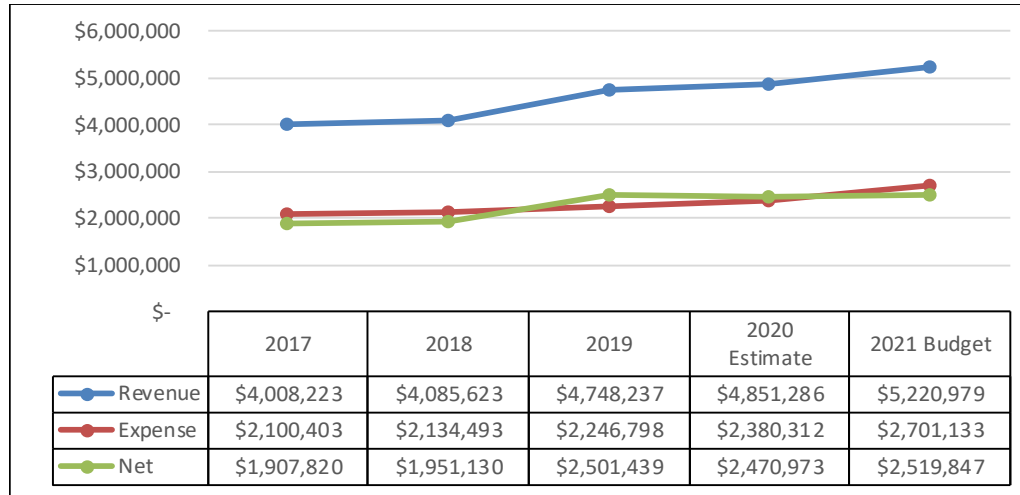
- Hire an agency-wide volunteer coordinator position to leverage volunteer opportunities by the District.
 - Not hiring as a result of Covid-19
- Successfully complete CAPRA reaccreditation.
 - CAPRA Review Hearing completed with the District scoring 100%. Report being completed by Review Team.
- Collaborate with a minimum of two community groups to improve the District's diversity hiring and volunteering.
 - HR Director is an active member of the local group Career Pathways. The group meets regularly to discuss what community services, employment opportunities and processes reach diverse candidates. We implemented a recruitment process to help connect candidates and employers directly versus only relying on candidates applying via our website.

2021 Goals

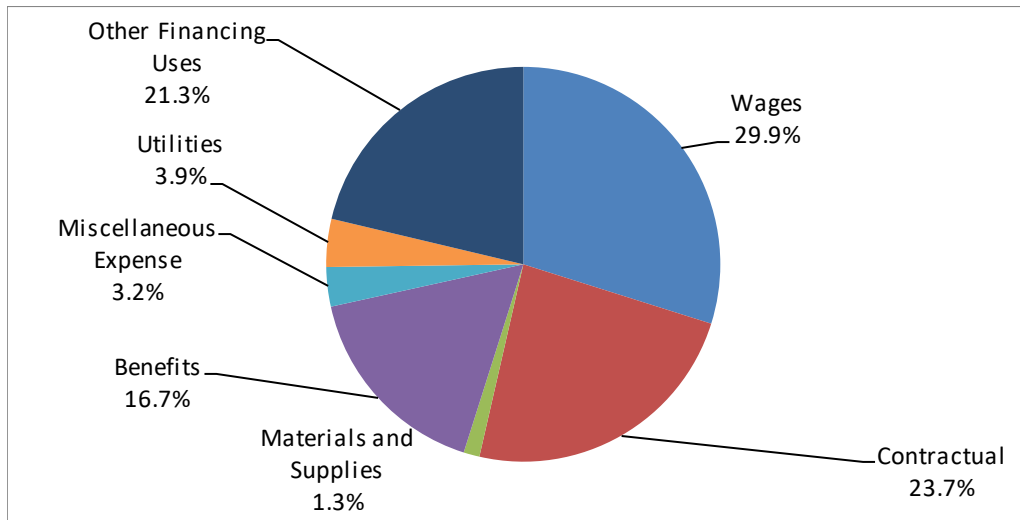
- Hold a meeting with a minimum of 20 technology leaders in the community to leverage their knowledge and experience to help find solutions for Park District challenges by October 31, 2021.
 - *Performance Measure:* Complete by October 31, 2021.
 - *Strategic Initiative:* Quality Infrastructure > To leverage technology
- Provide two Diversity, Equity, Inclusive (DEI) trainings in the area of cultural awareness for all full-time staff by October 31, 2021 to educate and increase staff knowledge of cultural differences to better serve our community.
 - *Performance Measure:* Provide trainings by October 31, 2021.
 - *Strategic Initiative:* Staff Excellence > To lead and develop staff
- Create and have Board approval of the 2022-2024 Strategic Plan by December 1, 2021.
 - *Performance Measure:* Complete by December 1, 2021.
 - *Strategic Initiative:* Organizational Excellence > To anticipate future needs

Historical Analysis

Corporate Fund Administration con't



2021 Expense Distribution



Budget Detail

Corporate Fund Administration con't

	2017	2018	2019	2020 Estimate	2021 Budget
Tax Receipts	\$3,739,123	\$3,724,058	\$4,220,160	\$4,526,286	\$4,965,979
Intergovernmental Revenue	\$172,781	\$130,138	\$182,549	\$175,000	\$135,000
Miscellaneous Revenue	\$96,318	\$231,427	\$345,528	\$150,000	\$120,000
Sponsorship & Donations	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$4,008,223	\$4,085,623	\$4,748,237	\$4,851,286	\$5,220,979
Wages	\$897,302	\$933,110	\$913,064	\$780,580	\$806,617
Contractual	\$296,403	\$246,220	\$422,589	\$530,600	\$640,595
Materials and Supplies	\$99,010	\$118,325	\$41,640	\$25,220	\$35,350
Benefits	\$448,438	\$479,557	\$503,485	\$405,000	\$450,000
Miscellaneous Expense	\$110,129	\$81,238	\$83,503	\$51,427	\$87,200
Utilities	\$85,971	\$97,792	\$113,462	\$115,740	\$106,060
Other Financing Uses*	\$163,151	\$178,252	\$169,056	\$471,745	\$575,311
Total Expenses	\$2,100,403	\$2,134,493	\$2,246,798	\$2,380,312	\$2,701,133
Net	\$1,907,820	\$1,951,130	\$2,501,439	\$2,470,973	\$2,519,847

**Other Financing Uses: Employee Health Insurance Transfer, Capital Projects Contribution*

Conservatory

Description

The Edwardian-style glass structure, built in 1929, houses a botanical collection of more than 3,000 plants, some of which date back to the Conservatory's founding. Over the years, the building fell into neglect. In 1970, a group of concerned citizens led a drive to preserve this unique resource. In 1986, the Friends of the Oak Park Conservatory was established with the mission to promote interest in the Oak Park Conservatory, offer educational and recreational opportunities and support projects that benefit the Oak Park Conservatory. In 2004, the Oak Park Conservatory was designated an Oak Park Landmark, and was added to the National Register of Historic Places in 2005. The Conservatory staff is responsible for growing plants for monthly floral displays within the facility. They also design and install the summer plant displays throughout the park system, maintain the landscapes at Cheney Mansion and Pleasant Home, oversee the maintenance of native perennials, and take care of all weeding needs throughout the District.

2020 Assessment

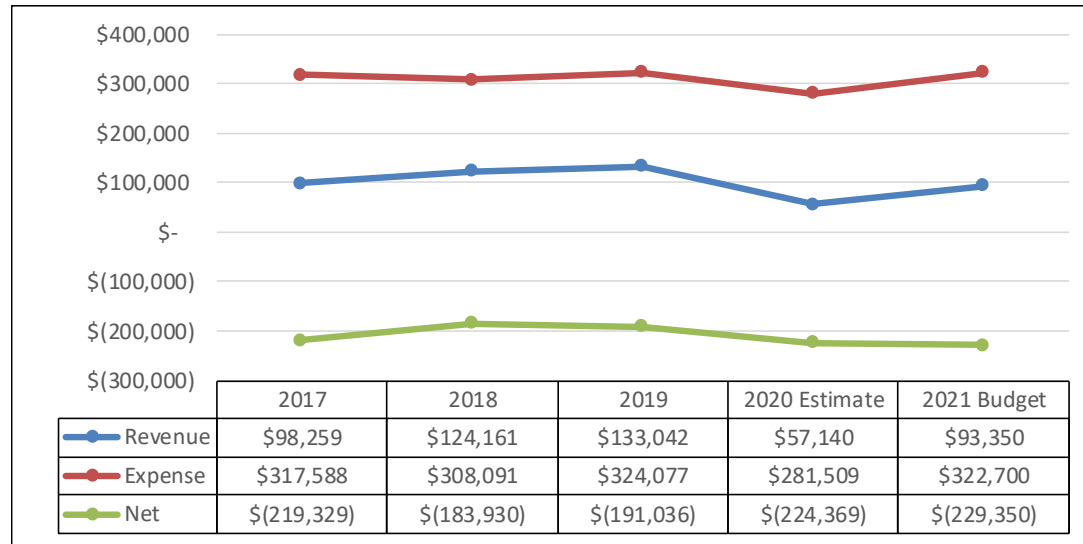
- Create a Historic Home & Garden Tour package for adults to visit the Park District's three historic properties: Oak Park Conservatory, Cheney Mansion, and Pleasant Home.
 - Tour package completed for all three facilities and marketing has created a trifold in place to market this tour. This program is ready to launch when we are safely allowed to bring tour groups back into our facilities.
- Increase plant identification and educational signage in the Conservatory showrooms and gardens.
 - Project underway to be completed by fall of 2020. Funding secured from Friends of the Oak Park Conservatory to support 100% of the cost of this project.
- Grow and install native rain garden plants for the Carroll Park Center rain garden.
 - Project completed June 2020.

2021 Goals

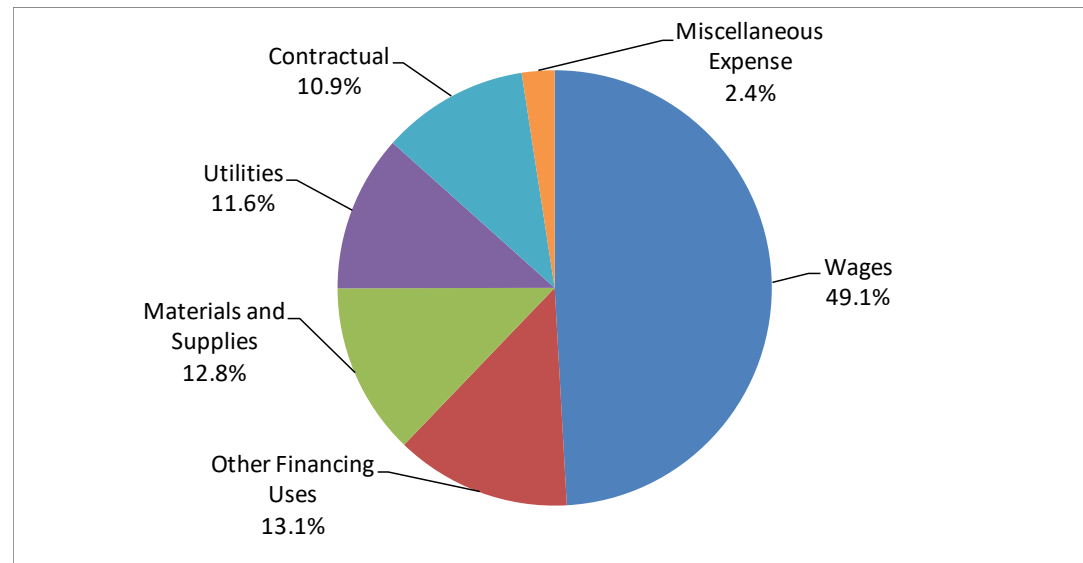
- Implement a new summer plant sale to the public to generate \$2,500 in order to replace gift shop revenue.
 - *Performance Measure:* Grow approximately 250 perennials, including some natives, in house for an early public sale.
 - *Strategic Initiative:* Financial Strength > To optimize return on investment
- Create a volunteer program to care for our parks' natural areas: Lindberg Prairie & Taylor Fen, bringing the maintenance of these areas to be performed by the Park District in place of an outside contractor, saving \$20,000 annually.
 - *Performance Measure:* Hold four public volunteer events at each natural area, Lindberg Prairie, and Taylor Fen.

- *Strategic Initiative:* Quality Infrastructure Management / Financial Strength > To incorporate sustainable practices / To align resources efficiently
- Train Staff on prescribed burn management through DNR for future in-house execution.
 - *Performance Measure:* Attend prescribed burn management classes for full time conservatory staff in order to complete requirements to assist with prescribed burns for certification.
 - *Strategic Initiative:* Staff Excellence > To foster a culture of continuous learning

Historical Analysis



2021 Expense Distribution



Budget Detail

	2017	2018	2019	2020 Estimate	2021 Budget
Fees and Charges	\$29,592	\$32,648	\$33,969	\$20,120	\$25,250
Intergovernmental	\$0	\$0	\$0	\$0	\$0
Rental Income	\$45,597	\$60,929	\$62,827	\$12,000	\$30,000
Sponsorship & Donations	\$14,914	\$14,110	\$14,585	\$21,000	\$31,900
Program Revenue	\$8,156	\$16,475	\$21,661	\$4,020	\$6,200
Total Revenue	\$98,259	\$124,161	\$133,042	\$57,140	\$93,350
Wages	\$157,692	\$132,485	\$152,297	\$152,520	\$158,483
Contractual	\$37,287	\$42,637	\$34,306	\$29,750	\$35,332
Materials and Supplies	\$32,612	\$47,772	\$49,393	\$31,110	\$41,250
Miscellaneous Expense	\$9,646	\$6,654	\$9,854	\$4,210	\$7,872
Utilities	\$39,863	\$44,695	\$36,090	\$36,820	\$37,570
Other Financing Uses*	\$40,487	\$33,849	\$42,138	\$27,099	\$42,194
Total Expenses	\$317,588	\$308,091	\$324,077	\$281,509	\$322,700
Net	(\$219,329)	(\$183,930)	(\$191,036)	(\$224,369)	(\$229,350)

**Other Financing Uses: Employee Health Insurance Transfer*

Parks & Planning

Description

Parks and Planning (formally Buildings and Grounds) is responsible for the upkeep and repair of all parks and facilities owned by the Park District. During the spring, summer, and fall, program seasons, this includes maintenance of athletic fields, including daily determination of field conditions and playability. During the winter, Parks and Planning deals with the task of keeping 7.33 miles of sidewalk usable for the residents and performing daily checks on sled hills. As well as maintaining building systems including HVAC, plumbing, electrical, drainage, roofing, lighting, roofing, in-house painting and facility custodial tasks. Grounds Systems include maintaining trees, shrubs, turf, walkways, fences, exterior lighting systems, irrigation systems, daily trash removal, and inspection cycles for all playground equipment.

These responsibilities are handled via a variety of methods including full-time staff, permanent part-time staff, seasonal staff, multi-year contracts, job-specific contracts and time and material hiring of various tradesmen. Parks and Planning fills a major role in the CIP program starting with the planning process and following through with facilitation, coordination, and review of specialized contractors.

Beginning with the 2019 budget, the Facilities budget area has been consolidated under Parks and Planning. The Facilities area is responsible for the processing of rental requests and the issuance of contracts for facilities in Andersen, Austin Gardens, Barrie, Carroll, Field, Fox, Longfellow, and Stevenson Centers, as well as the permitting of all park and shelter space in the system

2020 Assessment

- Provide Recycling and Composting stations at Fall Fest, DIOV, Winterfest, FLW Race.
 - All events cancelled this year, but staff started recycling and composting at most events and the goal is to continue these stations moving forward.
- Add bike pumps/repair stations to Scoville, RCRC, Longfellow, Barrie and Stevenson by May 1, 2020.
 - Complete.
- Install smart building technology at the Dole Center to lower energy usage on lighting and HVAC by April 1, 2020.
 - Complete.
- Install battery back-up sump pumps at Barrie, Carroll, Stevenson, Dole, Field and Andersen Centers by June 1, 2020.
 - Complete.

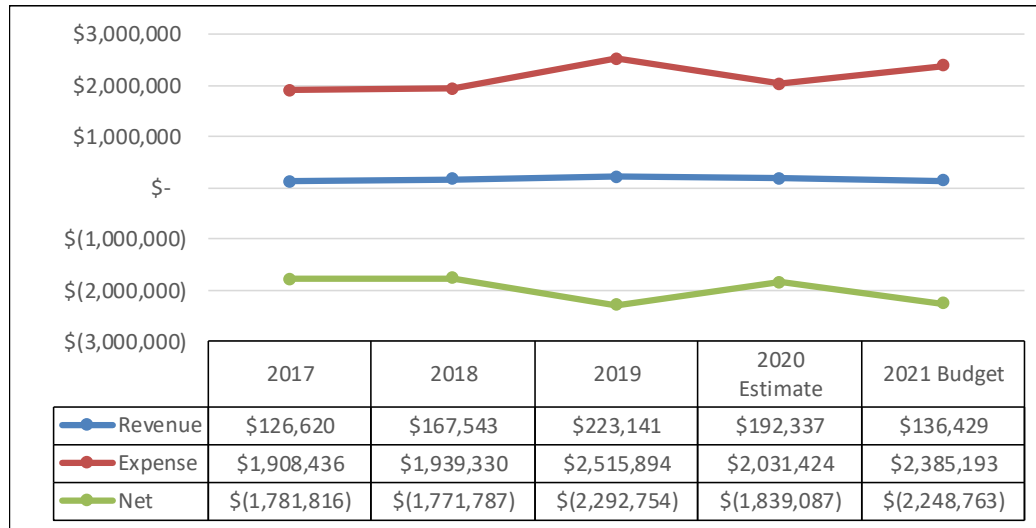
Park District of Oak Park Mission: *In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.*

- Add to current battery powered landscape equipment inventory including string trimmer, powered saws and batteries to minimize usage and greenhouse gas emissions.
 - Completed and in use.

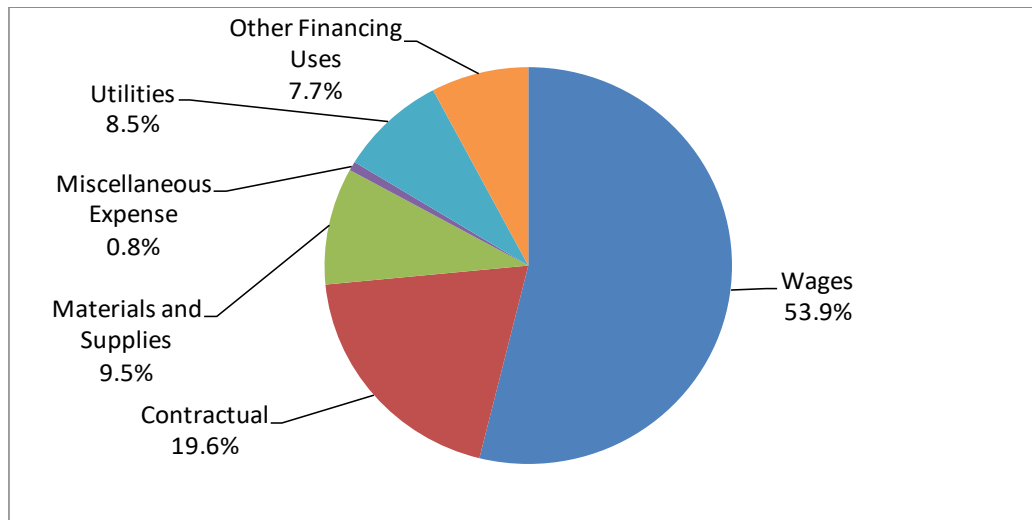
2021 Goals

- Treat six athletic Fields with EQ Compost made locally through MWRD to enrich soils and increase field quality in the spring and fall.
 - *Performance Measure:* Will conduct leaf tissue test at two locations before and after application to determine nutrient changes.
 - *Strategic Initiative:* Quality Infrastructure Management > To incorporate sustainable practices
- Install 10kW pv solar array at Stevenson Center by June 1, 2021 to reduce electrical demand through on-site renewable energy production by 25%.
 - *Performance Measure:* Reduction of kWh consumption.
 - *Strategic Initiative:* Quality Infrastructure Management > To incorporate sustainable practices
- Fill the two full-time maintenance positions and adjust to evening hours in order to provide consistent staffing by March 1, 2021.
 - *Performance Measure:* Increase full-time coverage.
 - *Strategic Initiative:* Customer & Community Focused > To create memorable experiences
- Install three rain gardens in the parkway at Barrie Park to assist with the water runoff from the park, introduce native plants and improve the drainage issues currently along the perimeter walkways by September 1, 2021.
 - *Performance Measure:* Conservatory staff will grow the plants and Parks and Planning staff will execute the grading and prep work.
 - *Strategic Initiative:* Quality Infrastructure Management > To incorporate sustainable practices
- Convert all SDS binders to an electronic format and make them available on all clock-in tablets throughout the District by July 1, 2021.
 - *Performance Measure:* In conjunction with Conservatory, Special Facilities, and Parks Facilities, staff will digitize the SDS binders and provide staff training through Paycom.
 - *Strategic Initiative:* Quality Infrastructure Management > To incorporate sustainable practices

Historical Analysis



2021 Expense Distribution



Park District of Oak Park Mission: *In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.*

Budget Detail

Parks & Planning con't

	2017	2018	2019	2020 Estimate	2021 Budget
Fees and Charges	\$51,740	\$78,470	\$90,621	\$10,000	\$20,000
Intergovernmental	\$42,564	\$63,879	\$32,352	\$88,000	\$75,000
Rental Income	\$0	\$250	\$90,743	\$31,337	\$41,129
Miscellaneous Revenue	\$32,317	\$24,943	\$9,424	\$63,000	\$300
Total Revenue	\$126,620	\$167,543	\$223,141	\$192,337	\$136,429
Wages	\$1,008,441	\$1,119,044	\$1,321,659	\$1,052,153	\$1,206,074
Contractual	\$380,924	\$332,835	\$551,843	\$441,187	\$479,521
Materials and Supplies	\$203,940	\$196,748	\$221,040	\$212,500	\$208,652
Miscellaneous Expense	\$11,488	\$10,735	\$13,220	\$8,410	\$15,076
Utilities	\$166,316	\$134,099	\$196,797	\$200,750	\$204,780
Other Financing Uses*	\$137,326	\$145,868	\$211,336	\$116,424	\$271,089
Total Expenses	\$1,908,436	\$1,939,330	\$2,515,894	\$2,031,424	\$2,385,193
Net	(\$1,781,816)	(\$1,771,787)	(\$2,292,754)	(\$1,839,087)	(\$2,248,763)

*Other Financing Uses: Employee Health Insurance Transfer

IMRF Fund

Description

The IMRF Fund is a special revenue fund, operating on the modified accrual basis of accounting.

The IMRF Fund budget accounts for the district's (employer's) contribution to the Illinois Municipal Retirement Fund (IMRF). All full-time, and part-time employees intended to work more than 1,000 hours annually, are required to be members of IMRF. The district contributes a percentage of the employee's salary (see below), while the employee is required to contribute 4.5% of their salary. IMRF's financial stability is tied to investment income, employer contributions, and member census. The district levies a property tax for IMRF purposes.

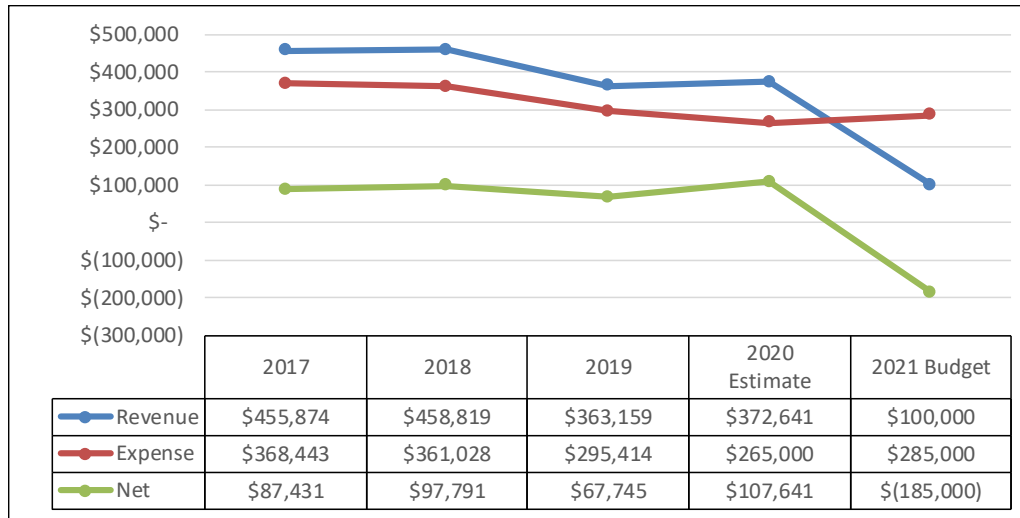
2020 Assessment

- The IMRF Fund is projected to end with a 166% fund balance.

2021 Goals

- Continue to focus on getting the IMRF Fund's fund balance to 25% by December 31, 2025.
 - *Performance Measure:* Have a fund balance of 25% within five years.
 - *Strategic Initiative:* Financial Strength > To develop sustainable financial plans

Historical Analysis



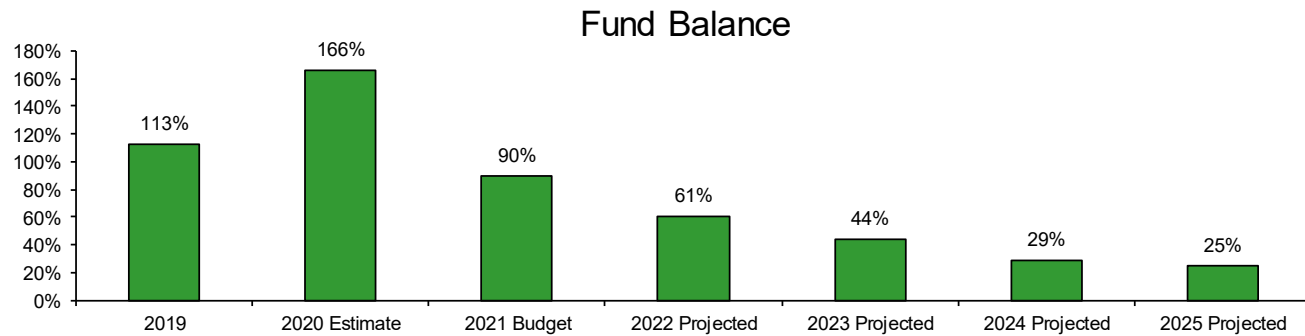
2021 Expense Distribution

100% Benefits

Park District of Oak Park Mission: *In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.*

Budget Detail

	2019	2020 Estimate	2021 Budget	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Tax Receipts	\$363,159	\$372,641	\$100,000	\$226,000	\$270,520	\$286,930	\$335,669
Total Revenue	\$363,159	\$372,641	\$100,000	\$226,000	\$270,520	\$286,930	\$335,669
Benefits	\$295,414	\$265,000	\$285,000	\$299,250	\$314,213	\$329,923	\$346,419
Total Expenses	\$295,414	\$265,000	\$285,000	\$299,250	\$314,213	\$329,923	\$346,419
Net	\$67,745	\$107,641	(\$185,000)	(\$73,250)	(\$43,693)	(\$42,993)	(\$10,750)
Fund Balance	\$333,321	\$440,961	\$255,961	\$182,711	\$139,019	\$96,026	\$85,276
	113%	166%	90%	61%	44%	29%	25%
\$ Amount Above Policy	\$259,467.20	\$374,711.12	\$184,711.12	\$107,898.62	\$60,465.49	\$13,545.11	(\$1,329.20)



Park District of Oak Park Mission: *In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.*

Liability Fund

Description

The Liability Fund is special revenue fund, operating on the modified accrual basis of accounting.

The Liability Fund budget accounts for expenditures made to the Park District Risk Management Agency (PDRMA). Included in this are premiums for liability, property, employment practices, and worker's compensation insurance. Also included are certain other risk management costs including unemployment expense. The projected tax levy for future years is expected to remain flat in order to achieve the targeted fund balance policy. Furthermore, PDRMA's cost allocation formula mitigates large fluctuations in premium contributions from year to year.

2020 Assessment

- The Liability Fund's fund balance is projected to end at a 44% fund balance.
- Develop and deliver active shooter staff training content specific to participants such as preschool and afterschool programs.
 - Completed.
- Apply for a Safety Grant through PDRMA in 2020.
 - Completed first week of September.

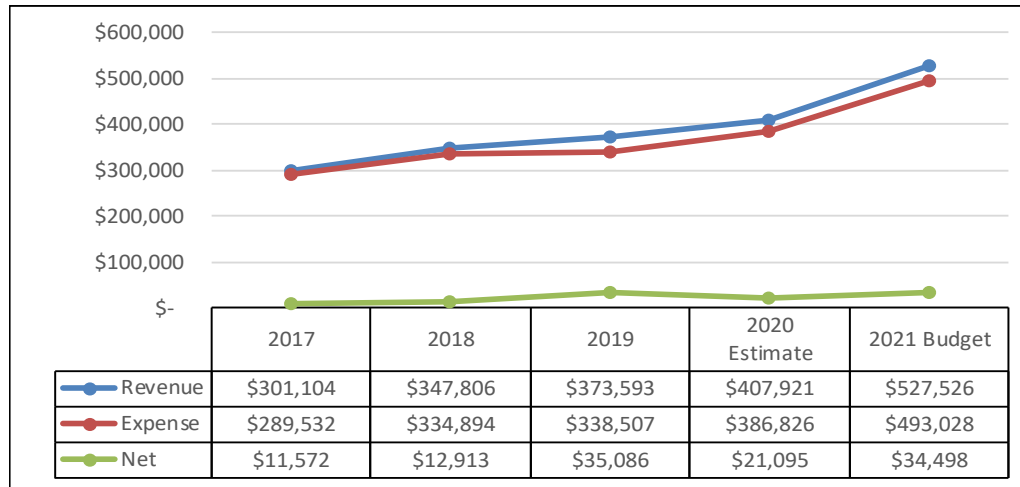
2021 Goals

- Continue to focus on getting the Liability Fund's fund balance to 25% by December 31, 2025.
 - *Performance Measure:* Have a fund balance of 25% within five years.
 - *Strategic Initiative:* Financial Strength > To develop sustainable financial plans
- Begin implementation of AED replacement with 50% (10 units) by December 1, 2021.
 - *Performance Measure:* Replacement of 50% indoor AEDs.
 - *Strategic Initiative:* Quality Infrastructure Management > To use systemic approaches
- Host a bike safety campaign in partnership with Bike Walk Oak Park and the other government entities by October 31, 2021.
 - *Performance measure:* Work with other village entities to create a working plan to keep bikers safe.
 - *Strategic Initiative:* Customer & Community Focus > To engage the community

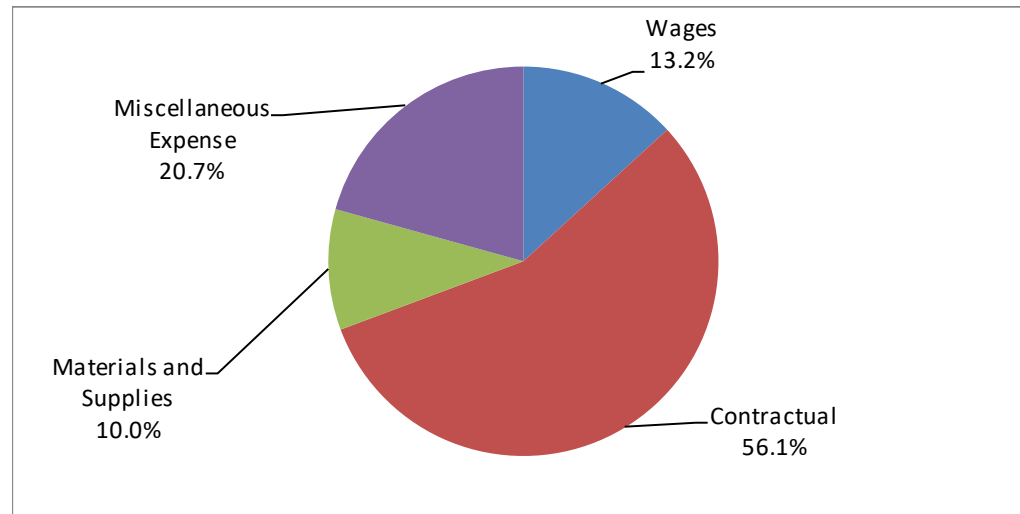
Park District of Oak Park Mission: *In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.*

- Apply for a Safety Grant through PDRMA by September 1, 2021.
 - *Performance measure:* Submit grant application.
 - *Strategic Initiative:* Financial Strength > To maximize funding opportunities

Historical Analysis



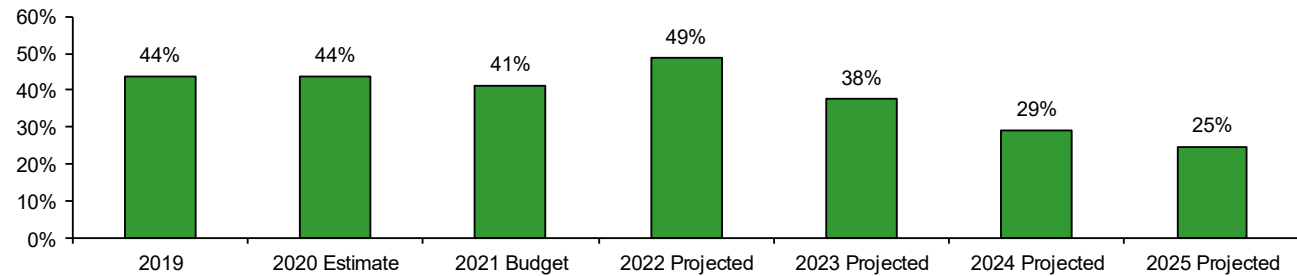
2021 Expense Distribution



Park District of Oak Park Mission: *In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.*

Budget Detail

	2019	2020 Estimate	2021 Budget	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Tax Receipts	\$370,985	\$380,671	\$524,026	\$404,266	\$372,352	\$389,799	\$413,595
Miscellaneous Revenue	\$2,608	\$27,250	\$3,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Revenue	\$373,593	\$407,921	\$527,526	\$405,766	\$373,852	\$391,299	\$415,095
Wages	\$63,209	\$62,160	\$65,044	\$66,995	\$69,005	\$71,075	\$73,207
Contractual	\$255,051	\$268,167	\$276,616	\$280,765	\$284,977	\$289,251	\$293,590
Materials and Supplies	\$14,700	\$45,000	\$49,368	\$50,109	\$50,860	\$51,623	\$52,397
Miscellaneous Expense	\$5,547	\$11,500	\$102,000	\$12,000	\$12,180	\$12,363	\$12,548
Total Expenses	\$338,507	\$386,826	\$493,028	\$409,869	\$417,022	\$424,312	\$431,743
Net	\$35,086	\$21,095	\$34,498	(\$4,102)	(\$43,170)	(\$33,013)	(\$16,648)
Fund Balance	\$148,341	\$169,436	\$203,934	\$199,832	\$156,662	\$123,648	\$107,000

Fund Balance


Park District of Oak Park Mission: *In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.*

Audit Fund

Description

The Audit Fund is a special revenue fund, operating on the modified accrual basis of accounting.

The Audit Fund accounts for expenditures related to the annual audit. The District is required by state statute to hire an independent auditing firm to conduct an audit of the District's finances. The budget includes the third year of a three-year auditing contract. Additional expenses have been included to perform single audits on grants, should grant terms require such. Pursuant to the issuance of bonds the district will be required to file a continuing disclosure statement with EMMA (Electronic Municipal Marketing Access), and as such additional auditing expenses may be incurred. 2013 was the first year the district received the Certificate for Excellence in Financial Reporting (CAFR) through the Government Finance Officers Association, which fulfills the EMMA requirement.

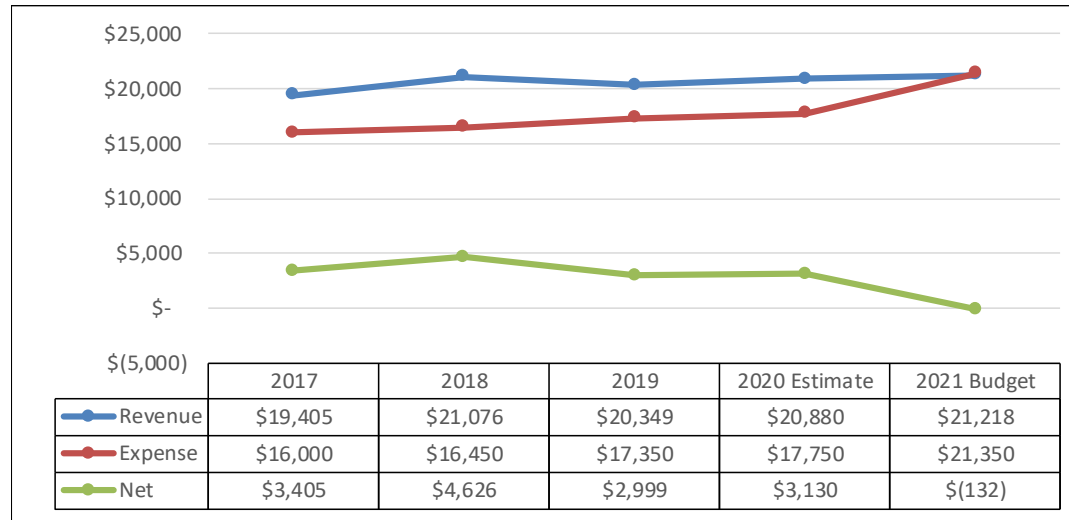
2020 Assessment

- The Audit Fund is projected to end at a 111% fund balance.

2021 Goals

- Continue to focus on getting the Audit Fund's fund balance to 25% by December 31, 2025.
 - *Performance Measure:* Have a fund balance of 25% within five years.
 - *Strategic Initiative:* Financial Strength > To develop sustainable financial plans

Budget Detail

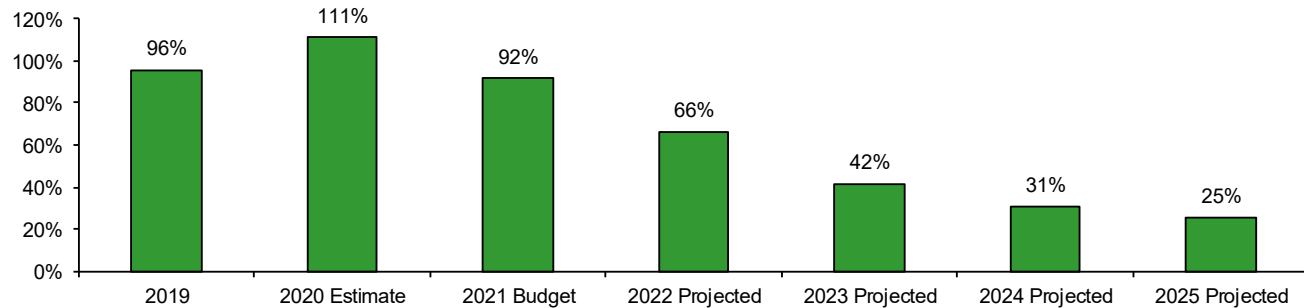


2021 Expense Distribution

100% Contractual

Budget Detail

	2019	2020 Estimate	2021 Budget	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Tax Receipts	\$20,349	\$20,880	\$21,218	\$16,430	\$16,759	\$20,094	\$21,496
Total Revenue	\$20,349	\$20,880	\$21,218	\$16,430	\$16,759	\$20,094	\$21,496
Contractual	\$17,350	\$17,750	\$21,350	\$21,670	\$21,995	\$22,325	\$22,660
Total Expenses	\$17,350	\$17,750	\$21,350	\$21,670	\$21,995	\$22,325	\$22,660
Net	\$2,999	\$3,130	(\$132)	(\$5,240)	(\$5,237)	(\$2,231)	(\$1,164)
Fund Balance	\$16,627	\$19,757	\$19,625	\$14,385	\$9,149	\$6,917	\$5,753

Fund Balance


Park District of Oak Park Mission: *In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.*

Recreation Fund

Description

The Recreation Fund is a special revenue fund, operating on the modified accrual basis of accounting.

The Recreation Fund accounts for recreation program operations and has budgets detailed by program areas. Program fees are the leading revenue source for the Recreation Fund. For 2021, program fees are budgeted to generate \$2.79 million. Property taxes are \$4.50 million for 2021.

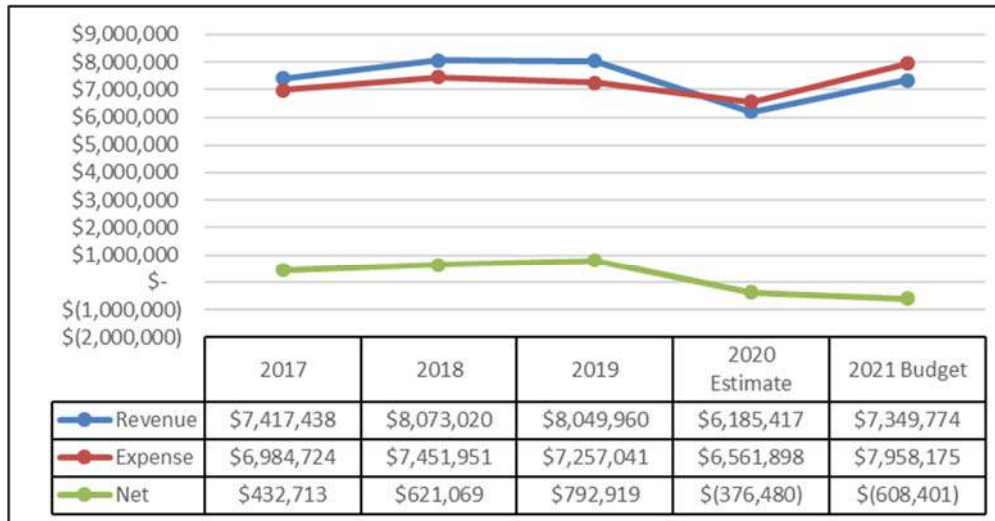
Debt service payments are \$1.94 million and transfers to the Capital Projects fund are \$3.00 million in 2021.

Personnel

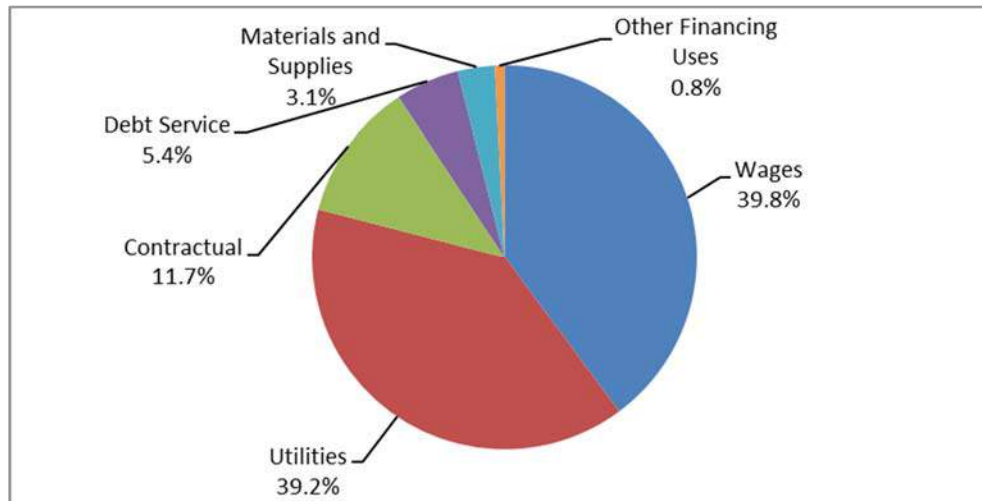
Staffing has been stable in the recreation fund over the last few years but decreased for 2021 due to operational impacts of Covid-19. In 2017, the Communications Department moved to the Recreation Fund from the Corporate Fund for tax reasons.

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Recreation	9	10	9	9	8
Communications	2	2	3	3	2
Customer Service	3	3	3	3	2
Cheney Mansion	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	15	16	16	16	13

Historical Analysis

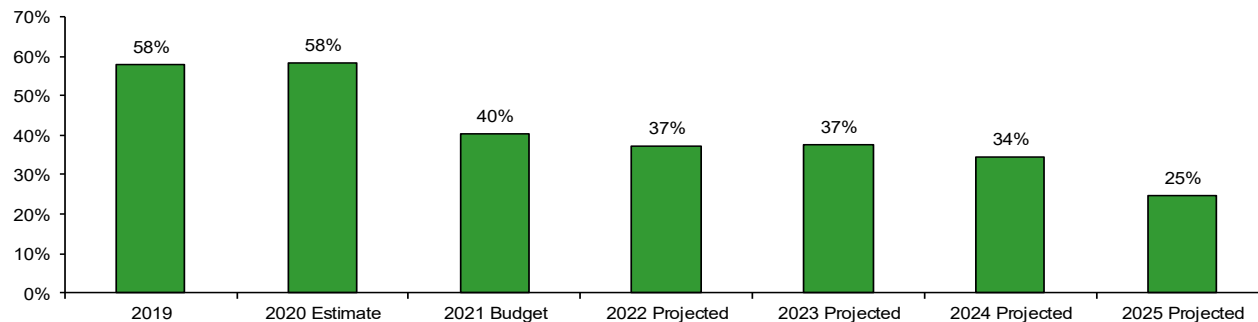


2021 Expense Distribution



Budget Detail
Recreation Fund con't

	2019	2020 Estimate	2021 Budget	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Tax Receipts	\$3,831,956	\$4,449,378	\$4,500,525	\$4,545,530	\$4,691,441	\$4,593,770	\$4,073,645
Rental Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$58,125	\$0	\$135	\$137	\$139	\$141	\$143
Sponsorship & Donations	\$112,853	\$9,000	\$56,770	\$57,622	\$58,486	\$59,363	\$60,254
Program Revenue	\$4,047,026	\$1,727,039	\$2,792,344	\$4,249,377	\$4,313,118	\$4,442,511	\$4,575,787
Total Revenue	\$8,049,960	\$6,185,417	\$7,349,774	\$8,852,666	\$9,063,184	\$9,095,785	\$8,709,829
Wages	\$2,348,011	\$1,710,991	\$1,973,874	\$2,535,851	\$2,741,927	\$2,905,185	\$3,079,340
Contractual	\$978,652	\$341,676	\$578,753	\$1,056,944	\$1,072,798	\$1,088,890	\$1,105,223
Materials and Supplies	\$185,092	\$76,017	\$154,673	\$199,899	\$202,898	\$205,941	\$209,030
Benefits	\$0	\$0	\$1	\$0	\$0	\$0	\$0
Miscellaneous Expense	\$159,058	\$98,975	\$265,128	\$269,105	\$273,141	\$277,239	\$281,397
Debt Service	\$1,857,772	\$1,943,050	\$1,942,750	\$1,998,645	\$1,998,645	\$1,998,645	\$1,998,646
Utilities	\$32,702	\$96,000	\$40,000	\$42,000	\$44,100	\$46,305	\$48,620
Other Financing Uses	\$1,695,756	\$2,295,189	\$3,002,997	\$2,688,209	\$2,643,855	\$2,750,139	\$2,816,815
Total Expenses	\$7,257,041	\$6,561,898	\$7,958,175	\$8,790,653	\$8,977,364	\$9,272,344	\$9,539,072
Net	\$792,919	(\$376,480)	(\$608,401)	\$62,013	\$85,820	(\$176,558)	(\$829,243)
Fund Balance	\$4,203,244	\$3,826,764	\$3,218,362	\$3,280,376	\$3,366,196	\$3,189,637	\$2,360,394
	58%	58%	40%	37%	37%	34%	25%
\$ Amount Above Policy	\$2,388,983.63	\$2,186,289.25	\$1,228,818.42	\$1,082,712.52	\$1,121,854.78	\$871,551.50	(\$24,373.50)

Fund Balance


Recreation Administration

Description

Recreation Administration is responsible for system wide program and services oversight, affiliate relations, and equipment and services that support the entire department operationally. Staffing includes the Superintendent of Recreation, Program Managers, Program Supervisors and department wide support staff.

2020 Assessment

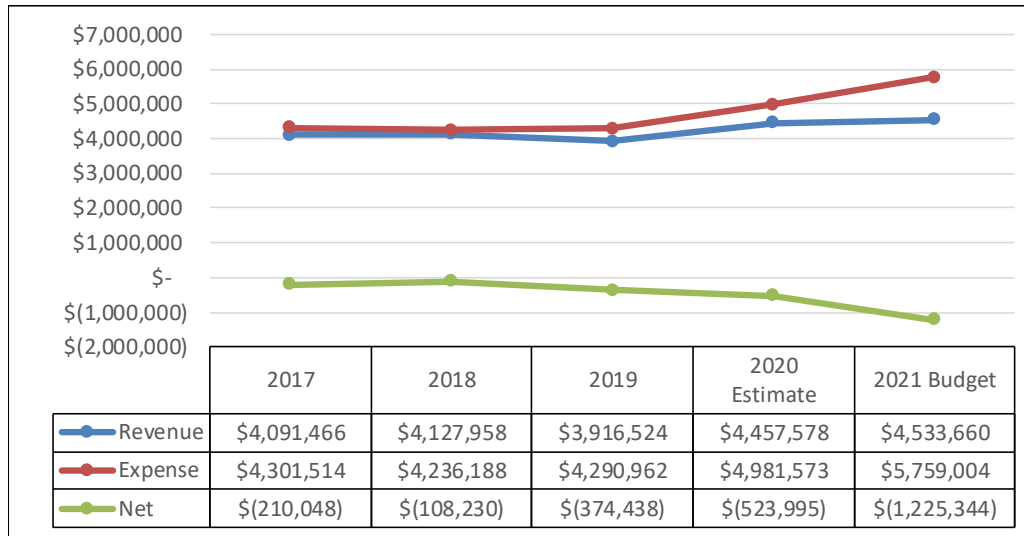
- Roll out new, tiered pricing for Day Camps, Preschool and Afterschool Clubhouse programs. Inform current Clubhouse participants and past summer camp participants of new tiered pricing program.
 - Tiered pricing was rolled out at the start of 2020.
- Establish partnerships with not-for-profits that help extend the Park District's reach in the community.
 - We worked closely with the Village, Township, Deacon Sammuels, Library, Beyond Hunger, Children's Clinic as well as many others to meet the needs of residents to have access to masks. We partnered with Ed Redd's Mentoring group to provide low cost space for his organization to serve youth through mentoring. We also partnered with the Village and many other agencies to help Oak Park get a dementia friendly designation and will continue to work with the groups to move that project ahead. We continued to work with Beyond Hunger to collect food through our tours at Cheney as well as continue to harvest food for distribution.

2021 Goals

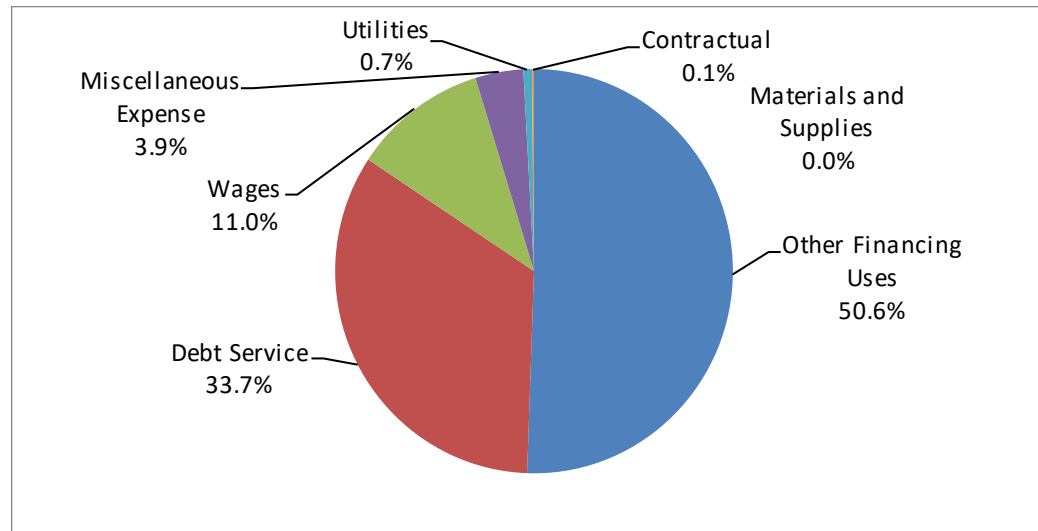
- Lead community engagement group of a minimum of seven BIPOC to focus on programming ideas by meeting quarterly in 2021.
 - *Performance Measure:* Creation of group and meeting completion.
 - *Strategic Initiative:* Customer & Community Focus > To engage the community
- Partner with a minimum of one community group to provide space for drop in tutoring/homework help serving a minimum of 20 youth by September 1, 2021.
 - *Performance Measure:* Partner and provide space.
 - *Strategic Initiative:* Customer & Community Focus > To engage the community

Historical Analysis

Recreation Administration con't



2021 Expense Distribution



Budget Detail

Recreation Administration con't

	2017	2018	2019	2020 Estimate	2021 Budget
Tax Receipts	\$3,963,452	\$3,993,189	\$3,831,956	\$4,449,378	\$4,500,525
Miscellaneous Revenue	\$112,164	\$116,297	\$58,125	\$0	\$135
Sponsorship & Donations	\$15,850	\$18,472	\$26,443	\$8,200	\$33,000
Total Revenue	\$4,091,466	\$4,127,958	\$3,916,524	\$4,457,578	\$4,533,660
Wages	\$680,850	\$660,733	\$664,648	\$624,931	\$630,620
Contractual	\$50,977	\$20,109	\$6,199	\$7,100	\$8,500
Materials and Supplies	\$982	\$2,154	\$406	\$1,500	\$1,000
Miscellaneous Expense	\$74,523	\$121,071	\$110,917	\$75,764	\$224,390
Debt Service	\$2,000,194	\$2,002,119	\$1,857,772	\$1,943,050	\$1,942,750
Utilities	\$28,023	\$23,447	\$32,702	\$96,000	\$40,000
Other Financing Uses*	\$1,465,966	\$1,406,556	\$1,618,319	\$2,233,228	\$2,911,744
Total Expenses	\$4,301,514	\$4,236,188	\$4,290,962	\$4,981,573	\$5,759,004
Net	(\$210,048)	(\$108,230)	(\$374,438)	(\$523,995)	(\$1,225,344)

**Other Financing Uses: Employee Health Insurance Transfer, Fund Transfer Out, Capital Projects Contribution*

Communications & Marketing

Description

Communications and Marketing is responsible for all communication efforts including site planning, capital improvement projects, and marketing efforts including four seasonal program catalogues, website management, newsletters and various promotional materials. Also included in this area is grant administration and sponsorships. The majority of this area is funded by revenues of the recreation fund with a small amount of revenues generated by the sale of advertisements and sponsorships.

2020 Assessment

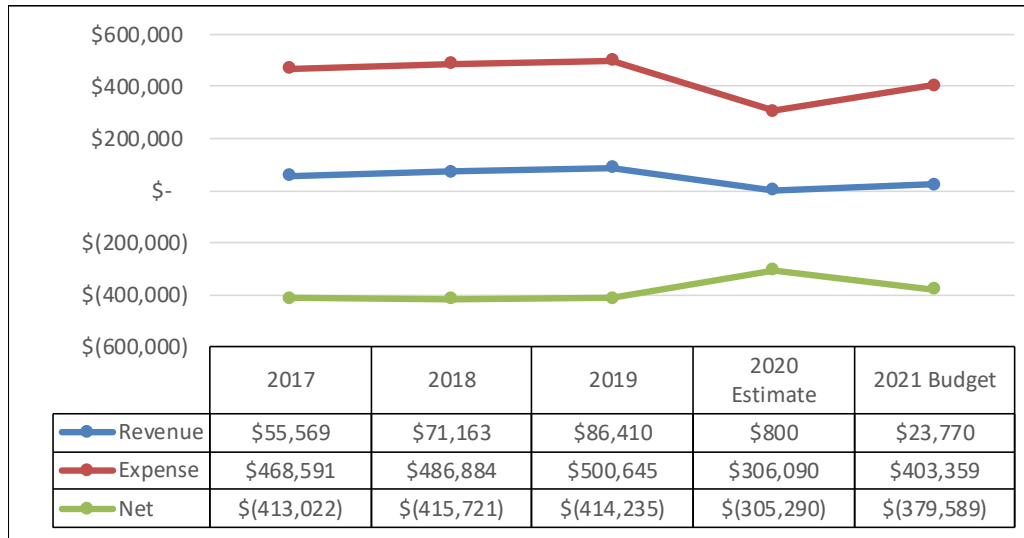
- Utilize video content to reach new markets.
 - Did not reach this goal for 2020; however, web designer produced several videos for the District including a camp video as well as a video for Day In Our Village. Edited 10 fitness videos to offer virtual fitness classes during the pandemic and edited a Parks Do's and Don'ts video.
- Increase overall registrations by 2%.
 - Our marketing efforts have been sidetracked with the Covid-19 pandemic. This goal was not accomplished.
- Prepare RFP for web redesign in 2021 with community input.
 - We have pushed this project back to 2021.

2021 Goals

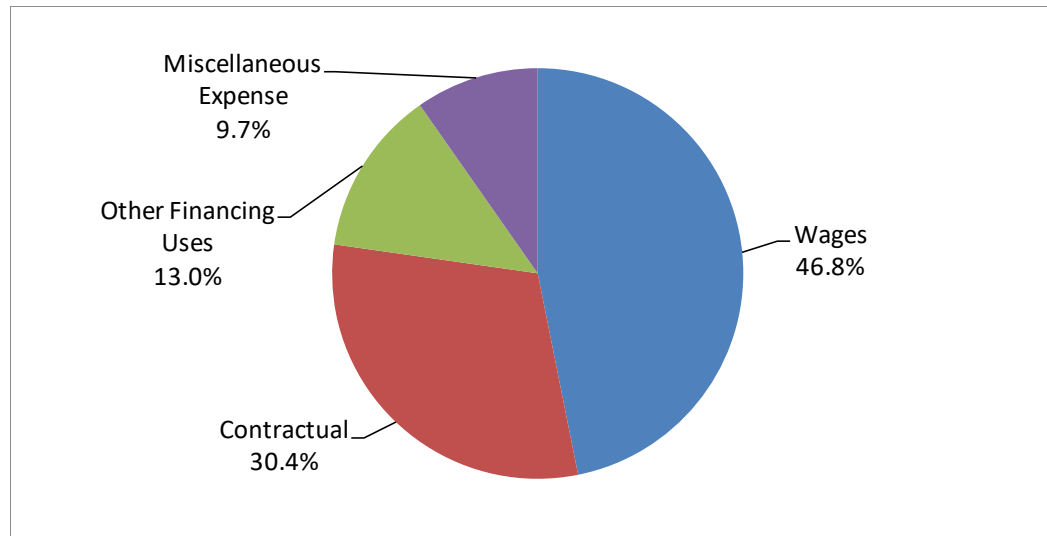
- Create a minimum of 12 program videos on identified activities based on BIPOC conversations by December 1, 2021.
 - *Performance Measure:* Completion of video content.
 - *Strategic Initiative:* Community & Customer Focus > To engage the community
- Prepare Gold Medal application and video by May 1, 2021.
 - *Performance Measure:* Application submittal and selection as a finalist in order to submit the video.
 - *Strategic Initiative:* Organizational Excellence > To strive for innovative operational excellence
- Work with the Social Equity Committee to examine terminology of all marketing materials to be more inclusive.
 - *Performance Measure:* 2021 summer brochure updated with new terminology.
 - *Strategic Initiative:* Community & Customer Focus > To engage the community
- Prepare RFP with community input for web redesign in 2022. The RFP will be finalized by December 1, 2021.
 - *Performance Measurement:* RFP distributed January 2022.
 - *Strategic Initiative:* Customer & Community Focus > To leverage technology

Historical Analysis

Communications & Marketing con't



2021 Expense Distribution



Budget Detail
Communications & Marketing con't

	2017	2018	2019	2020 Estimate	2021 Budget
Sponsorship & Donations	\$55,569	\$71,163	\$86,410	\$800	\$23,770
Total Revenue	\$55,569	\$71,163	\$86,410	\$800	\$23,770
Wages	\$251,564	\$256,915	\$259,927	\$195,522	\$188,955
Contractual	\$139,359	\$148,699	\$173,374	\$60,650	\$122,708
Miscellaneous Expense	\$51,614	\$58,433	\$44,560	\$19,836	\$39,174
Other Financing Uses*	\$26,054	\$22,837	\$22,784	\$30,081	\$52,521
Total Expenses	\$468,591	\$486,884	\$500,645	\$306,090	\$403,359
Net	(\$413,022)	(\$415,721)	(\$414,235)	(\$305,290)	(\$379,589)

**Other Financing Uses: Employee Health Insurance Transfer*

Customer Service

Description

Customer Service Staff, in many cases, is the first contact a participant has with the District. Staff is responsible for registration and responds to online and in person inquiries regarding programs and general information on the District. Staff actively pursues patron and resident feedback through surveys to continually improve District's services and programs.

2020 Assessment

- Create a rental portfolio online for all community center/room rental locations, each to have their own page with still shots and all information you would want to know about a specific location.
 - Phase 1 of this project was completed for most centers as pictures were taken with table and chair setup. This goal got derailed once the pandemic hit and community centers remained closed for private events.
- Continue with a minimum of nine Meet & Greets at local existing and new apartment buildings to increase PDOP awareness. Target at least two new first time meet and greet locations within the grouping.
 - Two meet and greets were held and a third cancelled that was scheduled for March 19th. Due to the pandemic, this goal was not completed.
- Create a one-stop-shop pool hotline with all information patrons will need to know about the pools. A web page will also be created with this information. This will be created using data from the 2019 pool season of most frequently asked questions from our Customer Service Staff.
 - This goal was completed with a new call flow implemented. Unfortunately we were unable to see the benefits due to the cancelled pool season. This feature will be ready to go for 2021 season.

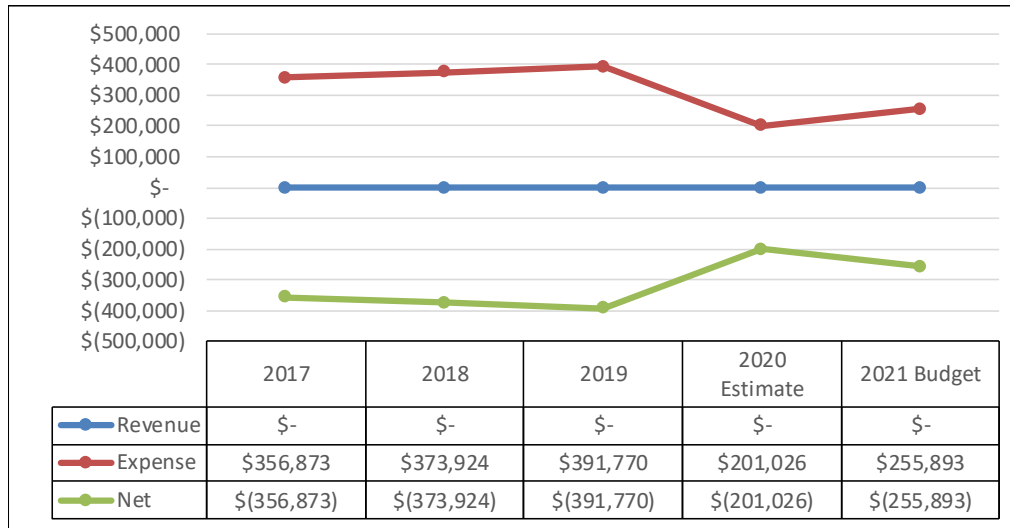
2021 Goals

- Create a minimum of 25 internal video tutorials on Customer Service Amilia Operations by March 1, 2021.
 - *Performance Measure:* Complete videos.
 - *Strategic Initiative:* Staff Excellence > To lead and develop staff
- Create three orientation videos by March 1, 2021 for Customer Service Staff to be added to Paycom for viewing prior to starting/returning to work.
 - *Performance Measure:* Complete videos.
 - *Strategic Initiative:* Staff Excellence > To lead and develop staff
- Redesign picnic shelter reservation process by March 15, 2021.

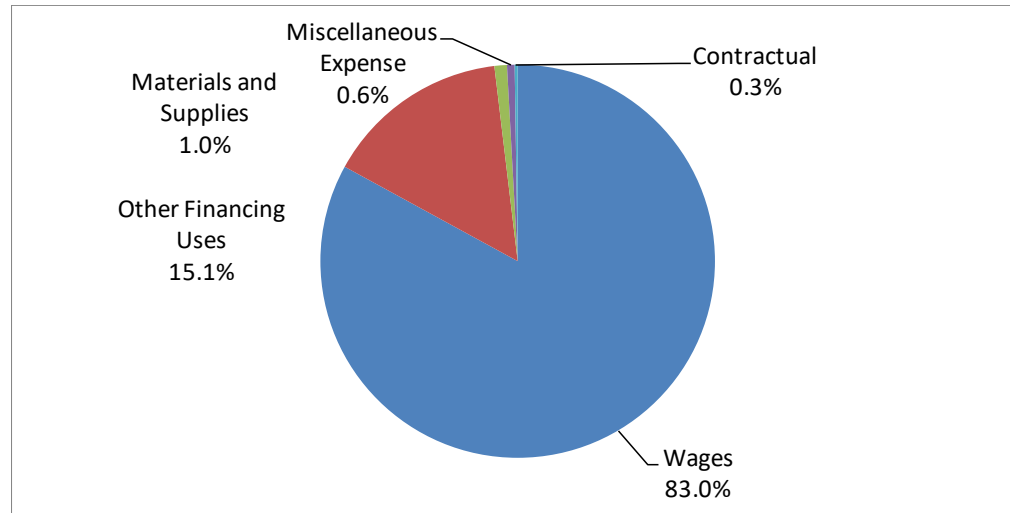


- *Performance Measure:* Updated picnic shelter reservation process.
- *Strategic Initiative:* Customer & Community Focus > To increase customer loyalty

Historical Analysis



2021 Expense Distribution



Budget Detail

Customer Service con't

	2017	2018	2019	2020 Estimate	2021 Budget
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0
Wages	\$299,680	\$310,896	\$326,815	\$164,040	\$212,328
Contractual	\$276	\$339	\$791	\$0	\$650
Materials and Supplies	\$7,087	\$7,225	\$5,931	\$1,731	\$2,620
Miscellaneous Expense	\$3,639	\$2,111	\$3,580	\$3,375	\$1,564
Other Financing Uses*	\$46,190	\$53,353	\$54,653	\$31,881	\$38,731
Total Expenses	\$356,873	\$373,924	\$391,770	\$201,026	\$255,893
Net	(\$356,873)	(\$373,924)	(\$391,770)	(\$201,026)	(\$255,893)

*Other Financing Uses: Employee Health Insurance Transfer

Sports & Fitness

Description

This area includes programs for all ages with an emphasis on healthy living and sports skill development. This area includes fitness programs, youth sports, and adult sports. The fitness programming area is responsible for all general fitness, adult dance, and health programs for youth, adults and active adults. The youth athletics includes youth sports programs, leagues and camps, as well as tennis programs. The adult athletics provides athletic opportunities for those 18 years or older in the form of competitive and recreational team league play, drop-in play and individual instruction.

2020 Assessment

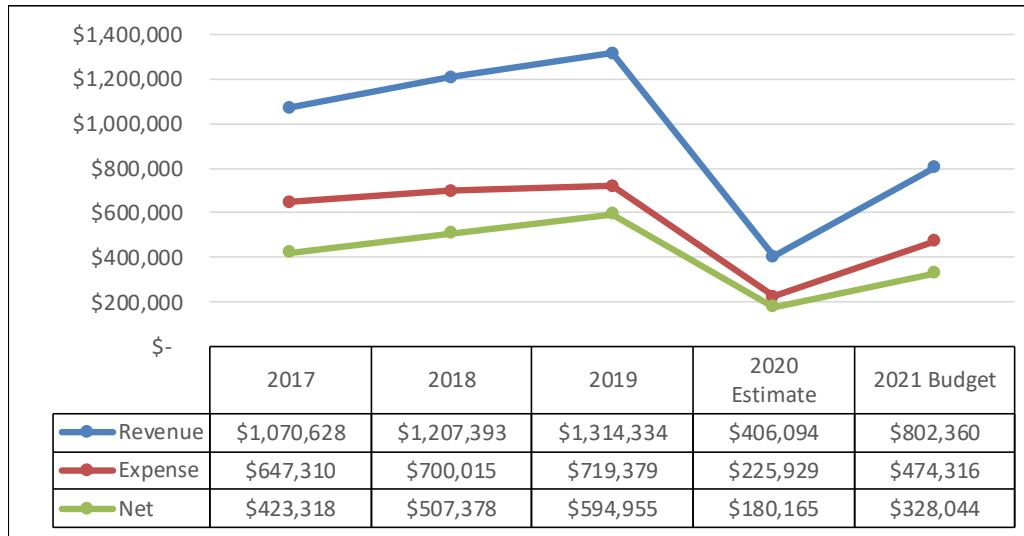
- Plan and implement a fall youth travel baseball league that will total a minimum of 4 teams.
 - Research and planning was done including logistics of how the league was to run and it was intended to be part of the summer brochure however due to COVID-19 and the limitations that come with the guidelines the league had to be put to the side for this year.
- Plan and implement a pickle ball tournament/league at Barrie Park that will total at least 24 participants.
 - Research and planning was done with staff in how the league would run with the intention of it appearing in the summer brochure however due to COVID-19 and the limitations as well as for the safety of the participants the league was put to the side this year.
- Plan and implement two summer half-day dance camp weeks that will total at least 24 participants.
 - The new dance camps were planned as well as marketed in the 2020 summer camp brochure. The camps were well on their way to reaching the 24 participants during the camp registration period. However due to COVID-19 all camps were consolidated into general day camps and the dance camps were set to the side this year.

2021 Goals

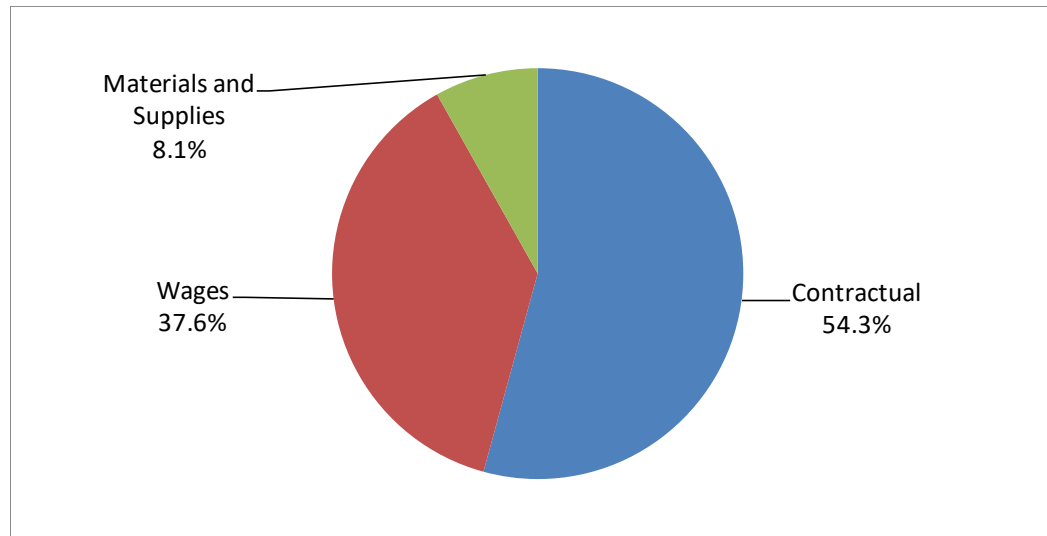
- To expand partnership with OPYBS to conduct a minimum of eight baseball/softball skills clinics for the community by October 1, 2021.
 - *Performance Measure:* Conducting the sessions.
 - *Strategic Initiative:* Customer & Community Focus > To create memorable experiences
- Establish a basketball partnership with a community partner to provide a minimum of three basketball offerings by September 1, 2021.
 - *Performance Measure:* Provide basketball offerings.

- *Strategic Initiative:* Customer & Community Focus > To create memorable experiences
- Partner with a mental health provider to offer a minimum of two youth/teen wellness programs for residents by December 1, 2021.
 - *Performance Measure:* Establish partnership and offer programs.
 - *Strategic Initiative:* Customer & Community Focus > To create memorable experiences

Historical Analysis



2021 Expense Distribution



Budget Detail

Sports & Fitness con't

	2017	2018	2019	2020 Estimate	2021 Budget
Program Revenue	\$1,070,628	\$1,207,393	\$1,314,334	\$406,094	\$802,360
Total Revenue	\$1,070,628	\$1,207,393	\$1,314,334	\$406,094	\$802,360
Wages	\$224,552	\$233,969	\$207,855	\$47,275	\$178,322
Contractual	\$366,313	\$419,546	\$461,620	\$168,804	\$257,352
Materials and Supplies	\$56,445	\$46,500	\$49,904	\$9,850	\$38,643
Total Expenses	\$647,310	\$700,015	\$719,379	\$225,929	\$474,316
Net	\$423,318	\$507,378	\$594,955	\$180,165	\$328,044

General Recreation

Description

This area includes programs for all ages with a higher emphasis on programs geared towards the social and educational development of children from birth to 14 years of age. A majority of the programming revenue is generated from the Summer Camp, Afterschool, and Preschool programs, which help offset free Community Special Events.

2020 Assessment

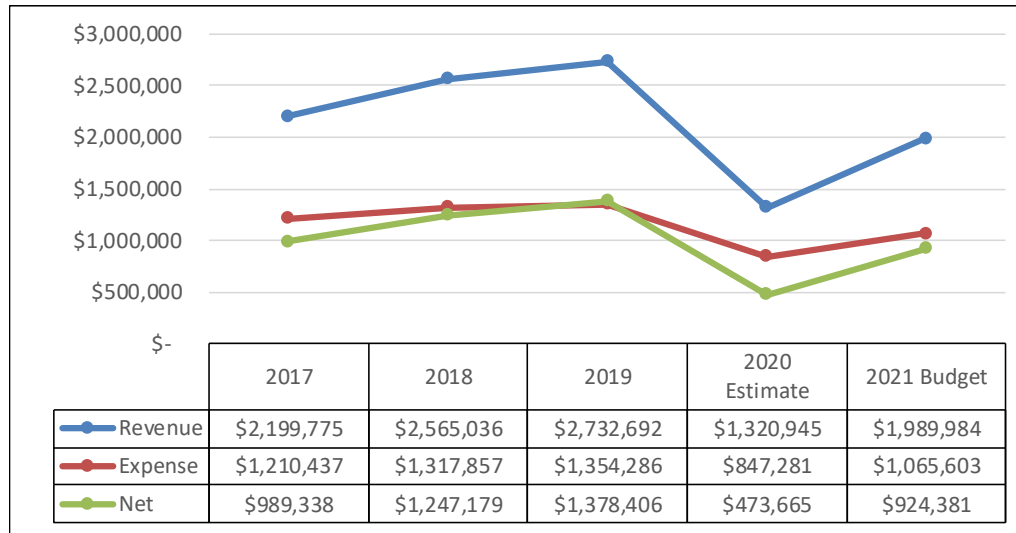
- Expand safe afterschool opportunities for Oak Park Youth & Teens.
 - This goal has been accomplished through the addition of several afterschool youth/teen classes including Poetry/Lyric Week, Afterschool Maker's Space, Youth Ceramics, Film Week, and Animation Week.
- Increase Cubhouse visits by offering additional operating hours.
 - Operating hours were expanded starting in October 2019 to include evening hours (5-7 PM) on Thursday. Unfortunately the playground was closed in March as a result of Covid-19 and hasn't yet reopened so we will not accomplish the 3% increase.
- Revitalize teen special events budget through the addition of three new events and 5% revenue increase.
 - This goal was off to a strong start with 24 teens participating in an E-Sports event in February. Unfortunately all events have been canceled from March-present due to Covid-19. We are adding the appropriate equipment at Dole Center for future E-Sports programs.
- Expand teen adventure trip opportunities.
 - We successfully ran a teen ski trip in January. Unfortunately plans for future adventure trips we're derailed by the Covid-19 shutdown and responsive safety guidelines that have prevented us from offering trips.

2021 Goals

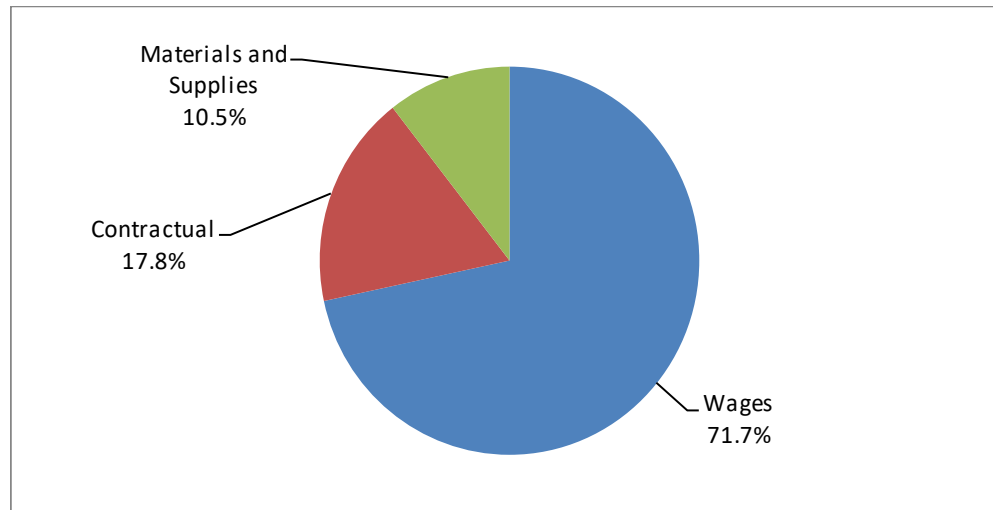
- Increase Educational Opportunities for Early Childhood Participants by offering a minimum of four learning loss and three STEM focused enrichment classes.
 - *Performance Measure:* Offering classes.
 - *Strategic Initiative:* Customer & Community Focus > To create memorable experiences
- Expand E-Sports Tournaments for Teens to at least one tournament per season.
 - *Performance Measure:* Offer and participate in tournaments.
 - *Strategic Initiative:* Customer & Community Focus > To create memorable experiences

- Expand One-Day Project Based Art Workshops by 20% over 2020.
 - *Performance Measure:* Increase participants.
 - *Strategic Initiative:* Customer & Community Focus / Financial Strength > To create memorable experiences
- Establish a youth advisory council made up of diverse youth in Oak Park to explore and implement program offerings by October 1, 2021.
 - *Performance Measure:* Establish council.
 - *Strategic Initiative:* Organizational Excellence > To develop strategic partnerships

Historical Analysis



2021 Expense Distribution



Budget Detail

General Recreation con't

	2017	2018	2019	2020 Estimate	2021 Budget
Program Revenue	\$2,199,775	\$2,565,036	\$2,732,692	\$1,320,945	\$1,989,984
Total Revenue	\$2,199,775	\$2,565,036	\$2,732,692	\$1,320,945	\$1,989,984
Wages	\$784,600	\$864,364	\$888,766	\$679,222	\$763,649
Contractual	\$292,734	\$298,406	\$336,668	\$105,123	\$189,543
Materials and Supplies	\$133,103	\$155,088	\$128,852	\$62,936	\$112,410
Total Expenses	\$1,210,437	\$1,317,857	\$1,354,286	\$847,281	\$1,065,603
Net	\$989,338	\$1,247,179	\$1,378,406	\$473,665	\$924,381

Museum Fund

Description

The Museum Fund is a special revenue fund, operating under the modified accrual basis of accounting.

The Museum Fund helps to maintain two Park District historic properties: Pleasant Home and Cheney Mansion. Pleasant Home is a National Historic Landmark designed in 1897 by noted prairie school architect George W. Maher for investment banker and philanthropist John W. Farson. Pleasant Home was purchased by the District in 1939. The Pleasant Home Foundation, a non-profit organization established in 1990 dedicated to restoring, preserving, and operating this 30-room architectural landmark as an historic house museum, operates the museum in cooperation with the District. Beginning in 2013, the District used funds to help with the capital maintenance of Cheney Mansion including upgrades to the second floor. The District levies a property tax for the museum's operations and certain capital improvements. Because this fund provides monetary support for both operating and capital projects, the fund balance requirement is set at 75% to expenditures.

2020 Assessment

- The Museum Fund is projected to end with a 468% fund balance.

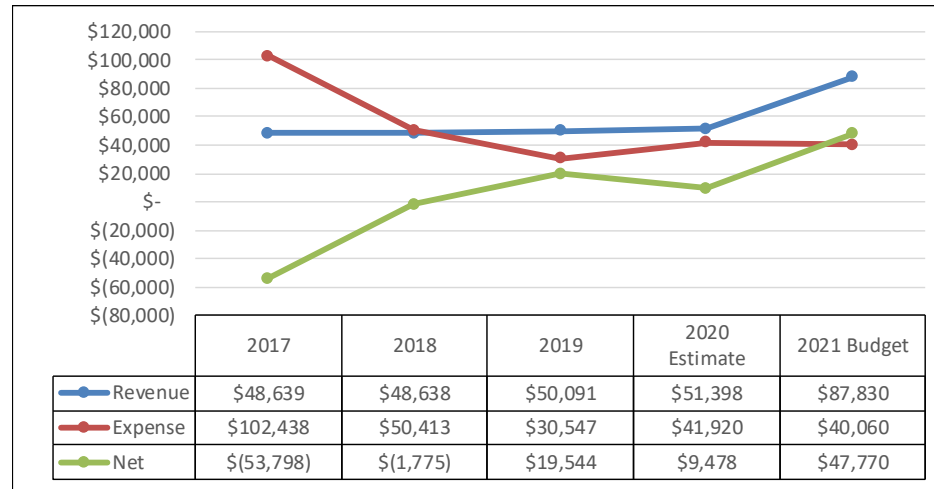
2021 Goals – Pleasant Home

- Host a minimum of 10 Weddings by December 31, 2021.
 - *Performance Measure:* Maintain rentals.
 - *Strategic Initiative:* Financial Strength > To maximize funding opportunities
- Host a minimum of 10 Corporate and Special Rentals by December 31, 2021.
 - *Performance measure:* Maintain rentals.
 - *Strategic Initiative:* Financial Strength > To maximize funding opportunities
- Generate a minimum of \$5,000 in Program Revenue at Pleasant Home.
 - *Performance measure:* Maximize Funding/customer engagement
 - *Strategic Initiative:* Financial Strength > To maximize funding opportunities
- Continue to focus on getting the Museum Fund's fund balance to 75% by December 31, 2025.

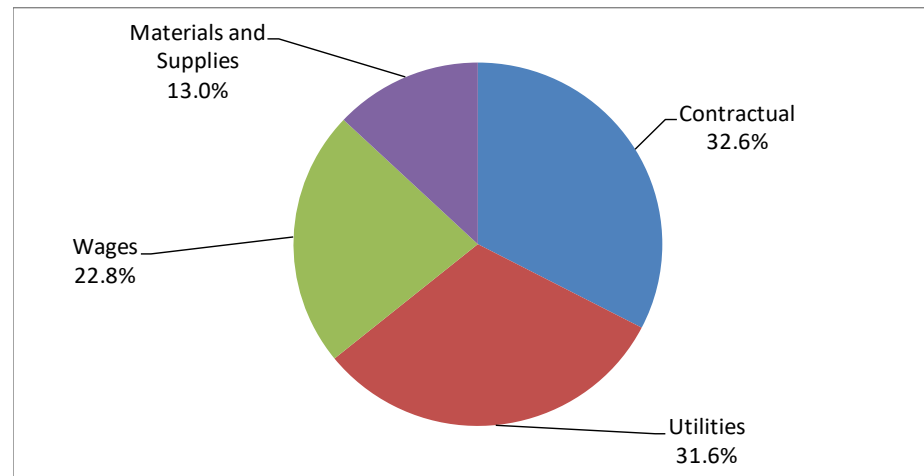
Park District of Oak Park Mission: *In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.*

- *Performance Measure:* Have a fund balance of 75% within five years.
- *Strategic Initiative:* Financial Strength > To maximize funding opportunities

Historical Analysis



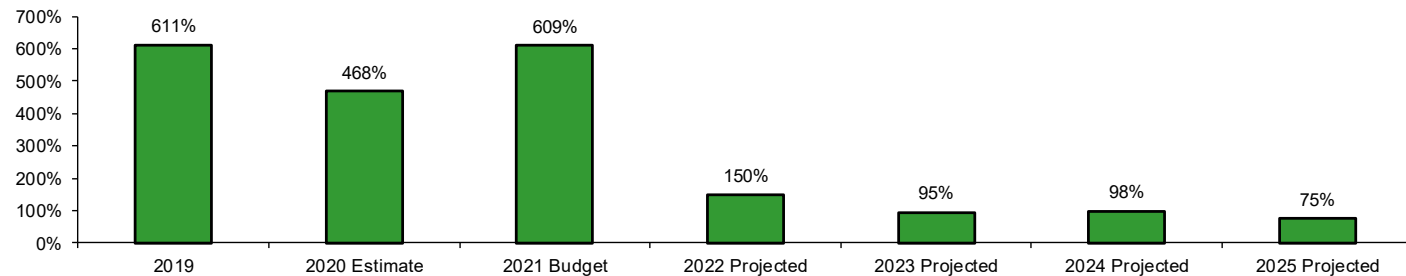
2021 Expense Distribution



Park District of Oak Park Mission: *In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.*

Budget Detail
Museum Fund con't

	2019	2020 Estimate	2021 Budget	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Tax Receipts	\$50,091	\$51,398	\$52,230	\$52,752	\$28,807	\$106,883	\$58,521
Rental Income	\$0	\$0	\$30,500	\$31,415	\$32,357	\$33,328	\$34,328
Sponsorship and Donations	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Program Income	\$0	\$0	\$5,100	\$5,253	\$5,411	\$5,573	\$5,740
Total Revenue	\$50,091	\$51,398	\$87,830	\$89,420	\$66,575	\$145,785	\$92,849
Wages	\$0.00	\$0.00	\$9,150.00	\$9,607.50	\$10,087.88	\$10,592.27	\$11,121.88
Contractual	\$17,882	\$28,260	\$13,060	\$100,000	\$102,000	\$103,530	\$105,083
Materials and Supplies	\$55	\$780	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200
Utilities	\$12,609	\$12,880	\$12,650	\$18,283	\$19,197	\$20,156	\$21,164
Total Expenses	\$30,547	\$41,920	\$40,060	\$133,090	\$136,485	\$139,479	\$131,447
Net	\$19,544	\$9,478	\$47,770	(\$43,670)	(\$69,909)	\$6,306	(\$38,598)
Fund Balance	\$186,620	\$196,098	\$243,868	\$200,198	\$130,289	\$136,595	\$97,997

Fund Balance


Park District of Oak Park Mission: *In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.*

Special Recreation Fund

Description

The Special Recreation Fund is a special revenue fund, operating on the modified accrual basis of accounting.

The Special Recreation Fund accounts for expenditures made to the West Suburban Special Recreation Association (WSSRA) as well as implementation of the ADA Transition Plan.

WSSRA provides opportunities for people with physical and mental disabilities of all ages to participate in year round programming specifically designed to meet their individual needs. The ADA Transition Plan's intent is to increase accessibility to the participants of the WSSRA programming. WSSRA also provides inclusion services for individuals with disabilities that wish to participate in park district programs.

2020 Assessment

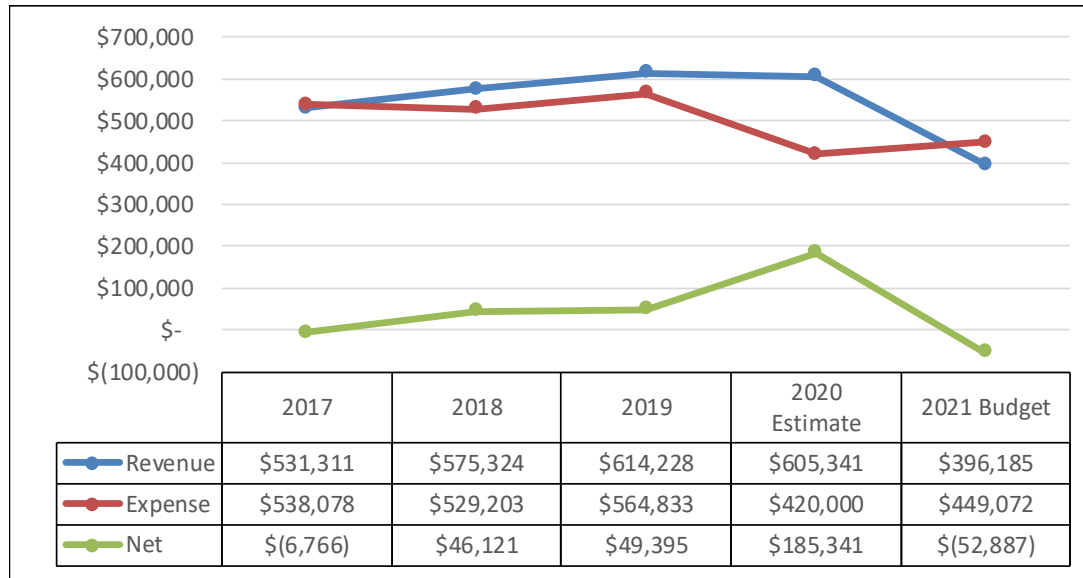
- The Special Recreation Fund is projected to end with an 82% fund balance.

2021 Goals

- Continue to focus on getting the Special Recreation Fund's fund balance to 25% by December 31, 2025.
 - *Performance Measure:* Have a fund balance of 25% within five years.
 - *Strategic Initiative:* Financial Strength > To maximize funding opportunities

Historical Analysis

Special Recreation Fund con't

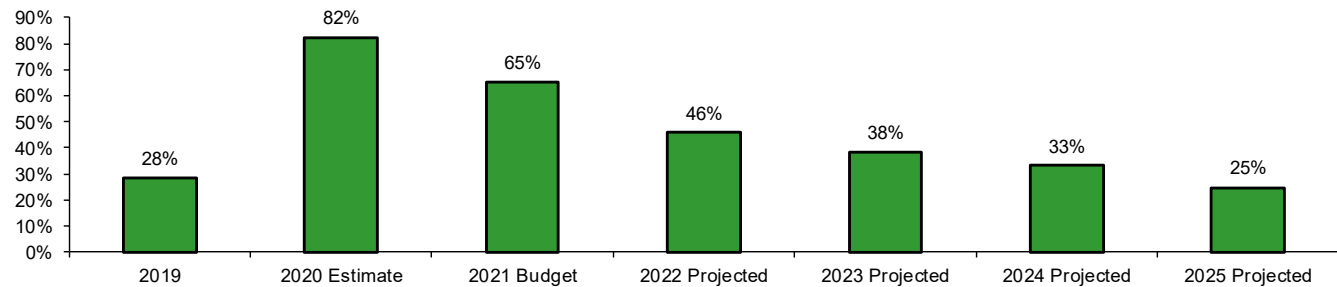


2021 Expense Distribution

100% Contractual

Budget Detail
Special Recreation Fund con't

	2019	2020 Estimate	2021 Budget	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Tax Receipts	\$585,228	\$600,508	\$396,185	\$500,147	\$535,150	\$545,853	\$593,770
Other Financing Sources	\$29,000	\$4,833	\$0	\$30,000	\$30,600	\$31,212	\$0
Total Revenue	\$614,228	\$605,341	\$396,185	\$530,147	\$565,750	\$577,065	\$593,770
Contractual	\$564,833	\$420,000	\$449,072	\$564,833	\$595,899	\$604,837	\$636,289
Total Expenses	\$564,833	\$420,000	\$449,072	\$564,833	\$595,899	\$604,837	\$636,289
Net	\$49,395	\$185,341	(\$52,887)	(\$34,686)	(\$30,149)	(\$27,773)	(\$42,519)
Fund Balance	\$160,343	\$345,684	\$292,797	\$258,111	\$227,962	\$200,189	\$157,670
	28%	82%	65%	46%	38%	33%	25%

Fund Balance


Park District of Oak Park Mission: *In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.*

Special Facilities Fund

The Special Facilities Fund is a special revenue fund, operating on the modified accrual basis of accounting.

The Special Facilities Fund accounts for the operation of recreation programs that require specialized facilities. These facilities include the Ridgeland Common (ice arena, pool, and athletic fields), Rehm Pool, Gymnastics and Recreation Center (Fall 2013) and the Maple Park Dog Park.

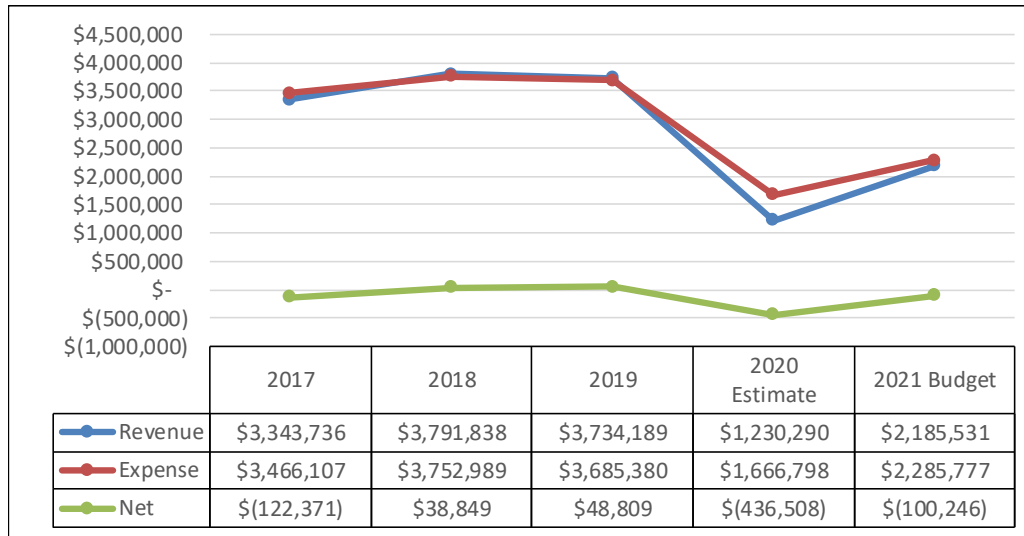
Program fees and admission charges are the only revenue source for the operations of these facilities. There is no property tax support allocated for funding the operations of these programs. However, the special facilities do receive tax support for capital improvements and indirect expenses such as liability insurance and pension obligations.

Personnel

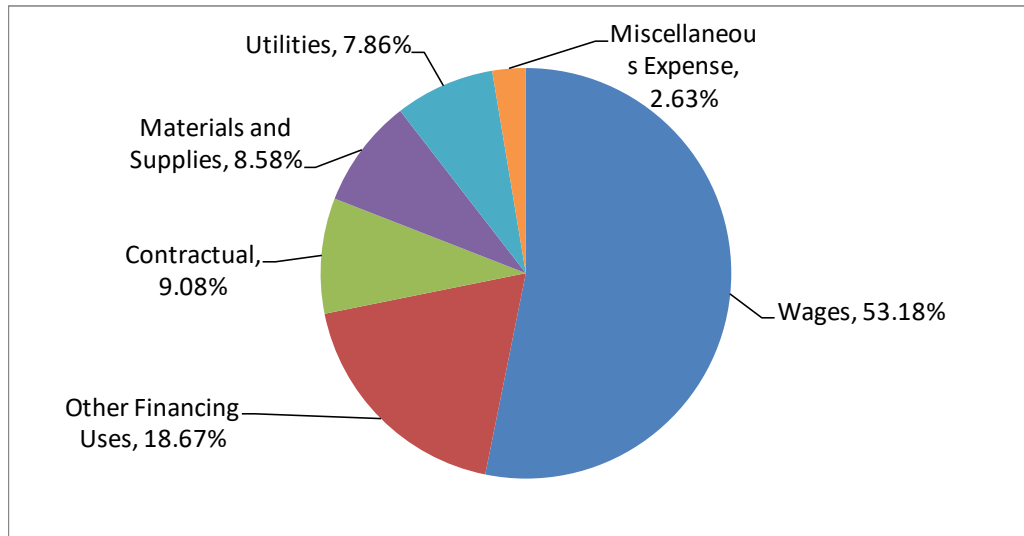
Staffing has remained stable except there is a decrease for 2021 due to Covid-19. In 2018, a Maintenance Supervisor position was added to help with the ever-growing maintenance needs of the new facilities.

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Pools/Ice Arena	6	7	7	7	6
Gymnastics	6	6	6	6	4
Total	12	13	13	13	10

Historical Analysis

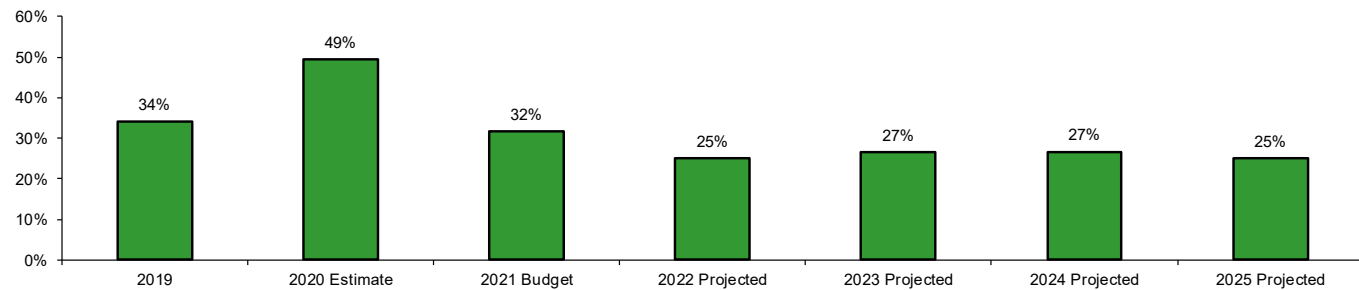


2021 Expense Distribution



Budget Detail
Special Facilities Fund con't

	2019	2020 Estimate	2021 Budget	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Fees and Charges	\$1,138,076	\$100,657	\$723,878	\$1,194,979	\$1,230,829	\$1,267,754	\$1,305,786
Rental Income	\$310,666	\$101,882	\$196,863	\$326,200	\$335,986	\$346,065	\$356,447
Miscellaneous Revenue	\$88,991	\$11,420	\$6,470	\$89,881	\$91,229	\$92,597	\$93,986
Program Revenue	\$2,196,456	\$1,016,331	\$1,258,320	\$2,306,279	\$2,375,467	\$2,446,731	\$2,520,133
Total Revenue	\$3,734,189	\$1,230,290	\$2,185,531	\$3,917,338	\$4,033,510	\$4,153,147	\$4,276,353
Wages	\$1,928,014	\$1,109,868	\$1,520,490	\$2,082,255	\$2,263,368	\$2,412,269	\$2,571,637
Contractual	\$368,650	\$182,426	\$242,788	\$379,710	\$385,406	\$391,187	\$397,054
Materials and Supplies	\$315,239	\$120,091	\$164,541	\$324,696	\$329,566	\$334,510	\$339,527
Miscellaneous Expense	\$83,829	\$41,104	\$40,388	\$86,344	\$87,639	\$88,953	\$90,288
Utilities	\$319,496	\$213,310	\$317,570	\$336,624	\$356,822	\$374,663	\$393,396
Other Financing Uses	\$670,152	\$0	\$0	\$500,000	\$500,000	\$500,000	\$500,000
Total Expenses	\$3,685,380	\$1,666,798	\$2,285,777	\$3,709,628	\$3,922,800	\$4,101,581	\$4,291,902
Net	\$48,809	(\$436,508)	(\$100,246)	\$207,710	\$110,711	\$51,566	(\$15,549)
Fund Balance	\$1,261,309	\$824,801	\$724,555	\$932,265	\$1,042,976	\$1,094,542	\$1,078,993
	34%	49%	32%	25%	27%	27%	25%
\$ Amount Above Policy	\$339,964.11	\$408,101.21	\$153,110.62	\$4,857.97	\$62,275.83	\$69,146.84	\$6,017.46

Fund Balance


Special Facilities Administration

Description

The Special Facilities Administration (formally Revenue Facilities) department was established in 2016 to better reflect the fund as a special revenue fund and mirror operations of the Recreation department. This department handles all administrative costs for the Special Facilities Fund that cannot be directly tied to a program.

2020 Assessment

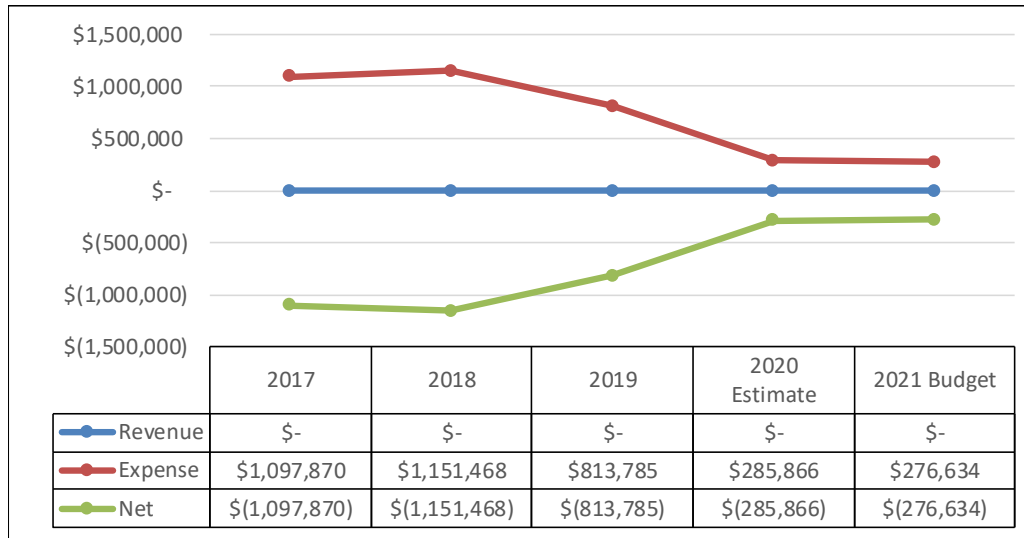
- Inventory indoor and outdoor spaces within and outside the community for possible PDOP use.
 - Staff will have inventory of spaces completed by the end of 2020. Possible use of spaces for Park District program growth will come later after we have gotten through the pandemic and to a program growth mode.

2021 Goals

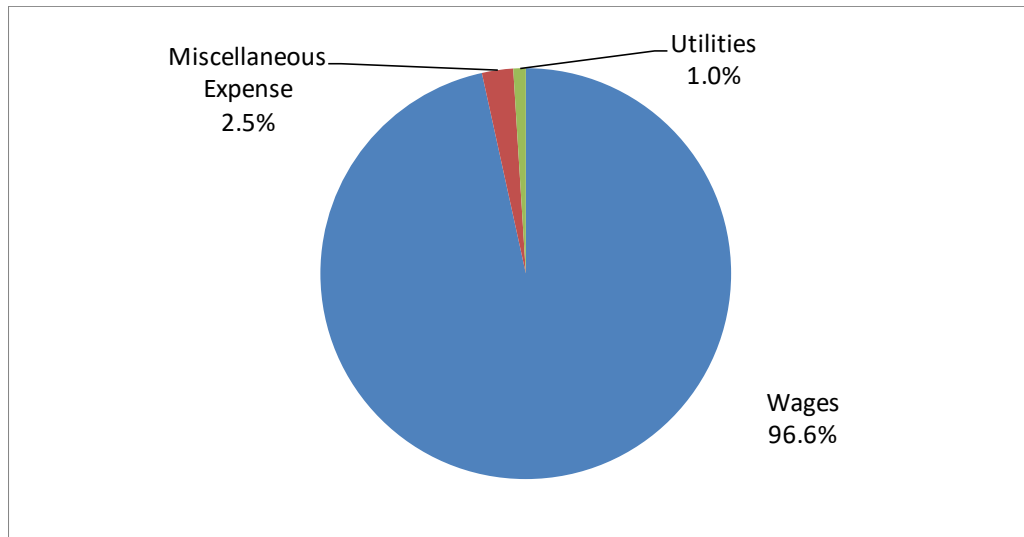
- Leave unfilled the vacated Ice Arena Program and Operations Supervisor position for the 2021 Budget to align with projected programming levels, thus saving approximately \$75,000 in payroll related expenses.
 - *Performance Measure:* Position remains unfilled for the entirety of 2021, with responsibility gaps being filled in by other positions
 - *Strategic Initiative:* Financial Strength > To align resources efficiently

Historical Analysis

Special Facilities Administration con't



2021 Expense Distribution



Budget Detail
Special Facilities Administration con't

	2017	2018	2019	2020 Estimate	2021 Budget
Wages	\$187,513	\$222,323	\$280,902	\$280,530	\$267,129
Miscellaneous Expense	\$4,823	\$7,569	\$10,851	\$2,706	\$6,815
Utilities	\$3,255	\$2,372	\$2,571	\$2,630	\$2,690
Other Financing Uses*	\$902,279	\$919,204	\$519,461	\$0	\$0
Total Expenses	\$1,097,870	\$1,151,468	\$813,785	\$285,866	\$276,634
Net	(\$1,097,870)	(\$1,151,468)	(\$813,785)	(\$285,866)	(\$276,634)

**Other Financing Uses: Employee Health Insurance Transfer, Capital Projects Contribution, Special Recreation Fund Transfer*

Special Facilities Maintenance

Description

The Special Facilities Maintenance (formally Revenue Facilities Maintenance) department was established in 2016 to better reflect the fund as a special revenue fund and mirror operations of the Recreation department. This department handles all facility upkeep and utility costs for the Special Facilities Fund that cannot be directly tied to a program.

Beginning with the 2019 budget, the Dog Parks budget area has been consolidated under Special Facilities Maintenance. The Dog Park programs located at Ridgeland Common and Maple Park are very popular resources enjoyed by approximately 580 dog owners and their canine companions. The dog parks provide socialization opportunities for dog owners and their canine friends.

2020 Assessment

- Replace six banks of lockers at Rehm Pool to enhance security of patron property.
 - Taken out of Budget for cost saving measure due to Coronavirus.
- Install user-controlled timer/actuator on water feature in Rehm play area.
 - Taken out of Budget for cost saving measure due to Coronavirus. This will be put in 2021 budget.
- Replace Maple Dog Park Gate with heavy duty square tube gate with panic bar and closer that can withstand heavy use.
 - Taken out of Budget for cost saving measure due to Coronavirus.
- Increase electric power to portable concession area at Ridgeland Common.
 - Taken out of Budget for cost saving measure due to Coronavirus.
- Utilize temporary staff for pool set up in a three-week period focusing on labor-intensive tasks, when there is a large need for labor in a short period.
 - Taken out of Budget for cost saving measure due to Coronavirus.

2021 Goals

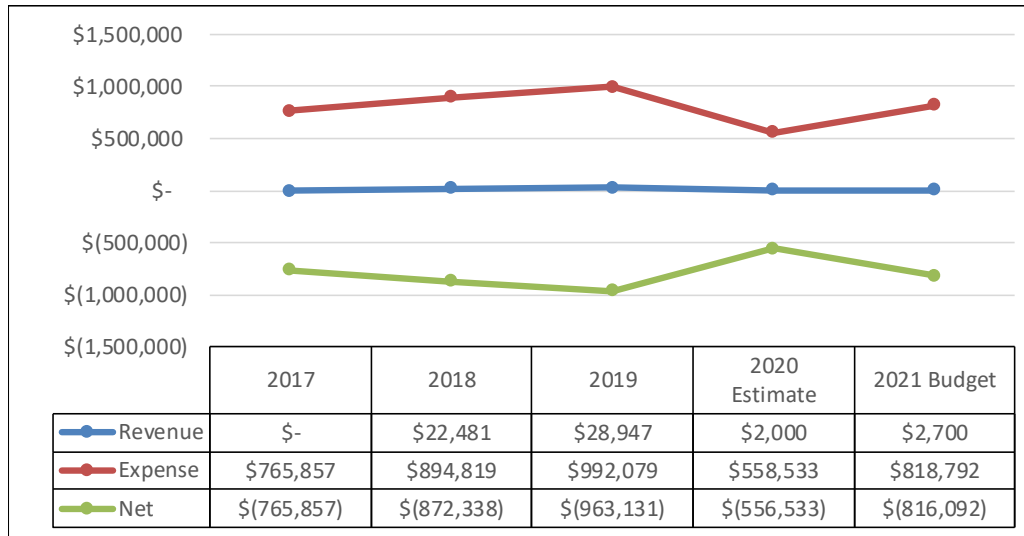
- Enhance daily facility cleaning plan for the GRC and RCRC to cover high touch and common areas 7 days a week.
 - *Performance Measure:* Resulting in a savings of \$8,000 as well as improved sanitation of facilities.
 - *Strategic Initiative:* Organizational Excellence / Financial Strength > To strive for innovative operational excellence
- Install user-controlled timer/actuator on water feature in Rehm play area to reduce water usage by approximately 112,000 gallons a year.
 - *Performance Measure:* Reduce water use. Installation by May 1, 2021.



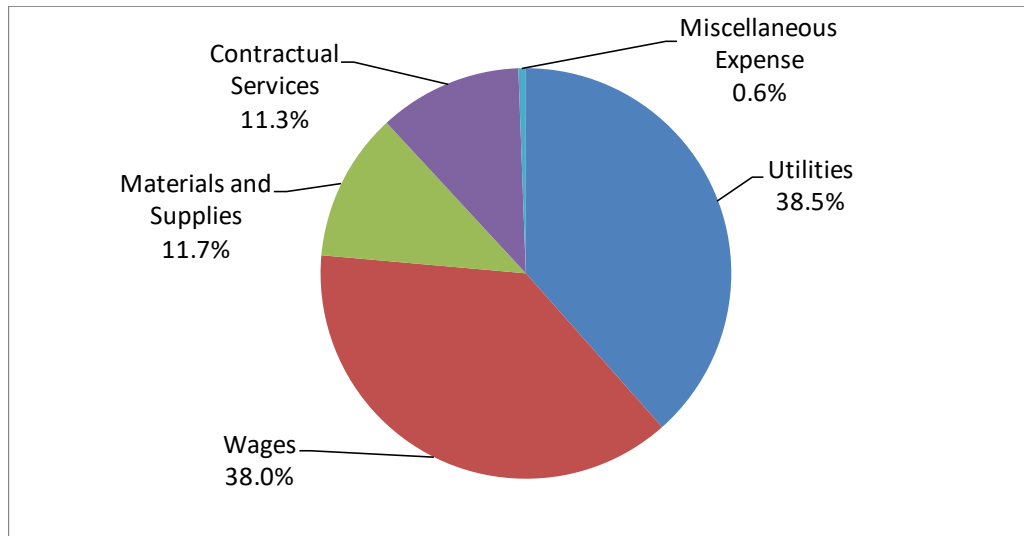
- *Strategic Initiative:* Quality Infrastructure Management > To leverage technology
- Reduce Maintenance budget by a minimum of 10% from the 2020 approved budget while maintaining preventative maintenance schedules and addressing serious needs.
 - *Performance Measure:* Monitor budget on a bi-monthly basis and compare it to estimated monthly expenditures. Adjust expenditures as the year progresses.
 - *Strategic Initiative:* Financial Strength > To develop sustainable financial plans
- Set up Compressor Program to raise ice temperature overnight during unoccupied times and lower starting at the opening of the ice arena in the morning reducing electric costs by a minimum of 3% based on 2019 energy consumption.
 - *Performance Measure:* Reduction in kilowatt usage.
 - *Strategic Initiative:* Financial Strength > To optimize return on investment
- Enhance maintenance of the dog park surface to a minimum of four times per year.
 - *Performance Measure:* Completed on a quarterly basis.
 - *Strategic Initiative:* Quality Infrastructure Management > To incorporate sustainable practices

Historical Analysis

Special Facilities Maintenance con't



2021 Expense Distribution



Budget Detail
Special Facilities Maintenance con't

	2017	2018	2019	2020 Estimate	2021 Budget
Fees and Charges	\$0	\$22,481	\$3,910	\$2,000	\$2,700
Miscellaneous Revenue	\$0	\$0	\$25,037	\$0	\$0
Total Revenue	\$0	\$22,481	\$28,947	\$2,000	\$2,700
Wages	\$172,763	\$279,299	\$315,423	\$240,746	\$310,825
Contractual Services	\$146,975	\$125,040	\$198,022	\$74,397	\$92,365
Materials and Supplies	\$129,480	\$125,647	\$129,007	\$32,200	\$95,861
Miscellaneous Expense	\$1,845	\$1,651	\$20	\$510	\$4,860
Utilities	\$287,170	\$302,423	\$316,926	\$210,680	\$314,880
Other Financing Uses*	\$27,625	\$60,759	\$32,681	\$0	\$0
Total Expenses	\$765,857	\$894,819	\$992,079	\$558,533	\$818,792
Net	(\$765,857)	(\$872,338)	(\$963,131)	(\$556,533)	(\$816,092)

**Other Financing Uses: Employee Health Insurance Transfer*

Concessions

Description

The Concessions department was established in 2016 to better reflect the fund as a special revenue fund and mirror operations of the Special Facilities department. This department provides food and drink sales for both the pool and ice arena.

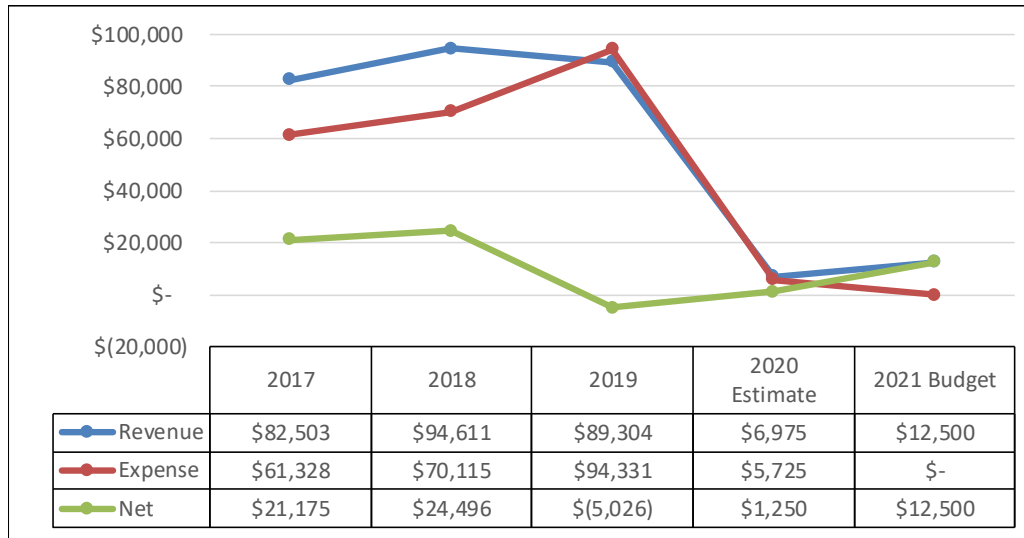
2020 Assessment

- Replace windows and frames at Rehm Pool concession to include pick up windows to improve service.
 - Taken out of Budget for cost saving measure due to Coronavirus.
- Require and provide Crew Leaders with Food Service Sanitation Course to be certified to meet current FDA requirements.
 - This did not take place with the pools being closed for the summer.
- Increase concession revenue through new product offerings, increased hours of operation and market pricing.
 - This did not take place with the pools being closed for the summer.

2021 Goals

- Eliminate service concessions and replace with vending machine options to reduce exposure to staff, reduce waste, and reduce personnel expenses, thus saving a minimum of \$80,000.
 - *Performance Measure:* Add a minimum of three vending machines at Rehm and two at Ridgeland Pool.
 - *Strategic Initiative:* Customer & Community Focus > To anticipate future needs

Historical Analysis



2021 Expense Distribution

None budgeted for 2021.

Budget Detail

	2017	2018	2019	2020 Estimate	2021 Budget
Fees & Charges	\$82,503	\$94,611	\$89,304	\$6,975	\$12,500
Total Revenue	\$82,503	\$94,611	\$89,304	\$6,975	\$12,500
Wages	\$22,640	\$25,789	\$43,925	\$1,671	\$0
Contractual Services	\$1,402	\$346	\$2,549	\$433	\$0
Materials and Supplies	\$31,336	\$36,865	\$40,962	\$3,363	\$0
Miscellaneous Expense	\$5,951	\$7,115	\$6,895	\$258	\$0
Total Expenses	\$61,328	\$70,115	\$94,331	\$5,725	\$0
Net	\$21,175	\$24,496	(\$5,026)	\$1,250	\$12,500

Aquatics

Description

The Park District's two outdoor aquatic facilities are valuable assets which serve the needs of our swimming community. Open swim sessions are offered throughout the summer and are enjoyed by pass holders and daily users. Swim lessons are offered, teaching youth and adults this valuable lifesaving skill. The lap swim program serves individuals over the age of 16, providing valuable fitness opportunities to both the novice and competitive swimmer. The pools are integral to the success of the Park District Summer Camp Program. Swimming provides campers with an almost daily fun physical activity with the additional benefit of relief from the summer heat. West Suburban Special Recreation Association gains pool therapy opportunities for its members. Two local swim teams, The Oak Park Swimmers (TOPS) and Millennium, benefit by the use of the Park District's two 50 meter pools.

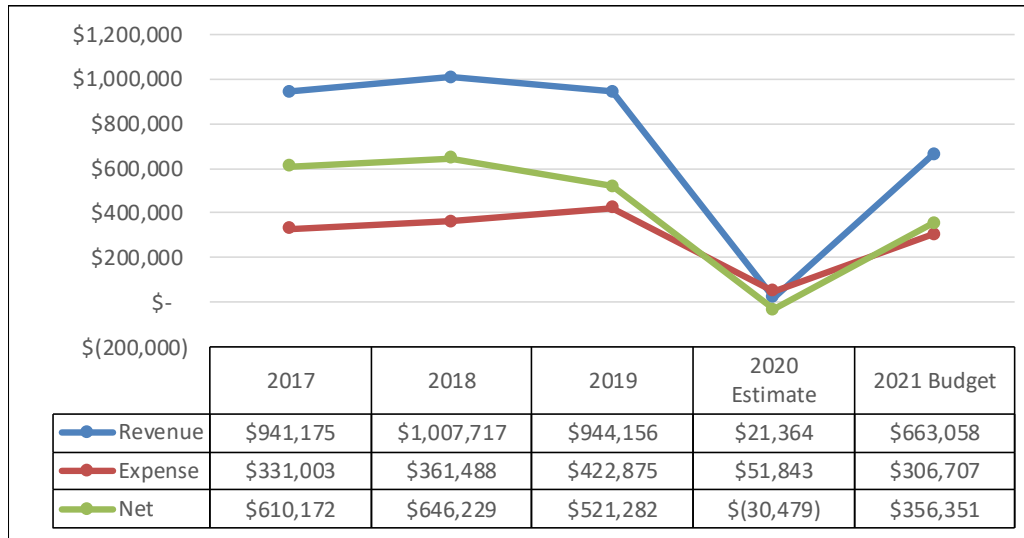
2020 Assessment

- Increase program/class participation by adding new programs including a log rolling class, recreational water polo and inner tube water polo for families, adults, youth and teens.
 - When the shutdown occurred, the log roll was ordered and training was scheduled for June. Water polo and inner tube water polo equipment was ordered and delivered. Log rolling, water polo, and inner tube water polo were all placed in the schedule and opened for registration. At the time of shut down we had 483 participants registered in summer swim lessons and 711 was the total for winter and spring lessons. Our annual goal of 1476 for all of 2020 was well within reach with the expected 400 participants this fall.
- Develop a new hiring process plan including hosting November/December/January job fairs, holding interviews and making job offers early for seasonal summer staff.
 - The job fair at Morton West was again a success. In March, we were almost close to fully hired, with job fairs still on the table at Proviso Math and Science and Proviso East. For future years, reaching out to Christ the King early when cashier and other non-lifeguard positions are open, will provide us with more experienced candidates for our positions.
- Restructure the Junior lifeguard program to provide a more enjoyable and educational experience for the class participants and pique their interests to becoming a lifeguard when they are of age.
 - The Jr Lifeguard program was restructured so that it could run during the pandemic, with the first two levels being virtual. There were 30 participants for the virtual program, and many of them look forward to taking the third level in person.

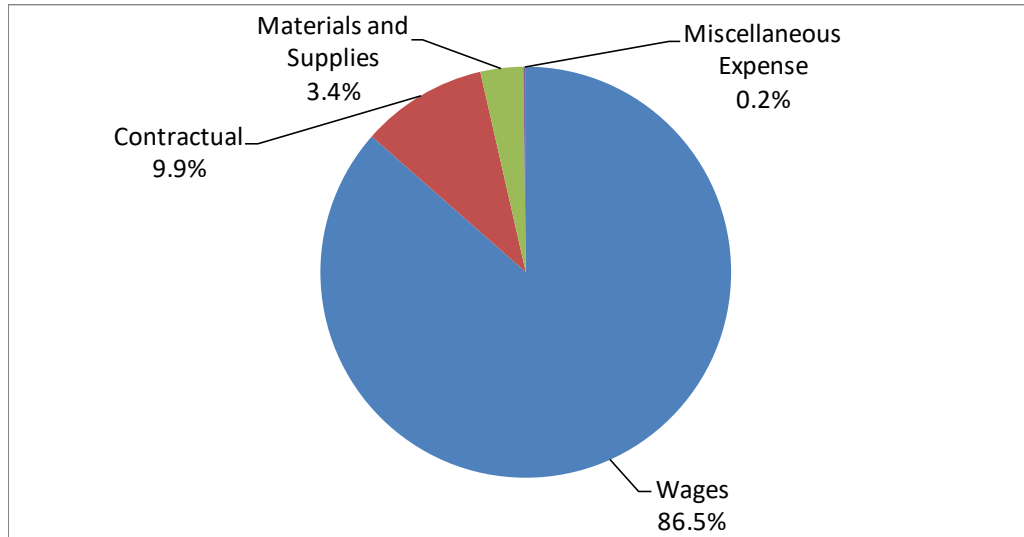
2021 Goals

- Implement a streamlined online registration process for public and lap swims utilizing admission fees or seasonal passes which will comply with “Restore Illinois Phase 4 Guidance” and ensure that reduced pool maximum capacities are not exceeded.
 - *Performance Measure:* Implement registration process and remain at or under maximum capacities throughout the summer season.
 - *Strategic Initiative:* Customer & Community Focus > To anticipate future needs
- Develop program and operations budget that will cover 20% of the indirect expenses from the maintenance budget pertaining to each program area.
 - *Performance Measure:* Revenues cover 20% of indirect expenses at the end of 2021.
 - *Strategic Initiative:* Financial Strength > To develop sustainable financial plans
- Add private and semi-private package options to the swim lesson portfolio to offer smaller class sizes and enhance flexibility for families.
 - *Performance Measure:* Sell at least 15 private/semi-private lesson packages.
 - *Strategic Initiative:* Customer & Community Focus > To create memorable experiences

Historical Analysis



2021 Expense Distribution



Budget Detail

	2017	2018	2019	2020 Estimate	2021 Budget
Fees & Charges	\$755,836	\$809,110	\$723,923	\$1,280	\$572,120
Rentals	\$13,499	\$28,393	\$53,131	\$0	\$24,640
Miscellaneous Revenue	\$53,599	\$61,984	\$54,930	\$0	\$0
Program Revenue	\$118,241	\$108,230	\$112,172	\$20,084	\$66,298
Total Revenue	\$941,175	\$1,007,717	\$944,156	\$21,364	\$663,058
Wages	\$281,644	\$305,124	\$365,351	\$12,427	\$265,302
Contractual Services	\$36,124	\$40,213	\$37,567	\$18,238	\$30,480
Materials and Supplies	\$12,766	\$15,792	\$19,285	\$21,178	\$10,325
Miscellaneous Expense	\$470	\$359	\$672	\$0	\$600
Total Expenses	\$331,003	\$361,488	\$422,875	\$51,843	\$306,707
Net	\$610,172	\$646,229	\$521,282	(\$30,479)	\$356,351

Ice Arena

Description

The Park District operates the Paul Hruby Ice Arena, a year-round indoor ice arena. The rink offers a number of programming opportunities to the community. Figure skating lessons are offered through the Learn to Skate School for children through adults. Hockey programs include developmental, intermediate and game play for youths and adults. For a more competitive hockey playing experience, a youth travel program is also available. The rink serves two independent travel hockey programs, the Oak Park and River Forest Hockey and the Fenwick High School Hockey clubs. Each organization rents multiple hours of ice time per week. The rink is available for rent to a number of weekly rental groups and is periodically available to those who like to occasionally ice skate. For the recreational skater, the rink offers public skating hours on weekdays mid-day and on the weekends with figure and hockey skates available for rental. In 2013, the ice center was closed for rebuilding. The rink was reopened in June of 2014, offering year-round ice to residents for the first time.

2020 Assessment

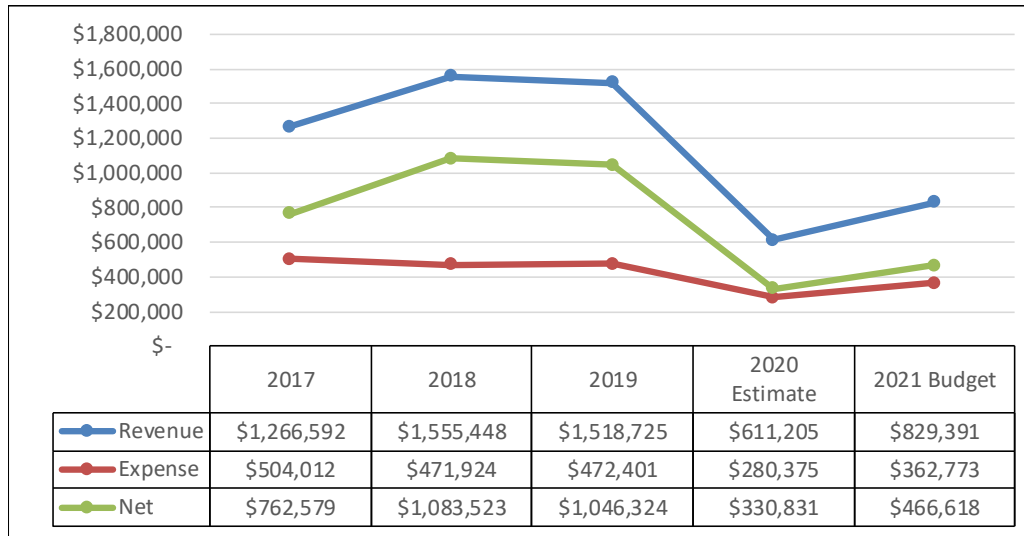
- Add additional special events to increase public skate participation.
 - Additional special events were planned for summer, but all were canceled due to COVID.
- Offer spring break camp at Ridgeland Common with half, full and extended day options during D97's 2020 spring break as well as School's Out days.
 - Spring Break camp was planned and registered for, but was canceled due to COVID.
- Create 1/3 ice and room rental package which will be available Friday, Saturday or Sunday March-November.
 - No rentals will be occurring in 2020 due to COVID.

2021 Goals

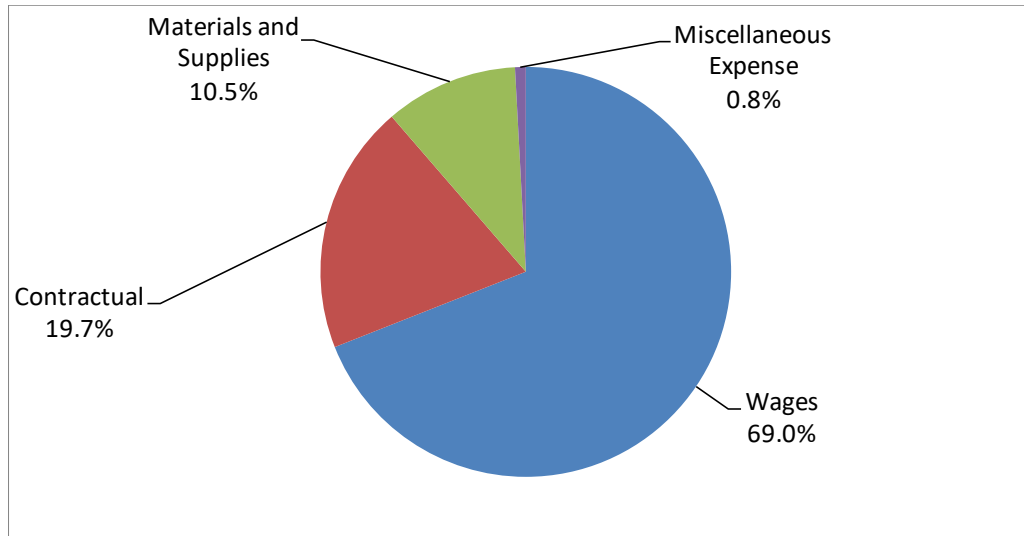
- Develop a program and operations budget that will cover 20% of the indirect expenses from the maintenance budget pertaining to each program area.
 - *Performance Measure:* Revenues cover 20% of indirect expenses at the end of 2021.
 - *Strategic Initiative:* Financial Strength > To develop sustainable financial plans
- Develop a socially distanced ice show/exhibition format that will allow us to offer the annual show for a maximum of 180 participants while following all safety and wellness protocols for current COVID conditions.
 - *Performance Measure:* Run the 2021 March Ice Show & Holiday 2021 December Skating Exhibition with 50 total participants in each and limited spectator capacity.

- *Strategic Initiative:* Customer & Community Focus > To create memorable experiences
- Further develop Ice Bears summer program portfolio to offer power skates, 3 vs 3, goalie, and edges clinics to increase hockey registration over the 2020 summer by 20%.
 - *Performance Measure:* Increased participation.
 - *Strategic Initiative:* Customer & Community Focus > To increase customer loyalty

Historical Analysis



2021 Expense Distribution



Budget Detail
2021 Budget

Ice Arena con't

	2017	2018	2019	2020 Estimate	2021 Budget
Fees & Charges	\$191,947	\$197,792	\$198,722	\$54,271	\$84,210
Rental Income	\$251,585	\$284,789	\$216,976	\$93,339	\$153,023
Miscellaneous Revenue	\$6,281	\$6,739	\$5,050	\$6,205	\$4,470
Program Revenue	\$816,778	\$1,066,127	\$1,097,976	\$457,390	\$587,688
Total Revenue	\$1,266,592	\$1,555,448	\$1,518,725	\$611,205	\$829,391
Wages	\$378,383	\$329,389	\$323,615	\$192,548	\$250,368
Contractual Services	\$63,015	\$76,941	\$75,643	\$50,852	\$71,343
Materials and Supplies	\$58,908	\$63,185	\$73,397	\$34,575	\$38,000
Miscellaneous Expense	\$3,705	\$2,409	(\$254)	\$2,400	\$3,063
Total Expenses	\$504,012	\$471,924	\$472,401	\$280,375	\$362,773
Net	\$762,579	\$1,083,523	\$1,046,324	\$330,831	\$466,618

Gymnastics

Description

The Oak Park Gymnastics Center offers gymnastics based classes for participants age two through high school, including recreation programs, summer camp, preschool open gym, a recreational competition team and a competitive team program. The gymnastics program moved out of John L. Hedge's Administration center and into the new Gymnastics and Recreation Center in the fall of 2013.

2020 Assessment

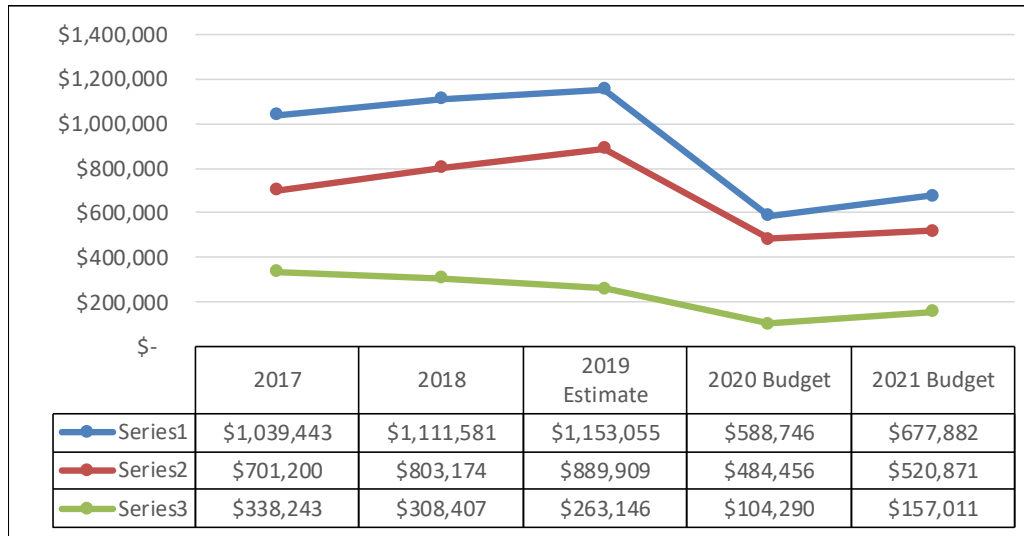
- Pro shop expansion.
 - Bike shorts and leggings were added to the pro shop. A t-shirt was designed by marketing, but a stock of shirts were not ordered. The addition of t-shirts may not be added until 2021. The pro shop was open for sales January 1st through March 12th so far in 2020. Once the GRC is open for spectators the pro shop will be open. Due to COVID potential transmission, trying on items before buying will not be allowed and all sales will be final.
- Offer open gym rental program to schools, daycares or similar organizations
 - No rentals took place from January 1-March 12, 2020. Under current COVID conditions, open gym rentals are on hold until fall or not possible at all in 2020.
- Offer program discount incentive to a current gymnastics summer student for getting a new student household to enroll in a 4-week summer gymnastics class session.
 - This goal was not possible for this summer due to COVID.

2021 Goals

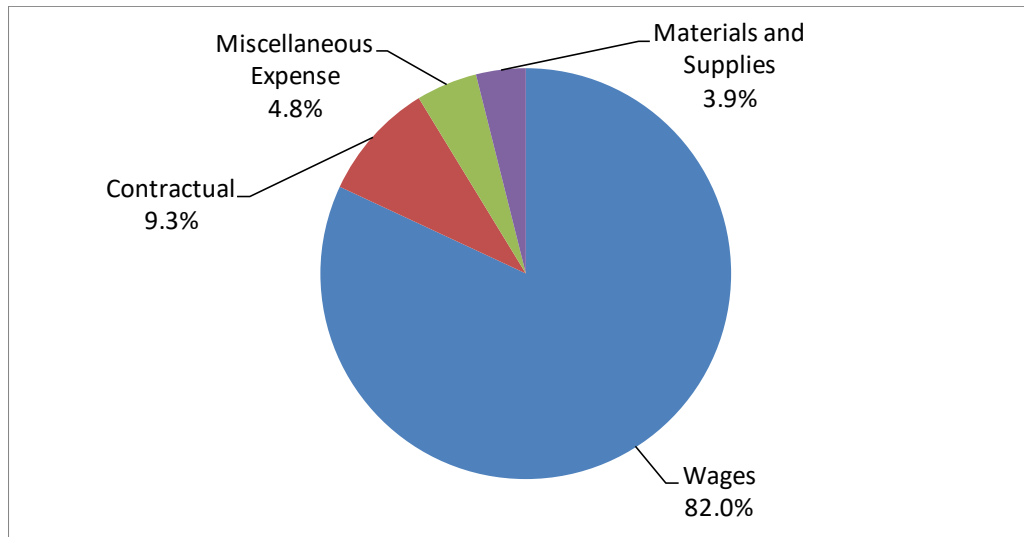
- Offer Semi Private Lessons for youth with a minimum of five per session.
 - *Performance Measure:* Develop, plan, and offer semi-private lessons for ages 6 & up with a 3 to 1 coaching ratio.
 - *Strategic Initiative:* Customer & Community Focus > To create memorable experiences
- Develop program and operations budget that will cover 20% of the indirect expenses from the maintenance budget pertaining to each program area.
 - *Performance Measure:* Revenues cover 20% of indirect expenses at the end of 2021.
 - *Strategic Initiative:* Financial Strength > To develop sustainable financial plans
- Offer homeschooled children "fitnastics" classes during school hours at the GRC for a minimum of 8 sessions for the school year.

- *Performance Measure:* Develop, plan, and offer classes for K-2nd grade aged homeschooled children during the 2021 school year with a minimum of 5 per class.
- *Strategic Initiative:* Customer & Community Focus > To create memorable experiences

Historical Analysis



2021 Expense Distribution



Budget Detail

	2017	2018	2019	2020 Estimate	2021 Budget
Fees and Charges	\$151,802	\$125,548	\$122,216	\$36,131	\$52,348
Rentals	\$28,539	\$40,868	\$40,559	\$8,543	\$19,200
Miscellaneous Revenue	\$5,208	\$6,055	\$3,973	\$5,215	\$2,000
Program Revenue	\$853,894	\$939,110	\$986,308	\$538,857	\$604,334
Total Revenue	\$1,039,443	\$1,111,581	\$1,153,055	\$588,746	\$677,882
Wages	\$509,640	\$543,825	\$598,798	\$381,946	\$426,866
Contractual Services	\$33,434	\$47,526	\$54,870	\$38,506	\$48,600
Material & Supplies	\$34,405	\$47,857	\$52,587	\$28,775	\$20,355
Miscellaneous Expense	\$46,270	\$48,252	\$65,645	\$35,230	\$25,050
Other Financing Uses*	\$77,450	\$115,713	\$118,010	\$0	\$0
Total Expenses	\$701,200	\$803,174	\$889,909	\$484,456	\$520,871
Net	\$338,243	\$308,407	\$263,146	\$104,290	\$157,011

*Other Financing Uses: Employee Health Insurance Transfer

Health Insurance Fund

Description

The Health Insurance Fund is an internal service fund, operating on the full accrual basis of accounting.

Beginning in the 2013 budget, the District established a Health Insurance Fund. The Health Insurance Fund is an administrative tool used for ease of operation and fund balance smoothing of expected health care cost increases normally absorbed by the operating funds. This fund is where the District pays employee health benefits, life insurance, and the employee assistance program. The District has also made the push to ensure employee wellness and this is reflected in the Health Insurance Fund.

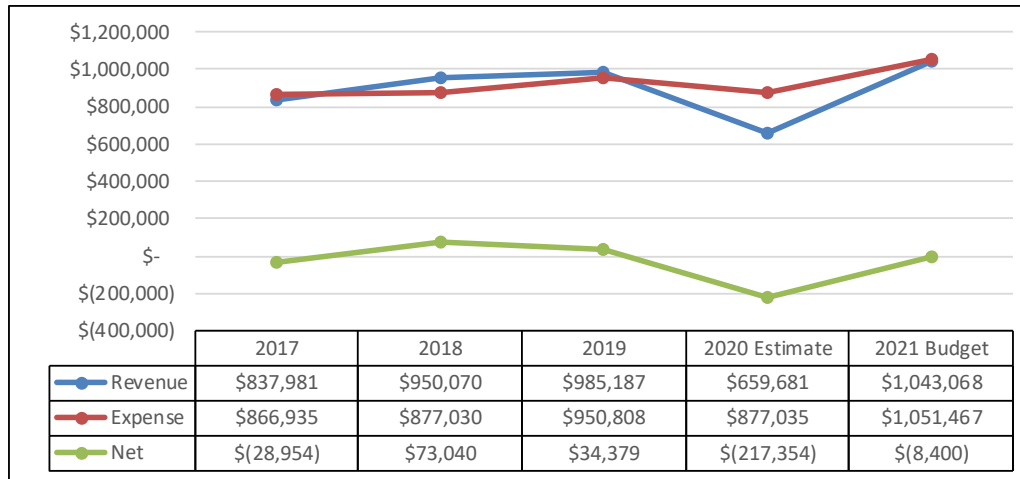
2020 Assessment

- The Health Insurance Fund is projected to end with a 31% fund balance.

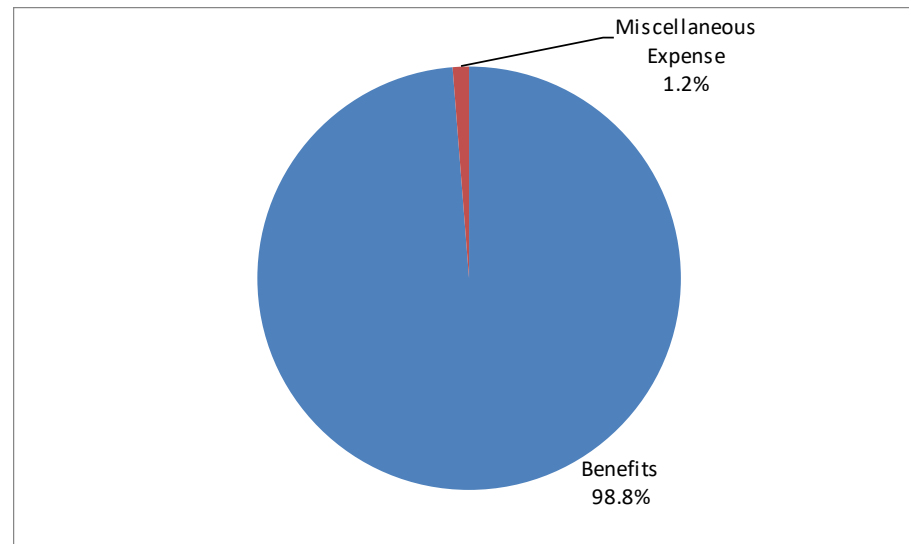
2021 Goals

- Continue to focus on getting the Health Insurance Fund's fund balance to 25% by December 31, 2025.
 - *Performance Measure:* Have a fund balance of 25% within five years.
 - *Strategic Initiative:* Financial Strength > To develop sustainable financial plans

Historical Analysis



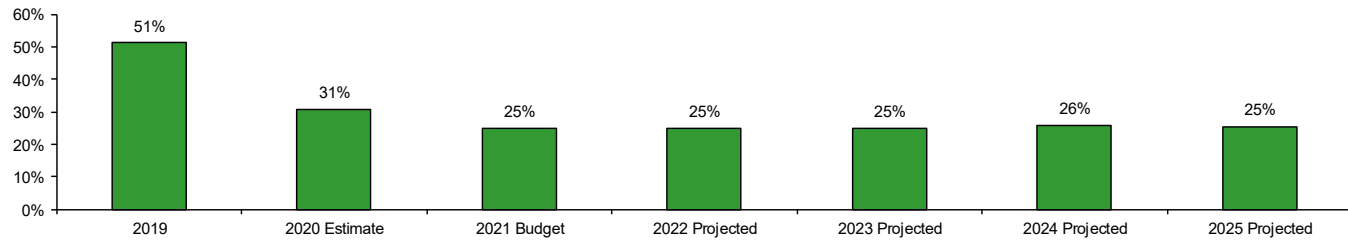
2021 Expense Distribution



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Budget Detail
Health Insurance Fund con't

Fees and Charges	\$138,030	\$135,420	\$154,480	\$169,928	\$186,921	\$205,613	\$226,174
Miscellaneous Revenue	\$0	\$1,000	\$0	\$0	\$0	\$0	\$1
Other Financing Sources	\$847,157	\$523,262	\$888,588	\$987,446	\$1,086,191	\$1,194,810	\$1,257,291
Total Revenue	\$985,187	\$659,681	\$1,043,068	\$1,157,374	\$1,273,112	\$1,400,423	\$1,483,466
Benefits	\$940,589	\$864,035	\$1,038,467	\$1,121,544	\$1,233,699	\$1,344,732	\$1,449,205
Miscellaneous Expense	\$10,219	\$13,000	\$13,000	\$13,195	\$13,393	\$13,594	\$13,798
Total Expenses	\$950,808	\$877,035	\$1,051,467	\$1,134,739	\$1,247,092	\$1,358,326	\$1,463,003
Net	\$34,379	(\$217,354)	(\$8,400)	\$22,635	\$26,020	\$42,097	\$20,464
Fund Balance	\$487,226	\$269,872	\$261,473	\$284,107	\$310,127	\$352,225	\$372,688
	51%	31%	25%	25%	25%	26%	25%

Fund Balance


Capital Projects Fund

Description

The Capital Projects fund is a governmental fund, operating on the modified accrual basis of accounting.

The Capital Projects Fund accounts for purchases and construction expenditures related to the acquisition and improvement of major capital facilities and equipment. Every year the Capital Improvement Plan (CIP) is updated projecting capital costs for the next 5 years. In 2020, the CIP was updated and projects included in the 2021 budget contain previously allocated projects.

The proposed budget includes \$2.56 million in expenditures. Capital improvements continue to be processed and implemented throughout the district, as highlighted below:

- Rehm Park Improvements
- Carroll Park Improvements
- Scoville Park Improvements
- Pleasant Home Updates

Per capita spending for capital improvements can be a useful tool to compare the investment being made in the capital infrastructure of the District to other park districts. The following chart shows the District's per capita spending from the Capital Projects Fund for 2019-2024.

	<u>2019</u>	<u>2020 Estimate</u>	<u>2021 Budget</u>	<u>2022 Projected</u>	<u>2023 Projected</u>	<u>2024 Projected</u>	<u>2025 Projected</u>
Capital Project Expense	\$3,527,935	\$2,904,448	\$2,555,000	\$3,820,000	\$2,025,000	\$2,525,000	\$2,050,000
Per Capita Amount	\$68	\$56	\$49	\$73	\$39	\$48	\$39

2020 Assessment

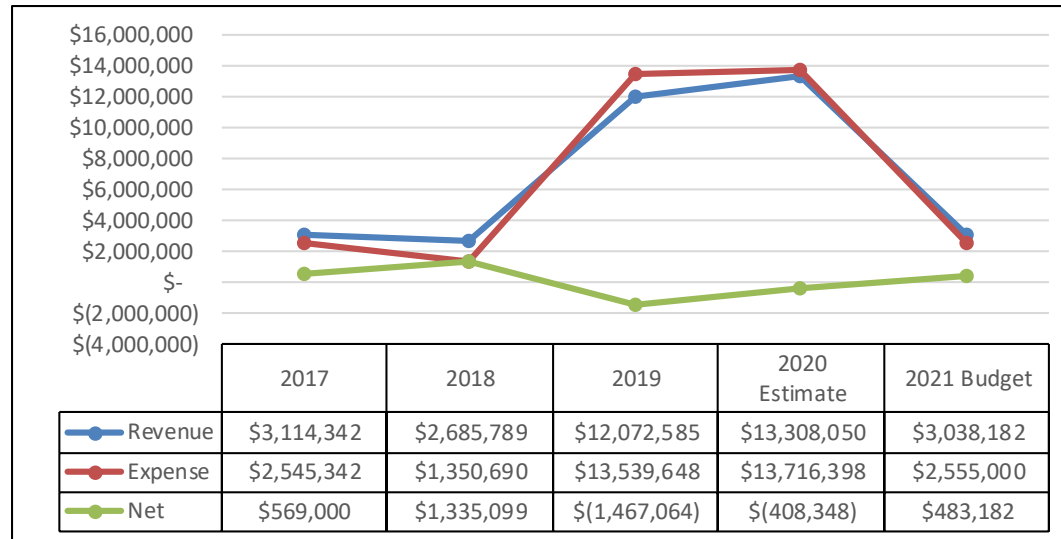
- Rehm Park Master Plan Improvements were delayed by one year due to COVID-19. All other 2020 capital projects were scheduled in a timely manner and completed by year end.

2021 Goals

- Implementation of 2021 projects from the 2021-2025 Capital Improvement Plan by December 31, 2021.
 - *Performance Measure:* Have all projects completed or in process at the end of 2021.
 - *Strategic Initiative:* Quality Infrastructure Management > To incorporate sustainable practices, use systemic approaches, leverage technology

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Historical Analysis

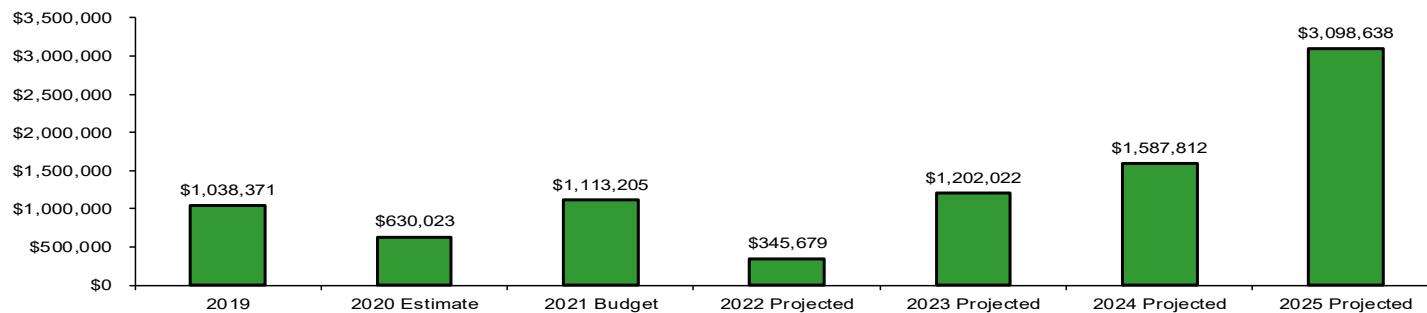


2021 Expense Distribution

100% Capital Projects

Budget Detail
Capital Projects Fund con't

	2019	2020 Estimate	2021 Budget	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Intergovernmental	\$987,969	\$200,000	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$107,326	\$1,000	\$0	\$0	\$0	\$0	\$0
Donations	\$20,985	\$0	\$0	\$0	\$0	\$0	\$0
Property Tax Contribution	\$978,460	\$1,397,050	\$1,429,182	\$1,443,474	\$1,472,343	\$1,501,790	\$1,531,826
Bond Issue	\$9,018,845	\$10,710,000	\$0	\$0	\$0	\$0	\$0
Operating Funds' Transfers	\$959,000	\$1,000,000	\$1,609,000	\$1,609,000	\$1,609,000	\$1,609,000	\$2,229,000
Total Revenue	\$12,072,585	\$13,308,050	\$3,038,182	\$3,052,474	\$3,081,343	\$3,110,790	\$3,760,826
Debt Service	\$9,159,569	\$10,710,000	\$0	\$0	\$0	\$0	\$0
Property Acquisition	\$852,145	\$101,950	\$0	\$0	\$200,000	\$200,000	\$200,000
Field Turf Replacement	\$0	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Nonsite Specific	\$280,599	\$98,075	\$80,000	\$40,000	\$100,000	\$100,000	\$100,000
Vehicle/Equipment/Tech	\$47,631	\$70,588	\$100,000	\$350,000	\$100,000	\$100,000	\$100,000
Park/Master Improvements	\$3,199,705	\$2,735,785	\$2,275,000	\$3,330,000	\$1,725,000	\$2,225,000	\$1,750,000
RC (2011,12,13 Bonds)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BG/Admin (2013 Bond)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gymnastics (2011 Bond)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$13,539,648	\$13,716,398	\$2,555,000	\$3,820,000	\$2,225,000	\$2,725,000	\$2,250,000
Net	(\$1,467,064)	(\$408,348)	\$483,182	(\$767,526)	\$856,343	\$385,790	\$1,510,826
Fund Balance Available For Projects	\$1,038,371	\$630,023	\$1,113,205	\$345,679	\$1,202,022	\$1,587,812	\$3,098,638
Fund Balance With Property Acq	\$1,848,353	\$1,440,004.62	\$2,023,187	\$1,355,660	\$2,512,004	\$3,197,794	\$5,008,620

Fund Balance Available For Projects


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CAPITAL IMPROVEMENT PLANS BY PARK

<i>2020-2025 Capital Improvement Plan by Park</i>						
	2020	2021	2022	2023	2024	2025
Andersen Park & Center					\$ 500,000	
Austin Gardens						
Barrie Park & Center					\$ 400,000	
Carroll Park & Center	\$ 800,000	\$ 120,000				
Elizabeth F. Cheney Mansion	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 100,000	\$ 250,000
Dole Center	\$ 25,000	\$ 25,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Euclid Square Park						
Field Park & Center						
Fox Park & Center						
Gymnastic and Recreation Center					\$ 25,000	\$ 50,000
John L. Hedges Admin Center						
Lindberg Park						
Longfellow Park & Center						\$ 250,000
Maple Park						
Mills Park						
Oak Park Conservatory	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
*Pleasant Home		\$ 425,000	\$ 75,000			
Rehm Park	\$ 75,000	\$ 1,100,000				
Rehm Pool	\$ 35,000		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Ridgeland Common Recreation Complex	\$ 4,500		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Scoville Park		\$ 30,000				
Stevenson Park & Center		\$ 25,000				
Taylor Park			\$ 30,000			
Wenonah Park	\$ 80,000					
Randolph Park	\$ 175,000					
Non Site Specific	\$ 30,000	\$ 40,000	\$ 20,000	\$ 50,000	\$ 50,000	\$ 50,000
Community Recreation Center	\$ 1,000,000	\$ 500,000	\$ 3,000,000	\$ 1,500,000	\$ 1,000,000	\$ 1,000,000
Vehicles/Technology/Repairs/Nonsite	\$ 100,000	\$ 100,000	\$ 350,000	\$ 100,000	\$ 100,000	\$ 100,000
ADA/Surveys	\$ 30,000	\$ 40,000	\$ 20,000	\$ 50,000	\$ 50,000	\$ 50,000
Reserve for Turf Replacement	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Reserve for Property Acquisition	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000
Project Costs	\$ 2,504,500	\$ 2,555,000	\$ 3,820,000	\$ 2,225,000	\$ 2,725,000	\$ 2,250,000

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Impacts of Capital Projects on the Operating Budget

When developing a capital improvement plan, the District considers many factors including the District's comprehensive master plan, individual park master plans, strategic goals and initiatives, park report card scores, and what financial impact the improvements will have on the District's operating budget. Below is a summary of non-recurring capital projects for 2021 and their impact on the operating budget.

Carroll Center

Facility Expansion: \$120,000

The funds allocated to this project for 2021 are for the demolition of the existing home, which was purchased in 2019. Once the home is demolished, the District will develop the property to include a path, fencing, benches, plantings, and a nature play area.

Budget Impact: The increase in park space will add turf costs and maintenance costs of the park features.

Pleasant Home

Facility Improvements: \$425,000

Funds are allocated in 2021 to install a Geothermal HVAC system. The system will help preserve the home, as well as make it possible to run more programs in the facility during the summer months. By installing a geothermal based system, the District will be able to heat and cool the building with less energy than it currently takes to heat the building.

Budget Impact: The system will increase capacity for programs and events in the summer months, generating revenue and corresponding staffing expenses. The cooling feature will help preserve the home interior and decrease costs associated with maintenance.

Rehm Park

Park Improvements: \$1,100,000

The Rehm Park improvements include adding a restroom facility, installation of a pavilion, replacement of the aging playground, and addition of game tables. The District received an OSLAD grant in 2020 for project work at Rehm Park that will be performed in 2021. The improvements to Rehm Park will finish the master plan improvements for that park. Capital improvements to Rehm Park will improve the comfort and safety of patrons, improve the aesthetic value of the facility and add additional amenities that do not

currently exist.

Budget Impact: The improvements will decrease the maintenance costs of repairing old and unsafe playground equipment.

Scoville Park

Park Improvements: \$30,000

Funds are allocated to update the comfort stations at the park. Improvements will include updating wall and floor tile, paint, and any features as needed.

Budget Impact: The improvements will decrease the cleaning and maintenance costs associated with the aging station finishes.

Stevenson Center

Park Improvements: \$25,000

This project is installing a small solar array on the roof of the facility. The roof was recently updated prior to this project.

Budget Impact: The addition of solar panels will decrease electric utility costs generating savings of approximately \$13,000 over ten years.

Capital Program Process

Schedule of Site Master Plans and Improvements

The Park District sets high standards when designing and constructing park renovation projects to ensure that all parks receive needed improvements and are safe for the public to use. To maintain the highest standard, the Park District promotes and seeks competitive Requests for Proposals from qualified professional consultants, and competitive bids from qualified contractors.

Site Master Plans have been prepared for 18 District parks. Implementation of plans began in 2006, with Andersen Park and continues throughout this Capital Improvement Plan. Through public awareness, focus group meetings, community meetings, and online questionnaires, the planning process allows everyone in the community an opportunity to suggest what improvements are to be made to park sites and facilities. The public is also invited to provide comment at the beginning of every Board meeting and by contacting staff and Board members.

Park master plans are reviewed with the community and updated every 10 years.

The following explains the core guidelines when planning for a major capital park improvement project:

- A Request for Proposals is released to professional consultants for professional park planning services. Consultants typically include Landscape Architects, Architects, and/or Civil Engineers.
- Once a professional consultant is selected, Park District staff will meet with the consultant to introduce and discuss general site conditions and concerns, and provide pertinent information from previous studies.
- Between two and six focus group meetings are held. Those typically invited to these meetings, depending on the park location, include Park District staff and representatives from the Park District Citizen Committee, the Village or Oak Park (administration, engineering, planning, fire, and police), Oak Park School Districts, Park District sports affiliates, business associations, universal access commission, WSSRA, FOPCON, and more.
- Three to four community meetings, in conjunction with online questionnaires, are held. During these meetings, conceptual or schematic designs are discussed and refined into a final site master plan. These meetings allow the public to have active involvement in the planning process. Park District staff meets with the consultant before and after each community meeting to ensure all suggestions or recommendations are discussed and the consultant's work is progressing to an acceptable level.
- The Park Board reviews a final site master plan for approval and adoption.

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- The Park District then submits a Request for Bids to hire a qualified contractor to construct the proposed improvements. Due to the cost of certain improvements, some park projects need to be phased over time.
- The Park Board reviews the bids from a qualified contractor and approves the hiring/contracting of the contractor.
- Construction begins and is monitored by the Park District Superintendent of Parks and Planning.

Selection and Allocation of Capital Projects

Capital projects are developed through an extensive site planning process with input from many stakeholders including the community, user groups, other government entities and partners, staff, and the Board of Commissioners. A balanced approach to improvements in the District is used that takes into consideration a) the previous schedule of when the master plan was completed, b) the last time improvements were completed at a facility, c) location of the park in the community, attempting to ensure residents feel something is happening in their neighborhood geographically (south, central and north), d) grant opportunities, e) funding available compared to scope and size of project, f) staff resources, g) highest demand-greatest need determined the order of the projects, and h) scores that parks receive as part of the Park Report completed by staff on an annual basis.

Equipment and smaller scale capital projects may be submitted by Park District staff for review and consideration by the Executive Director and Board of Commissioners. Staff and Board meetings are held to discuss all projects, with the projects prioritized based on the District's mission, vision and values, department goals, and available funding. When requests exceed available funding in a given year, adjustments are made to scope, scheduling, or additional funding is sought. The effect of capital improvements on operating expenses is always an important consideration.

Capital Improvement Funding Sources

The District has been improving its parks and facilities through various revenue sources; some of which include property taxes, grants, debt, and proceeds from fees and charges. Sources of revenue are identified property tax, grants, debt, or operating fund transfers from the Corporate, Recreation and/or Special Facilities Funds.

2021 Budget

	<i>2019 Actual</i>	<i>2020 Projected</i>	<i>2021 Projected</i>	<i>2022 Projected</i>	<i>2023 Projected</i>	<i>2024 Projected</i>	<i>2025 Projected</i>
Intergovernmental	\$1,008,954	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$107,327	\$0	\$0	\$0	\$0	\$0	\$0
Donations	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Property Tax Contribution	\$978,460	\$1,397,050	\$1,429,182	\$1,443,474	\$1,472,343	\$1,501,790	\$1,531,826
Bond Issue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Funds' Transfers	\$959,000	\$1,000,000	\$1,609,000	\$1,609,000	\$1,609,000	\$1,609,000	\$1,609,000
Total Revenue	\$3,053,741	\$2,397,050	\$3,038,182	\$3,052,474	\$3,081,343	\$3,110,790	\$3,140,826

Property Tax

The 2005 referendum increase of 25 cents per \$100 in equalized assessed valuation in property taxes was split between operational needs and capital projects. Annually, the amount of property tax transferred to the capital projects fund is adjusted by the CPI. For instance, the CPI for fiscal year 2021 tax year is 2.3%, and the property tax for capital projects will increase 2.3% to \$1,429,182. This increase in 2020 is due to expiring TIF districts in Oak Park in which the District will be capturing all available TIF increment.

Beginning with the 2011, tax year levy portions of this annual levy will be used to pay the debt service on \$30 million in bonds issued for improvements at Ridgeland Common Recreation Complex, Gymnastics and Recreation Center, and the John Hedges Administrative Building. With all the bonds issued, \$2.0 million will be used annually for debt service from the property tax dedicated for capital improvements.

Property taxes are one of the primary sources of revenue for the Capital Improvement Plan. The 2021-2025 CIP assumes a 2% tax increase on an annual basis, except for a 1% increase in 2022 to account for decreased CPI due to COVID-19. In the past, there have been discussions of a property tax freeze, however this has not been discussed as much recently. If there were a freeze, it is believed that it would be a two-year freeze. In the first year of the freeze, the District would not be eligible for the approximately \$230,000 in additional taxes it would previously have been able to levy. The loss in property taxes would compound every year and after two years would be over \$560,000.

Grants

The District has been fortunate to have received over \$6 million in grants from several sources over the last 15 years. The District has received one (1) grant for \$2.1m from PARC and eleven (11) grants totaling over \$4m from the Open Space Land Acquisition and Development (OSLAD) grant from the Illinois Department of Natural Resources have been awarded to the District. The OSLAD grant is available for the purpose of acquiring, developing, and/or rehabilitating lands for public outdoor recreation purposes and requires

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a matching contribution from the Park District. The District has identified projects for OSLAD grant submittal for each year of the CIP. The revenue from a grant has not been included in the CIP unless the grant has already been announced by the Governor of Illinois. This capital improvement plan includes an awarded grant for Rehm Park in 2020, and the District has eligible projects lined up through 2025. The projects are as follows: Andersen Park in 2023, and Barrie Park in 2024. A summary of Grants is provided at the end of this section.

Debt Issues

The Board authorized issuing \$30 million in alternative revenue source general obligation bonds for major capital improvements in the District. The source of the alternative revenue to pay the debt service on these bonds will be the portion of the 2005 tax levy referendum proceeds dedicated for capital projects.

The District issued the bonds over three years in increments of \$10 million each. The bonds were for improvements at the Ridgeland Common Recreation Complex, Gymnastics and Recreation Center, and John Hedges Administrative Center. The first of the three planned \$10 million bond issues was sold on October 20, 2011, through a competitive sale monitored by the District's financial advisor, Speer Financial. The second \$10 million bond issue was sold on March 15, 2012, through a competitive sale. The third \$10 million bond issue was sold on February 21, 2013, through a competitive sale.

Currently, the Park Board is exploring the refunding of the District's existing callable debt as well as including an additional \$5 million for future capital purposes. The 2011 bond series was refunded in 2019, receiving a net present value savings of 15.26% or \$1,353,070. The District is currently evaluating refunding the 2012 and 2013 series in 2020.

Operating Budget Transfer

Operating revenues generated mainly by non-tax sources are transferred to the capital improvement fund to accelerate the pace of capital improvements. These transfers are based on the District's fund balance policy, which in part states there to be a minimum fund balance for operational funds, with amounts over the minimum transferred to the CIP for capital improvements. In 2020, \$2,959,000 was budgeted to be transferred from operations. However, due to COVID-19, staff anticipated that amount to be \$1,000,000.

Grant Index

Grant	Facility	Amount	District Match	Applied	Awarded	Reimbursed
Illinois Department of Natural Resources Museum Grant	Pleasant Home	\$421,500	Yes	2020	2021	
Illinois Department of Natural Resources OSLAD Program	Carroll Park	\$192,000	Yes	2019	2020	
Illinois Department of Natural Resources OSLAD Program	Rehm Park	\$400,000	Yes	2019	2020	
Illinois Department of Natural Resources OSLAD Program	Stevenson Playground	\$400,000	Yes	2018	2019	2021
Green Mountain Energy Sun Club	Conservatory	\$100,000	no	2018	2018	2018
Illinois Department of Commerce & Economic Opportunity	Multi-Facility Lightng Grant	\$29,402	no	2017	2017	2017
Illinois Solar Grant	Austin Gardens Environmental Education Center	\$30,000	no	2015	2016	2016
Illinois Clean Energy Community Foundation	Austin Gardens Environmental Education Center	\$125,313	no	2014	2014	2017
ComEd/Openlands	Oak Park Conservatory	\$5,000	no	2014	2015	2016
Illinois Department of Natural Resources OSLAD Program	Euclid Square Park Renovation	\$400,000	\$400,000	2014	2015	2018
Illinois Department of Natural Resources Museum Grant	Oak Park Conservatory	\$146,000	\$146,000	2014	2014	2020
Illinois Department of Natural Resources OSLAD Program	Maple Park Renovation	\$400,000	\$400,000	2013	2014	2017
Illinois Department of Natural Resources OSLAD Program	Austin Gardens Renovation	\$400,000	\$400,000	2012	2013	2016
Illinois Department of Natural Resources OSLAD Program	Lindberg Park Master Plan	\$400,000	\$400,000	2011	2012	2015
Illinois State Museum Department Grant	Pleasant Home Summer Dining Porch Repair	\$80,455	\$80,455	2012	2013	2014
Illinois Department of Commerce and Economic Opportunity Grant	Multi-Facility Lightng Grant	\$14,663	\$3,666	2012	2012	2012
Illinois Department of Natural Resources PARC Grant	Scoville Park Master Plan	\$1,600,000	\$400,000	2010	2011	2013
Illinois Department of Natural Resources OSLAD Program	Taylor Park Renovation	\$400,000	\$400,000	2009	2010	2012
Illinois Department of Natural Resources OSLAD Program	Mills Park Renovation	\$400,000	\$400,000	2010	2011	2012
Illinois Department of Commerce and Economic Opportunity Grant	Euclid Square Park Renovation	\$100,000	\$100,000	2010	2010	2011
Good Heart, Work Smart Foundatoin	Longfellow Park	\$235,000		N/A	2008	2008
Illinois Department of Natural Resources OSLAD Program	Longfellow Park	\$400,000		2007	2008	2009
W.K Kellogg Foundation through the Oak Park River Forest Community Foundation	Longfellow Park	\$109,000		2007	2007	2009
Illinois Department of Natural Resources OSLAD Program	Field Park	\$399,000		2006	2006	2007
Illinois Department of Natural Resources Public Museum Operation Grant	Oak Park Conservatory	\$7,602		2001	2002	2002
Illinois Department of Commerce and Community Affairs	Aquatic Lifts	\$10,000		2001	2001	2002
Illinois Department of Natural Resources Public Museum Operation Grant	Oak Park Conservatory	\$9,640		2000	2001	2001
Illinois Department of Natural Resources FIRST Illinois Fund	Stevenson Playground	\$50,000		1999	2000	2000
Illinois Department of Natural Resources Public Museum Capital Grant	Conservatory Fern Room	\$40,000		1999	2000	2002
Illinois Department of Commerce and Community Affairs	Rehm Park Bathhouse	\$25,000		2000	2000	2000
Illinois Department of Natural Resources Public Museum Operating Grant	Conservatory Education Project	\$9,850		1999	2000	2000
Illinois Department of Natural Resources Public Museum Operating Grant	Conservatory Education Project	\$10,000		1998	1999	1999

Park District of Oak Park Mission: *In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.*

Cheney Mansion Fund

DESCRIPTION

The Cheney Mansion Fund is a special revenue fund, operating on the modified accrual basis of accounting.

The mission of Cheney Mansion is to provide a unique venue for recreation programs, special activities and community events for the enjoyment of Oak Park residents and is a distinctive local setting for private meetings and celebrations. The Supervisor of Operations continues to make pricing adjustments to make the home more affordable yet profitable for the Park District of Oak Park. Collaboration with the Recreation Department will continue to bring additional and unique programming into the facility.

2020 Assessment

- Increase wedding rentals by 3% over 2019 totals.
 - Budgeted revenue: \$148k To date: \$27k
 - Petite Weddings and small ceremonies still provide some opportunity. Currently have 12 Petite Weddings and or ceremonies booked Aug-Oct. Anticipate ending at \$40.0k for 2020.
- Increase corporate event rentals and Special Rentals by 5% over 2019.
 - Budgeted revenue: \$38k To date: \$7k
 - Do not anticipate corporate price increase due to workplace shutdowns. Possible slight uptick for Special Rentals. Anticipate ending at \$8k for 2020.
- Increase Adult Program revenue at Cheney by 5%.
 - Budgeted revenue: \$18k To date: \$12k
 - Successful virtual program with the Symphony during summer. Also ran the teen day camp at Cheney due to space constraints with COVID. With some success for fall programs anticipate getting to \$14k.

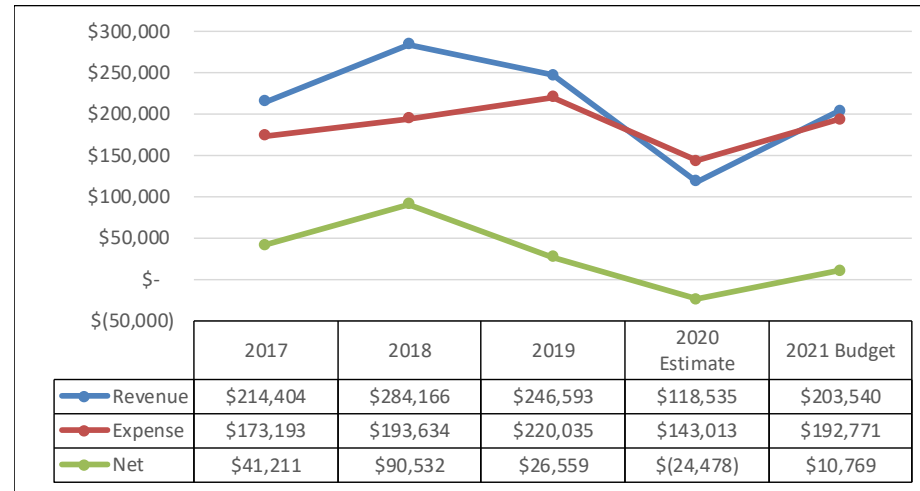
2021 Goals

- Host a minimum of 30 Weddings by December 31, 2021.
 - *Performance Measure:* Maintain rentals.
 - *Strategic Initiative:* Financial Strength > To maximize funding opportunities
- Host a minimum of 30 Corporate and Special Rentals by December 31, 2021.

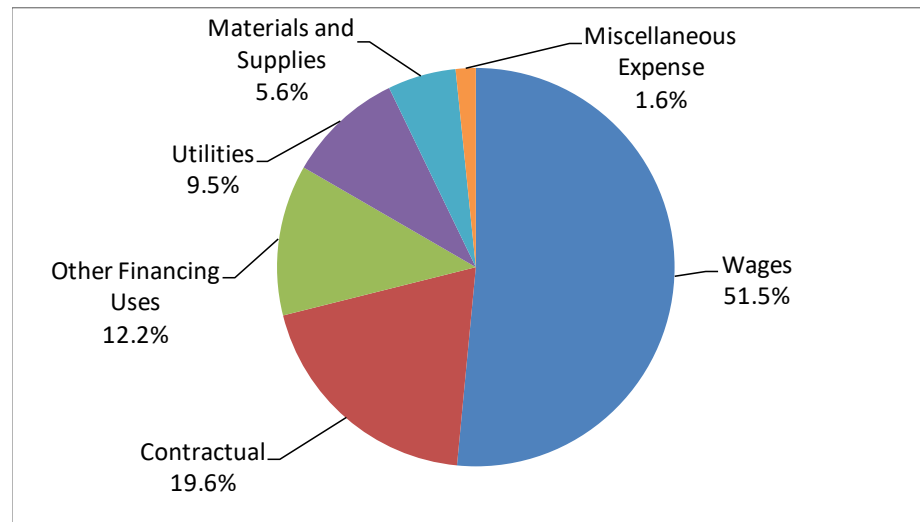
Park District of Oak Park Mission: *In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.*

- *Performance measure:* Maintain rentals.
 - *Strategic Initiative:* Financial Strength > To maximize funding opportunities
- Generate a minimum of \$30,000 in Program Revenue at Cheney Mansion.
 - *Performance measure:* Maximize Funding.
 - *Strategic Initiative:* Financial Strength > To maximize funding opportunities

Historical Analysis



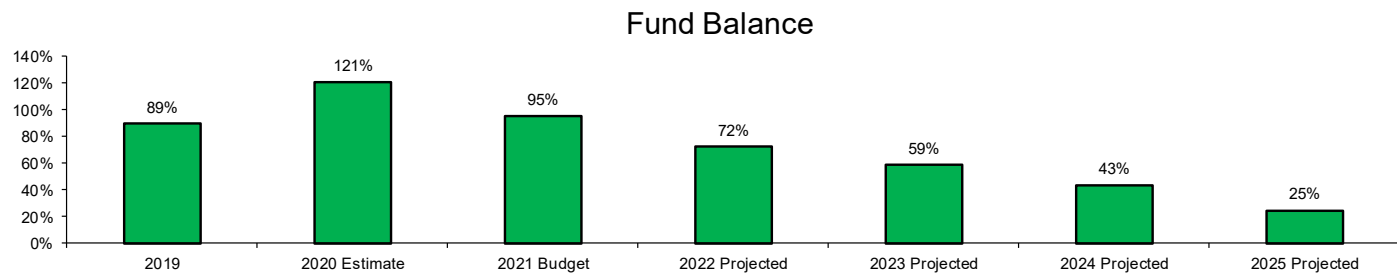
2021 Expense Distribution



Park District of Oak Park Mission: *In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.*

Budget Detail
Cheney Mansion Fund con't

	2019	2020 Estimate	2021 Budget	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Fees and Charges	\$13,900	\$7,150	\$13,300	\$13,300	\$13,300	\$13,300	\$13,300
Rental Income	\$191,616	\$94,685	\$152,000	\$155,040	\$158,141	\$161,304	\$164,530
Donations	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Financing Sources	\$0	\$0	\$0	\$3,000	\$3,000	\$3,000	\$3,000
Program Revenue	\$41,077	\$16,700	\$38,240	\$39,005	\$39,785	\$40,581	\$41,392
Total Revenues	\$246,593	\$118,535	\$203,540	\$210,345	\$214,226	\$218,184	\$222,222
Wages	\$108,194	\$84,098	\$104,830	\$107,975	\$111,215	\$114,551	\$117,988
Contractual Service	\$53,835	\$22,943	\$30,924	\$31,388	\$31,859	\$32,337	\$32,822
Materials & Supplies	\$10,624	\$5,525	\$10,610	\$10,769	\$10,931	\$11,095	\$11,261
Miscellaneous Expense	\$2,477	\$319	\$914	\$928	\$942	\$956	\$970
Utilities	\$19,726	\$15,440	\$21,490	\$22,565	\$23,693	\$24,877	\$26,121
Other Financing Uses	\$25,179	\$14,688	\$24,002	\$54,723	\$60,195	\$66,214	\$75,836
Total Expenses	\$220,035	\$143,013	\$192,771	\$228,347	\$238,833	\$250,030	\$264,997
Net	\$26,559	(\$24,478)	\$10,769	(\$18,002)	(\$24,607)	(\$31,845)	(\$42,775)
Fund Balance	\$196,814	\$172,336	\$183,105	\$165,103	\$140,496	\$108,650	\$65,875



Park District of Oak Park Mission: *In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.*

Glossary

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

AED – Automated external defibrillators or portable defibrillators, which operate automatically to restore heartbeat are now located at most District facilities.

Annual Budget – A plan proposed by the Park District Board of Commissioners for raising and expending monies for the recreational interests of the community.

Appropriation - A legal authorization to incur obligations and to make expenditures for specific purposes.

Asset – Resources owned or held which have monetary value.

Audit – A review of the District’s finances for the previous year. In Illinois, the audit must be conducted annually, by a Registered Certified Public Accounting Firm.

Balanced Budget – prepare a budget where revenues are equal to or greater than expenditures

Board of Commissioners – Independent board of five individuals elected at large by the residents of Oak Park, IL.

Bond – A long-term monetary obligation. It is a promise to repay a specified amount of money (the face value of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects or acquire property.

Capital Improvements – Expenditure relating to the acquisition, expansion, or rehabilitation of the District’s infrastructure.

Capital Improvement Plan (CIP) - A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from our long term needs.

Capital Project – Major Construction, acquisition, or renovation activities, which add value to our physical assets or significantly increase their useful life.

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

Collective Bargaining Agreement – A legal contract between the employer and a verified representative of a bargaining unit for specific terms and conditions of employment (e.g. hours, working conditions, salary, fringe benefits, and matters affecting the health and safety of employees). The District has a Collective Bargaining Agreement in place with SEIU local 173 for April 1st 2008 through April 1st 2012.

Committee of the Whole – Board of Commissioners Committee consisting of all Board members and presided over by the Board President. No action may be taken at the Committee of the Whole Meetings.

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

Certified Park and Recreation Professional (CPRP) - a designation that may be used by professionals that have a bachelor's or higher degree, meet certain years of experience successfully pass an examination administered by the NRPA.

Consumer Price Index (CPI) – A leading economic gauge to measure the pace of inflation. The CPI measures the acceleration of price in a fixed basket of goods and services.

Debt Service – The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Distinguished Budget Presentation Award Program – A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

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

Encumbrance – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Equalized Assessed Valuation (EAV) – The value of property resulting from the multiplication of the assessed value by an equalization factor provided by the Illinois Department of Commerce and Community Affairs to make all properties in Illinois equal to one-third (33%) of its market value.

Expenditure – The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, supplies and materials, or settling a loss.

Federal Insurance Corporation Act (FICA) – Another term for Social Security and represents the amount that is withheld from an employee's paycheck and matched by the District.

Fixed Assets – Long-term resources, which have a monetary value. Examples are buildings, land, furniture, equipment and infrastructure.

Full Time Equivalent - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

Full Time Employee – This designation represents any employee who is scheduled to regularly work more than 37.5 hours per week.

Fund - A fiscal entity with revenues and expenses, which are segregated for the purpose of carrying out a specific purpose or activity.

Fund Balance - The excess of the assets of a fund over its liabilities.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

General Fund - General operating fund of the District. It is used to account for all financial resources except those required to be accounted for in another fund. The General Fund and Corporate Fund are used interchangeably.

Government Accounting Standards Board (GASB) – An organization responsible for providing guidance to governmental agencies to ensure consistent and proper accounting in the preparation of financial statements.

Government Finance Officers Association (GFOA) – An organization dedicated to supporting government finance professionals in the United States and Canada.

HVAC (Heating, Ventilation, Air Conditioning) – An acronym used to reflect anything relating to temperature control within the District's Facilities.

Illinois Association of Park Districts (IAPD) – A statewide organization of park districts that ensures the quality of life through education, research and advocacy.

Illinois Department of Natural Resources (IDNR) – A government agency in Illinois that provides Grant Funds to the Park District of Oak Park.

Illinois Municipal Retirement Fund (IMRF) – Retirement Fund for all District employees. Both employer and employee pay into this defined benefit plan.

Illinois Parks and Recreation Association (IPRA) – a statewide organization of park and recreation professions that advocates the lifetime benefits of parks, recreation and conservation.

Indirect Cost- A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service, such as FICA or Pension.

Infrastructure - Our physical assets such as streets, water mains, and public buildings.

Interfund Transfers - The movement of monies between funds.

ISI – Ice Staking Institute.

Levy - The imposition of taxes for various governmental services.

Levy Ordinance - The annual Legal Document that sets the amount to be raised and the tax rate necessary to provide the necessary dollars.

Levy Rate - The percentage to be applied to the Assessed Valuation to get the amount necessary to meet the Levy Ordinance requirements.

Liability - Debt or other legal obligations arising out of transactions in the past which must be paid or renewed at some future date.

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

National Parks and Recreation Association (NRPA) – An Organization of citizen boards and professionals interested in the parks and recreation operations in the United States.

Operating Budget - The District’s fiscal year financial plan for proposed expenditures and necessary revenue to fund our needs.

Operating Revenue - Funds that we receive as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Operating Expenses - The cost for personnel, materials, and equipment required for a department to function.

Organizational Chart - The Operational Structure of the District, Department, or Programming Area.

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

Part-time employee – This designation represents any employee scheduled to work regularly less than 37.5 hours per week.

Pay-as-you-go Basis - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

Personal Computers (PC) - Represents the desktop and laptop computers maintained in the District.

Policy - A plan or course of action.

Program – An offering provided to the public for recreational activities. For example cooking classes or summer camps.

Punch listed – Last items to be reviewed before the end of a contract to ensure all contract specifications have been met.

RecTrac – The Registration used by the Park District of Oak Park.

Reserve - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Revenue - Sources of income financing our operations.

Run Rate – The percentage of program offerings that meet minimums.

Smart Fusion – The financial software used by the Park District of Oak Park

Special Revenue Funds - Funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for a specific purpose.

Sponsorship Plan - A plan prepared for the Park District on the value of advertising or sponsoring programs, activities or events.

Tax Increment Financing (TIF) – A tool to use future gains in taxes to finance the current improvements that will create those gains. When a public project such as a road, school, or hazardous waste cleanup is carried out, there is an increase in the value of the surrounding real estate, and often new investment (new or rehabilitated building , for example). The Village of Oak Park uses TIF Districts for this purpose and the Park District of Oak Park as an Agency within the TIF, receives some of the benefits of this approach.

Tax Levy - The total amount to be raised by property taxes. The Park District Board passes a Tax Levy Ordinance each year.

Tax Levy Rate - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Unencumbered Balance - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

Unreserved Fund Balance - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

User Charges - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Voice over internet protocol (VoIP) – telephone services using internet and local fiber optic cable.

West Suburban Special Recreation Association – A local organization dedicated to serving the recreation needs of individuals with special needs.

**PARK DISTRICT OF OAK PARK
ORDINANCE NO. 2020-11-04**

**COMBINED ANNUAL BUDGET AND APPROPRIATION ORDINANCE
OF THE PARK DISTRICT OF OAK PARK
FOR FISCAL YEAR BEGINNING JANUARY 1, 2021,
AND ENDING DECEMBER 31, 2021**

WHEREAS, the Board of Commissioners of the Park District of Oak Park has determined the sums of money deemed necessary to defray all necessary expenses and liabilities of the Park District for the fiscal year beginning January 1, 2021, and ending December 31, 2021 (the “*2021 Fiscal Year*”) and such sums of money are appropriated by this Ordinance; and

WHEREAS, this Ordinance specifies the objects and purposes for which such appropriations are made and the amount appropriated for each object and purpose;

NOW, THEREFORE, BE IT ORDAINED by the Board of Commissioners of the Park District of Oak Park, Cook County, Illinois, as follows:

Section 1. Recitals. The foregoing recitals are incorporated into this Ordinance as findings of the Board of Commissioners.

Section 2. Adoption of Budget and Specifying Appropriations. The Board of Commissioners hereby adopts the Budget for the 2021 Fiscal Year and hereby specifies the objects and purposes for which appropriations are made for the 2021 Fiscal Year as set forth in Exhibit A attached to and by this reference incorporated into this Ordinance.

Section 3. Approval of Appropriation. The sums of money in the columns headed Appropriations in Section 2 of this Ordinance shall be and are hereby appropriated for the corporate purposes, the recreation purposes, the revenue facilities purposes, the historical museum purposes, the Cheney Mansion purposes, capital improvement purposes, health risk management purposes, the payment of liability insurance premiums, the payment for the annual audit by a

certified public accounting firm, the payments to a special recreation association being the West Suburban Recreation Association, and the payment of health insurance, as herein before specified, all in order to defray all necessary expenses and liabilities of the Park District for the 2021 Fiscal Year.

Section 4. Statement of Financial Matters. As provided in Section 4-4 of the Park District Code, 70 ILCS 1205/4-4, the Board of Commissioners states as follows:

- (1) That cash on hand estimated at the beginning of the 2021 Fiscal Year is \$10,164,923.
- (2) That the estimated cash expected to be received during the fiscal year from all sources of \$20,403,612.
- (3) That the estimated expenditures contemplated for the fiscal year are \$20,740,725.
- (4) That the estimated cash expected to be on hand at the end of the fiscal year is \$9,827,810.
- (5) That the estimated amount of taxes to be received during the year is \$10,560,163.

Section 5. Other Receipts and Revenue, Unexplained Balance. The receipts and revenue of the Park District derived from sources other than taxation and not specifically appropriated and all unexplained balance from the preceding fiscal years not required for the purposes for which they were appropriated and levied shall in part constitute the Corporate Fund and shall first be placed to the credit of such fund.

Section 6. Severability of Provisions. If any provision of this Ordinance is for any reason held invalid or unconstitutional, then the invalidity or unconstitutionality of that provision will not affect the validity if any other provision of this Ordinance.

Section 7. Effective Date. This Ordinance will be in full force and effect from and after its passage and approval in the manner provided by law.

PASSED: this 19th day of November 2020.

AYES: 5

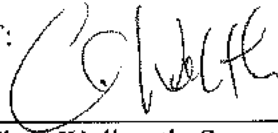
NAYS: 0

ABSTAIN: 0

ABSENT: 0

APPROVED this 19th day of November 2020.

By: 
Sandy Lentz, President
Board of Commissioners

ATTEST: 
By: _____
Chris Wollmuth, Secretary
Board of Commissioners

STATE OF ILLINOIS)
) SS.
COUNTY OF COOK)


SECRETARY'S CERTIFICATE

I, Chris Wollmuth, certify that I am Secretary of the Board of Commissioners of the Park District of Oak Park, Oak Park, Cook County, Illinois, and that as such official I am keeper of the records, ordinances, files, and seal of the Park District of Oak Park.

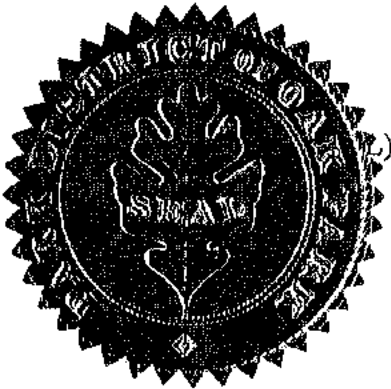
I also certify that the foregoing ordinance is a true and correct copy of the "BUDGET AND APPROPRIATION ORDINANCE FOR THE 2021 FISCAL YEAR" of the Park District of Oak Park, adopted at a duly called regular meeting of the Board of Commissioners of the Park District of Oak Park held at Oak Park, Illinois, within the Park District of Oak Park at 7:30 p.m. on the 19th day of November 2020.

I also certify that the deliberations of the Board of Commissioners on the Park District of Oak Park on the adoption of said Ordinance were conducted openly, that the vote on the adoption was conducted openly, that said meeting was held in compliance with provisions of the Illinois Open Meeting Act and that the Board of Commissioners complied with all the provisions of that Act and with all rules and regulations of the Board of Commissioners.

November 19, 2020



Chris Wollmuth, Secretary
Board of Park Commissioners



ATTACHMENT A
 To the Budget and Appropriation Ordinance
 For Fiscal Year January 1, 2021 to December 31, 2021

	<u>Budget (in \$)</u>	<u>Appropriation (in \$)</u>
EXPENDITURE SUMMARY		
Corporate Fund	5,409,025	6,220,379
I.M.R.F. Fund	285,000	327,750
Liability Fund	493,028	566,982
Audit Fund	21,350	24,553
Recreation Fund	7,958,175	9,151,901
Museum Fund	40,060	46,069
Special Recreation Fund	449,072	516,433
Revenue Facilities Fund	2,285,777	2,628,643
Insurance Fund	1,051,467	1,209,187
Capital Projects Fund	2,555,000	4,248,232
Cheney Mansion Fund	<u>192,771</u>	<u>221,687</u>
TOTAL BUDGET & APPROPRIATION	20,740,725	25,161,815

I. CORPORATE FUND

ADMINISTRATION

Salaries and Wages	806,617	927,609
Legal Services	75,000	86,250
Architectural Services	5,000	5,750
Legal Publications	1,500	1,725
Office Equipment Service	1,200	1,380
Computer (IT) Services	305,195	350,974
Township Interventionist	14,200	16,330
Copy and Printing - Internal	75,000	86,250
Postage and Delivery	4,000	4,600
Contractual Services-Other	149,500	171,925
Bank Service Charge	10,000	11,500
Office Expense	10,000	11,500
Uniforms	1,250	1,438
Supplies-Other	1,100	1,265
Office Equipment	1,000	1,150
Computer Equipment	22,000	25,300
FICA Employer Expense	450,000	517,500
Employee Recognition	2,500	2,875
Conference and Training	47,750	54,913
Dues and Subscriptions	17,700	20,354
Employee Travel Reimbursement	400	460
Administrative Expense	3,350	3,853
Director Expense	900	1,035
Board Expense	5,100	5,865
Recruitment	9,500	10,925
Telecommunications	106,060	121,969
Health Insurance Transfer	375,311	431,608
Fund Transfer Out	<u>200,000</u>	<u>230,000</u>
TOTAL ADMINISTRATION	2,701,133	3,106,302

	<u>Budget (in \$)</u>	<u>Appropriation (in \$)</u>
<u>CONSERVATORY</u>		
Salaries and Wages	158,483	182,255
Property Repair	16,500	18,975
Fleet Service	2,500	2,875
Custodial Services	5,420	6,233
Contractual Services - Other	7,397	8,507
Equipment - Rental	675	776
Bank Service Charges	2,840	3,286
Uniforms	1,200	1,380
Supplies - Cleaning and Household	1,750	2,013
Supplies - Building Materials	10,100	11,615
Miscellaneous Supplies	1,500	1,725
Animal Care	3,400	3,910
Supplies - Horticultural Control	7,500	8,625
Furnishings	1,000	1,150
Gift Shop Material	11,800	13,570
Conservatory Special Events	3,000	3,450
Birthday Party Supplies	-	-
Employee Recognition	-	-
Conference and Training	4,000	4,600
Dues and Subscriptions	2,372	2,727
Employee Travel Reimbursement	1,000	1,150
Gift Shop Sales Tax	500	575
Electricity	9,310	10,707
Natural Gas	23,680	27,232
Water	4,580	5,267
Health Insurance Transfer	42,194	48,523
TOTAL CONSERVATORY	322,700	371,405
<u>PARKS & PLANNING</u>		
Salaries and Wages	1,206,074	1,386,985
Copying & Printing- External	300	345
Property Repair	173,850	199,928
Fleet Service	64,500	74,175
Landscaping Service	55,008	63,257
Custodial Services	67,600	77,740
Scavenger Service	31,600	36,340
Portable Restrooms	3,900	4,485
Sports Field Improvements	74,075	85,186
Equipment-Rental	6,500	7,475
Bank Service Fees	2,190	2,519
Uniforms	7,340	8,441
Supplies-Parks	63,600	73,140
Supplies- Cleaning & Household	19,132	22,002
Supplies- Building Materials	76,000	87,400
Equipment	42,580	48,967
Employee Recognition	1,500	1,725
Conference & Training	10,000	11,500

	<u>Budget (in \$)</u>	<u>Appropriation (in \$)</u>
Dues and Subscriptions	2,776	3,192
Employee Travel Reimbursement	800	920
Electricity	66,730	76,740
Natural Gas	30,310	34,857
Telecommunications	1,230	1,415
Water	106,510	122,487
Health Insurance Transfer	271,089	311,753
TOTAL BUILDINGS & GROUNDS	2,385,193	2,742,972
II. <u>I.M.R.F. FUND</u>		
IMRF Employer Expense	285,000	327,750
TOTAL I.M.R.F. FUND	285,000	327,750
III. <u>LIABILITY FUND</u>		
Salaries and Wages	65,044	74,800
Insurance Deductibles	2,500	2,875
Worker's Compensation	79,500	91,425
Property	101,300	116,495
Employment Practices	16,400	18,860
Liability	47,400	54,510
Employee Screenings	29,516	33,943
Risk Care Management	49,368	56,773
Conference and Training	2,000	2,300
Unemployment Expense	100,000	115,000
TOTAL LIABILITY FUND	493,028	566,982
IV. <u>AUDIT FUND</u>		
Contractual Services - Other	21,350	24,553
TOTAL AUDIT FUND	21,350	24,553
V. <u>RECREATION FUND</u>		
<u>ADMINISTRATION</u>		
Salaries and Wages	630,620	725,213
Property Repair	1,000	1,150
Fleet Service	7,500	8,625
Supplies - Other	500	575
Furnishings	500	575
Conference and Training	12,000	13,800
Continuing Education	-	-
Dues and Subscriptions	5,390	6,199
Employee Travel Reimbursement	2,000	2,300
Non-Resident Fee Expense	2,000	2,300
Scholarship - Township	8,000	9,200
Scholarship - PDOP	195,000	224,250
Bond Payment - Principal	1,290,000	1,483,500
Bond Payment - Interest	652,750	750,663
Telecommunications	40,000	46,000
Fund Transfer Out	1,418,006	1,630,707
Capital Projects Contribution	1,409,000	1,620,350

	<u>Budget (in \$)</u>	<u>Appropriation (in \$)</u>
Health Insurance Transfer	84,738	97,449
TOTAL ADMINISTRATION	5,759,004	6,622,855
 <u>COMMUNICATIONS</u>		
Salaries and Wages	188,955	217,299
Copy and Printing - External	30,548	35,130
Brochure	92,160	105,984
Marketing	23,626	27,170
Advertising	11,784	13,562
Conference and Training	3,500	4,025
Dues and Subscriptions	264	304
Health Insurance Transfer	52,521	60,399
TOTAL COMMUNICATIONS	403,359	463,862
 <u>CUSTOMER SERVICE</u>		
Salaries and Wages	212,328	244,177
Copy and Printing - External	650	748
Office Expense	1,680	1,932
Uniforms	940	1,081
Employee Recognition	200	230
Conference & Training	1,000	1,150
Dues and Subscriptions	264	304
Employee Travel Reimbursement	100	115
Health Insurance Transfer	38,731	44,541
TOTAL CUSTOMER SERVICE	255,893	294,277
 <u>FITNESS PROGRAMS</u>		
Program Wages	29,110	33,477
Program Contractual Expense	54,323	62,472
Program Supplies	2,708	3,114
TOTAL FITNESS	86,141	99,062
 <u>YOUTH ATHLETICS</u>		
Program Wages	131,121	150,789
Program Contractual Expense	181,031	208,185
Program Supplies	26,500	30,475
TOTAL YOUTH ATHLETICS	338,651	389,449
 <u>ADULT ATHLETICS</u>		
Program Wages	18,091	20,804
Program Contractual Expense	21,998	25,298
Program Supplies	9,435	10,850
TOTAL ADULT ATHLETICS	49,524	56,952

	<u>Budget (in \$)</u>	<u>Appropriation (in \$)</u>
<u>TEEN PROGRAMS</u>		
Salaries and Wages	14,847	17,074
Program Contractual Expense	1,040	1,196
Program Supplies	4,470	5,140
TOTAL TEEN PROGRAMS	20,357	23,410
<u>COMMUNITY PROGRAMS</u>		
Program Wages	482,164	554,489
Program Contractual Expense	124,813	143,535
Program Supplies	84,612	97,304
TOTAL SPECIAL INTEREST PROGRAMS	691,589	795,328
<u>FINE ARTS</u>		
Program Wages	152,089	174,902
Program Contractual Expense	42,290	48,633
Program Supplies	12,024	13,827
TOTAL SPECIAL EVENTS & ARTS	206,402	237,363
<u>EARLY CHILDHOOD AND CAMPS</u>		
Program Wages	114,549	131,731
Program Contractual Expenses	21,400	24,610
Program Supplies	11,305	13,001
TOTAL EARLY CHILDHOOD PROGRAMS	147,254	169,342
VI. <u>MUSEUM FUND</u>		
Salaries and Wages	9,150	10,523
Property Repair	10,000	11,500
Contractual Services - Other	360	414
Program Contractual Expenses	2,700	3,105
Supplies - Cleaning and Household	1,500	1,725
Supplies - Building Materials	3,000	3,450
Program Supplies	700	805
Pleasant Home Electricity	3,000	3,450
Pleasant Home Natural Gas	8,000	9,200
PH Security Monitoring	900	1,035
Pleasant Home Water	750	863
TOTAL MUSEUM FUND	40,060	46,069
VII. <u>SPECIAL RECREATION FUND</u>		
Special Rec Contribution	449,072	516,433
TOTAL SPECIAL RECREATION FUND	449,072	516,433
VIII. <u>SPECIAL FACILITIES FUND</u>		
<u>ADMINISTRATION</u>		
Salaries and Wages	267,129	307,198
Conference and Training	5,000	5,750
Dues and Subscriptions	1,615	1,857
Employee Travel Reimbursement	200	230
Telecommunications	2,690	3,094

	<u>Budget (in \$)</u>	<u>Appropriation (in \$)</u>
Health Insurance Transfer	-	-
Special Recreation Transfer	-	-
Capital Projects Contribution	-	-
TOTAL ADMINISTRATION	276,634	318,129

MAINTENANCE

Salaries and Wages	310,825	357,449
Property Repair - Pool	19,850	22,828
Property Repair - Rink	29,450	33,868
Property Repair - GRC	10,100	11,615
Fleet Service - Pool	900	1,035
Fleet Service - Rink	5,060	5,819
Contractual Services- Other - GRC	3,930	4,620
Contractual Services- Other - Pool	5,405	6,216
Contractual Services- Other - Rink	5,325	6,124
Custodial Services - GRC	4,100	4,715
Equipment-Maintenance - Pool	1,700	1,955
Equipment-Maintenance - Rink	1,640	1,886
Equipment Rental GRC	775	891
Equipment Rental Pool	1,400	1,610
Equipment Rental Rink	1,100	1,265
Bank Service Charges	510	587
Alarm Services - GRC	1,120	1,288
Uniforms	2,350	2,703
Supplies-Cleaning & Household - Pool	6,130	7,049
Supplies- Building Materials - Pool	7,709	8,865
Supplies-Cleaning & Household - Rink	5,770	6,636
Supplies- Building Materials - Rink	9,680	11,132
Supplies-Cleaning & Household - GRC	2,939	3,380
Supplies- Building Materials - GRC	4,496	5,170
Misc. Supplies - Dog Parks	6,769	7,784
Fuels and Lubricants	2,048	2,355
Chemicals	35,636	40,981
Building Improvements - Pool	5,900	6,785
Building Improvements - GRC	4,000	4,600
Equipment-Other - Pool	2,435	2,800
Equipment-Other - GRC	-	-
Conference and Training	4,160	4,784
Dues and Subscriptions	400	460
Employee Travel Reimbursement	300	345
Rehm Electricity	20,510	23,587
Ridgeland Electricity	141,000	162,150
Gymnastics Electricity	19,200	22,080
Rehm Natural Gas	12,600	14,490
Ridgeland Natural Gas	46,510	53,487
Gymnastics Natural Gas	5,990	6,889
Rehm Water	35,000	40,250
Ridgeland Water	31,680	36,432
Gymnastics Water	2,390	2,749

	<u>Budget (in \$)</u>	<u>Appropriation (in \$)</u>
Health Insurance Transfer	-	-
TOTAL MAINTENANCE	818,792	941,611
 <u>AQUATICS PROGRAMS</u>		
Program Wages	265,302	305,097
Program Contractual Expense	30,480	35,052
Program Supplies	<u>10,925</u>	<u>12,564</u>
TOTAL ICE ARENA PROGRAMS	306,707	352,713
 <u>ICE ARENA PROGRAMS</u>		
Program Wages	250,368	287,923
Program Contractual Expense	71,343	62,044
Program Supplies	<u>41,063</u>	<u>47,222</u>
TOTAL ICE ARENA MAINTENANCE	362,773	417,189
 GYMNASTICS		
Program Wages	426,866	490,896
Program Contractual Expense	48,600	55,890
Program Supplies	20,355	23,408
Booster Club Expense	15,000	17,250
Employee Recognition	400	460
Conference and Training	3,500	4,025
Dues and Subscriptions	3,010	3,462
Employee Travel Reimbursement	200	230
Sales Tax	940	1,081
Gym Fund Raising Improvements	2,000	2,300
Health Insurance Transfer	-	-
TOTAL GYMNASTICS	620,871	699,002
 IX. <u>INSURANCE FUND</u>		
Health Insurance - PPO	758,354	872,107
Health Insurance - HMO	195,296	224,590
Life Insurance	6,500	6,325
Dental Insurance	49,899	57,384
Employee Assistance Program	1,900	2,185
Health Insurance - Opt Out	13,200	15,180
Health Insurance - Retirees	-	-
Vision Insurance	14,318	16,466
Employee Wellness Program	<u>13,000</u>	<u>14,950</u>
TOTAL INSURANCE FUND	1,051,467	1,209,187

	<u>Budget (in \$)</u>	<u>Appropriation (in \$)</u>
X. CAPITAL PROJECT FUND		
Property Acquisition	-	909,982
Property Repairs and Rehab	140,000	161,000
Vehicle and Equipment Program	50,000	57,500
Technology Improvements	50,000	57,500
Surveys - Studies	40,000	46,000
Carroll Master Plan Improvements	120,000	138,000
Stevenson Building Improvements	25,000	28,750
Pleasant Home Building Improvements	425,000	888,750
Rehm Master Plan Improvements	1,100,000	1,265,000
Dole Building Improvements	25,000	28,750
Conservatory Building Improvements	25,000	28,750
Scoville Park Improvements	30,000	34,500
CRC Master Plan Improvements	500,000	575,000
Cheney Building Improvements	25,000	28,750
TOTAL CAPITAL PROJECTS FUND	2,555,000	4,248,232
XI. ELIZABETH CHENEY FUND		
Salaries and Wages	104,830	120,555
Property Repair	10,000	11,500
Custodial Services	1,734	1,994
Contractual Services - Other	360	414
Bank Service Charge	5,730	6,590
Program Contractual Expense	13,100	15,065
Uniforms	520	598
Supplies- Cleaning & Household	3,000	3,450
Supplies- Building Materials	3,000	3,450
Program Supplies	4,090	4,704
Conference and Training	500	575
Dues and Subscriptions	264	304
Employee Travel Reimbursement	150	173
Cheney Electricity	5,700	6,555
Cheney Natural Gas	10,750	12,363
Cheney Water	5,040	5,796
Health Insurance Transfer	24,002	27,603
TOTAL ELIZABETH CHENEY FUND	192,771	221,687

Supplemental Section

SOCIO-ECONOMIC CHARACTERISTICS

Population Trend

Below are the population statistics for the Village, the County and the State.

	<u>1990</u>	<u>2000</u>	<u>2010</u>	<u>% Change 1990-2010</u>
The Village	53,648	52,524	51,878	-3.30
The County	5,105,067	5,376,741	5,194,675	+ 1.76
The State	11,430,602	12,419,293	12,830,632	+ 12.25

Source: U.S. Census Bureau, 1990 Census, 2000 Census and 2010 Census.

Education

The educational background of residents living in the Village compared to the County and the State is illustrated in the following table.

Educational Levels for Persons 25 Years of Age and Older

<u>Household Income</u>	<u>The Village</u>	<u>The County</u>	<u>The State</u>
Under \$10,000	6.3%	7.6%	6.5%
\$10,000 to \$14,999	3.6	4.2	4.0
\$15,000 to \$24,999	6.0	9.4	8.9
\$25,000 to \$34,999	4.7	8.7	8.6
\$35,000 to \$49,999	7.3	11.6	12.0
\$50,000 to \$74,999	13.6	16.2	17.2
\$75,000 to \$99,999	11.4	12.0	12.7
\$100,000 to \$149,999	17.6	14.8	15.6
\$150,000 to \$199,999	11.2	7.0	6.9
\$200,000 or more	18.2	8.6	7.6
Total.....	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>
Median household income	\$91,945	\$62,088	\$63,575

Source: American Community Survey, 2014-2018 American Community Survey 5-year Estimates, Census Bureau
Please note that total of the columns may not equal 100.0% due to rounding.

Income

The following table sets forth the distribution of household income and median household income for the Village compared with the County and the State.

Household Income	The Village	The County	The State
Under \$10,000	6.3%	7.6%	6.5%
\$10,000 to \$14,999	3.6	4.2	4.0
\$15,000 to \$24,999	6.0	9.4	8.9
\$25,000 to \$34,999	4.7	8.7	8.6
\$35,000 to \$49,999	7.3	11.6	12.0
\$50,000 to \$74,999	13.6	16.2	17.2
\$75,000 to \$99,999	11.4	12.0	12.7
\$100,000 to \$149,999	17.6	14.8	15.6
\$150,000 to \$199,999	11.2	7.0	6.9
\$200,000 or more	18.2	8.6	7.6
Total	100.0%	100.0%	100.0%
 Median household income	 \$91,945	 \$62,088	 \$63,575

Source: American Community Survey, 2014-2018 American Community Survey 5-year Estimates, Census Bureau
Please note that total of the columns may not equal 100.0% due to rounding.

Housing

The following table sets forth the distribution of home values for owner-occupied units as well as the median home value and percent owner-occupied in the Village compared to the County and the State.

Value of Specified Owner-Occupied Units	The Village	The County	The State
Less than \$50,000	1.3%	3.8%	6.7%
\$50,000 to \$99,999	4.3	8.3	15.0
\$100,000 to \$149,999	6.3	12.6	15.7
\$150,000 to \$199,999	9.3	15.9	16.1
\$200,000 to \$299,999	13.4	23.4	21.0
\$300,000 to \$499,999	37.4	22.2	16.9
\$500,000 to \$999,999	25.7	10.7	7.0
\$1,000,000 or more	2.4	3.0	1.8
Total	100.0%	100.0%	100.0%
 Median value	 \$374,500	 \$237,200	 \$187,200
Owner-occupied	58.50%	56.90%	66.00%

Source: American Community Survey, 2014-2018 American Community Survey 5-year Estimates, Census Bureau
Please note that total of the columns may not equal 100.0% due to rounding.

Residential Housing Building Permits

The following table sets forth the reported number of residential building permits issued and relative construction costs in the Village for each of the years listed.

Year	Reported Number of Building Permits	Construction Cost
2015.....	29	\$5,977,357
2016.....	46	28,134,545
2017.....	5	60,431,225
2018.....	17	33,043,702
2019.....	24	16,199,999

Source: U.S. Census Bureau

Retail Sales

The following table demonstrates the estimated sales reported by retailers in the Village for the last five calendar years and through the second quarter of 2020.

Calendar Year	The Village
2015	\$ 360,369,543
2016	386,624,123
2017	398,942,322
2018	423,173,451
2019	417,102,300
2020 ⁽¹⁾	193,599,539

(1) Through the second quarter of 2020.
Source: The Department

Employment by Occupation

The District has an employment base provided by a range of manufacturing, commercial and public enterprises. The following table categorizes occupations for residents 16 years of age and older living in the Village compared with the County and the State.

Occupational Category	The Village	The County	The State
Management, business, science, and arts occupations.....	67.1%	40.0%	38.1%
Service occupations.....	9.3	17.9	17.2
Sales and office occupations.....	16.7	22.1	22.4
Natural resources, construction, and maintenance occupations.....	1.8	5.9	7.2
Production, transportation, and material moving occupations.....	5.1	14.0	15.1
Total	100.0%	100.0%	100.0%

Source: American Community Survey, 2014-2018 American Community Survey 5-year Estimates, Census Bureau
Please note that total of the columns may not equal 100.0% due to rounding.

Employment by Industry

The following table categorizes employment by industry for residents 16 years of age and older living in the Village compared with the County and the State.

Industry Category	The Village	The County	The State
Agriculture, forestry, fishing, hunting, and mining.....	0.0%	0.2%	1.1%
Construction.....	2.1	4.7	5.3
Manufacturing.....	6.0	9.7	12.1
Wholesale trade.....	2.6	2.8	3.0
Retail trade.....	6.8	9.8	10.8
Transportation, warehousing, and utilities.....	3.4	7.1	6.3
Information.....	3.0	2.2	1.9
Finance, insurance, real estate, rental and leasing.....	9.9	8.0	7.3
Professional, scientific, management, administrative and waste management services.....	19.8	14.6	11.8
Educational services, health care and social assistance.....	31.4	22.7	22.9
Arts, entertainment, recreation, accommodation and food services.....	6.7	9.9	9.1
Other services, except public administration.....	5.1	4.9	4.7
Public administration.....	3.3	3.5	3.6
Total	100.0%	100.0%	100.0%

Source: American Community Survey, 2014-2018 American Community Survey 5-year Estimates, Census Bureau
Please note that total of the columns may not equal 100.0% due to rounding.

Largest Area Employers

The following table reflects the major employers in the area surrounding the District by the products manufactured or services performed and approximate number of employees.

Company Name	Product or Service	Location	Approximate employees at location
Loyola University Health System	Company headquarters & hospital	Maywood	6,000
Gotlieb Memorial Hospital	Hospital	Melrose Park	1,400
Progress Rail Locomotive, Inc.	Diesel & electric locomotives, engines, oil drilling equipment & power generation sets.	La Grange	1,300
West Suburban Medical Center	Medical center	The Village	1,000
Fresenius Kabi USA, LLC	Pharmaceuticals	Melrose Park	900
Hill Group, The	HVAC, plumbing, piping, refrigeration	Franklin Park	837
Ruth Oak Park Hospital, Inc.	Hospital	The Village	816
Canadian Pacific	Railroad yard & repair	Franklin Park	800
Sloan Valve Company	Company headquarters & commercial restroom products	Franklin Park	760
Navistar, Inc.	Diesel engines	Melrose Park	751

Source: 2020 Manufacturers' News, Inc. Illinois Manufacturers and Illinois Services Directories
Note: The data contained in this chart do not reflect any impact from the COVID-19 pandemic and how such pandemic may affect local businesses and employees in the area.

Historical Unemployment Statistics

Unemployment statistics are not compiled specifically for the District. The following table shows the trend in annual average unemployment rates as well as the monthly unemployment rates for August 2019 and August 2020 for the Village compared with the County and the State.

	The Village	The County	The State
Average, 2015.....	4.8%	6.2%	6.0%
Average, 2016.....	4.6	6.0	5.8
Average, 2017.....	3.9	5.1	4.9
Average, 2018.....	3.1	4.0	4.3
Average, 2020.....	2.9	3.8	4.0
August, 2019.....	3.2	4.0	4.0
August, 2020 ⁽¹⁾	10.1	13.7	10.9

(1) The District attributes the increase in unemployment rates to the various stay at home orders, issued by the Governor, related to the COVID-19 pandemic. See "RISK FACTORS - Potential Impact of COVID-19" herein.
Source: Illinois Department of Employment Security



**Representative Tax Rates for Property within the District
(Per \$100 EAV)**

The following table of representative tax rates is for a resident of the District living in the Village.

<u>Taxing Body</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
The County.....	\$ 0.552	\$ 0.533	\$ 0.496	\$ 0.489	\$ 0.454
Consolidated Elections.....	0.034	0.000	0.031	0.000	0.030
Forest Preserve District of Cook County.....	0.069	0.063	0.062	0.060	0.059
Town Oak Park.....	0.199	0.195	0.171	0.185	0.208
General Assistance Oak Park.....	0.036	0.035	0.030	0.032	0.009
Oak Park Mental Health District.....	0.112	0.108	0.091	0.095	0.093
The Village.....	2.062	2.257	1.996	2.137	2.071
Village of Oak Park Library Fund.....	0.750	0.647	0.565	0.609	0.630
School District Number 97.....	4.597	5.582	4.489	4.861	5.016
High School District Number 200.....	3.634	3.531	2.973	2.879	3.250
Triton College.....	0.352	0.330	0.306	0.324	0.306
The District.....	0.674	0.654	0.564	0.604	0.628
Metro Water Reclamation District of Gr Chgo.....	0.426	0.406	0.402	0.396	0.389
Des Plaines Valley Mosq Abatement Dist.....	0.017	0.017	0.015	0.015	0.014
Total.....	\$ 13.514	\$ 14.358	\$ 12.191	\$ 12.686	\$ 13.157

Source: County Clerk's Office

Tax Extensions and Collections

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019⁽¹⁾</u>
Extensions	\$8,994,136	\$9,068,714	\$9,338,578	\$9,618,738	\$10,628,720
Collections	9,241,736	9,320,243	9,485,814	9,874,794	9,754,456
% Collected	102.75%	102.77%	101.58%	102.66%	91.77%

(1) In process of collection, as of September 18, 2020.

Source: Cook County Treasurer's Office

Largest Taxpayers

The taxpayers listed below represent 4.98% of the District's 2019 EAV which is \$1,692,471,417. Reasonable efforts have been made to determine and report the largest taxpayers and to include all taxable property of those taxpayers listed. Many of the taxpayers listed, however, may own multiple parcels, and it is possible that some parcels and their valuations may not be included.

<u>Taxpayer</u>	<u>Description</u>	<u>2019 EAV</u>	<u>% of EAV</u>
West Suburban Medical Center.....	Hospital.....	\$ 18,479,380	1.09%
HTA Rush LLC.....	Real estate investment trust.....	11,720,089	0.69%
Mcref Oak Park LLC.....	Real estate.....	9,880,793	0.58%
LMV Oak Park Reit Trs.....	Real estate investment trust.....	9,639,156	0.57%
Ryan LLC.....	Tax services and consultation firm.....	6,470,344	0.38%
Oak Park Place Apts.....	Apartments.....	6,419,130	0.38%
JD Real Estate Inc.....	Real estate.....	6,245,947	0.37%
Sdop Corp Midamerica.....	Full service retail real estate.....	5,593,064	0.33%
1120 Club KP&G Pc.....	Luxury unit condominiums.....	5,147,539	0.30%
New Albertsons LLC.....	Grocery company.....	4,685,754	0.28%
Total.....		<u>\$ 84,281,196</u>	<u>4.98%</u>

Source: County Clerk's Office, other than taxpayer descriptions.