



# NAPERVILLE PARK DISTRICT

## 3-Year Financial Plan 2022-2024



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**The Naperville Park District is pleased to present its 3-Year Financial Plan. The Financial Plan is intended to serve as a tool, providing the Park Board of Commissioners and staff with the insight required to address issues impacting the District's financial condition. The plan consists of the following sections:**

- Introduction
- Baseline - 2022 Budget
- Forecast Summary
- Major Revenue Source – Property Tax
- General Fund Operating Forecast
- Recreation Fund Forecast
- Golf Services Fund Forecast
- Capital Improvement Plan
- Other District Funds
- Summary
- Addenda

Financial planning expands our awareness of potential problems and opportunities as well as offers options for addressing them. The long-term revenue, expenditure and service implications of continuing or ending existing programs or adding new programs or facilities can be identified. The financial planning process helps shape decisions and supports necessary actions to take place in a timely and efficient manner.

A financial plan does not state what is certain to happen. Rather, it highlights significant issues and/or opportunities that must be addressed if the mission and goals are to be achieved and provides forecasts of expected results if certain actions are taken.

## INTRODUCTION

The Naperville Park District's 2022-2024 Financial Plan is one part of the District's Master Plan that illustrates the organization's careful stewardship of community resources while supporting continuing efforts to provide beautiful parks and facilities, affordable and engaging programs for all ages and abilities and host unique seasonal events. The goal of the plan is to support the District's mission to provide recreation and park experiences that promote healthy lives, healthy minds and a healthy community.

The District's perpetual focus to identify efficiencies coupled with continuous improvement and engaging the community has been the key to its success. Additionally, strong leadership and sound financial practices have kept the District in a financially healthy state. In 2008, the District's financial rating was upgraded by Moody's Investors Service to an "Aaa" – the highest rating available. Since then, the District's exceptional financial status has been renewed at this level (most recently in 2020). These advantages have made it possible for the District to continue to renovate its facilities and further develop its programs and services for the community's benefit.

One aspect that has proven challenging for the District is the recruitment and retention of staff. We recognize that we are one of many employers struggling with hiring and managing the stresses of being short staffed. The District will continue to evaluate benefit trends and recommend changes, review salary ranges and assess minimum wage and compression impacts. While 2022 continues to be a rebuilding year, participation numbers for our indoor programs and memberships at our fitness center continue to grow back to pre-pandemic levels.

The District's focus for 2022 (the base year of this plan) is centered on addressing key strategic initiatives to create a solid operational foundation for the next several years and beyond. A Community Interest and Opinion Survey and Market Analysis will set the stage for the District's 2023-2025 Strategic Plan along with an update to the District's Master Plan. What remains unchanged is our commitment to delivering excellence in programs, facilities and services for the benefit of our great community.

## BASELINE - 2022 BUDGET

The first year of the plan is based on the District's 2022 Budget approved on December 9, 2021. The District's annual budget includes all operating and capital needs for the District. The philosophy of the District's 2022 budget is based on the following objectives:

- Maintain a strong financial position to ensure long term financial sustainability and to maintain the District's Aaa rating.
- Implement new recruitment and retention strategies to reduce staffing vacancies.
- Maintain a motivated and loyal workforce and provide a competitive salary and benefits package.
- Account for minimum wage increases and the related wage compression.
- Initiate departmental budget requests that are based on specific needs, thereby allowing the District to deliver the level of excellence expected by the community.
- Utilize the District's tax levy to adequately fund operations, capital and special recreation needs.
- Remain flexible and proactive to address the uncertain impacts of COVID.
- Realize continuous improvement in efficiencies, practice conservative spending, perform a thorough review of line items and program fee rates.
- The District's 2022 operating budget is balanced. If the District ends 2022 in a better position than expected, any surplus funds will be used for future capital improvements.

## FORECAST SUMMARY

Financial forecasts are the foundation for a long-term financial plan. These forecasts provide the Board and staff with information they need to more efficiently determine future levels of service and methods of funding. This forecast of District revenues and expenditures includes Fiscal Years 2023-2024. The forecast assumptions are based on recent trends and specific expectations as follows:

- The plan assumes property tax growth based on CPI increases and new construction growth.
- Utilize independent industry data to develop assumptions whenever possible.
- Review departmental goals and budgets to determine if the 2022 budget requests will significantly change.
- Develop a compensation plan based on minimum wage requirements, wage compression and market competition.
- Reference and utilize past history data (3-5 year average) where possible to forecast percentage increases/decreases.
- Implement capital projects for years 2023 and 2024 driven by the Naperville Park District's Capital Projects Prioritization Policy.

## ASSUMPTION HIGHLIGHTS

(see Addendum A for a description of Plan Assumptions)

### **Revenues**

Property taxes remain the largest funding source for the District. Charges for services (program and golf green fees) are the next largest. Projected revenues and fee increases for recreation programs are typically based on the costs to run the programs, keeping affordability and market conditions in mind.

For golf operations, the major revenue engines (green fees, cart rentals, range, lessons, concession and merchandise sales) and the corresponding expenditures were adjusted to reflect the golf renovation projects at Springbrook in 2022-2023 and Naperbrook in 2024.

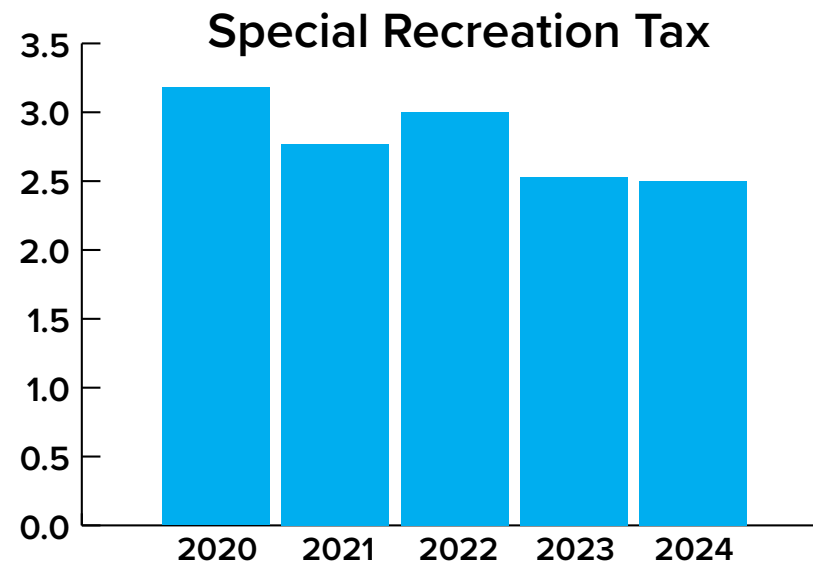
## EXPENDITURES

- Expenditure line items for operating departments that are expected to vary based on new facilities/parks and/or price fluctuations were adjusted accordingly.
- Compensation adjustment for full-time employees: 3% in July 2022, 4.0% compensation pool for 2023 and 5.0% for 2024. Additionally, minimum wage increases and compression funding for short-term staff will continue to be implemented.
- Medical insurance premiums are locked in for 2023 with no rate increases. A projected increase of 3.0% was programmed for 2024.
- The District's IMRF pension contribution rate is estimated to decrease from 7.27% to 6.14% (a 16% decrease) in 2023. For 2024 the rate is expected to stay flat at 6.14%.
- Capital projects included in the plan were identified as a result of implementing the annual review process in accordance with the Naperville Park District's Capital Projects Prioritization Policy. Based on supply chain issues and the unavailability of vehicles and equipment the District will need to remain flexible on order and delivery dates even if between different budget years.

## MAJOR REVENUE SOURCE – PROPERTY TAX:

The District receives about 5% or 5-cents on every dollar of property taxes paid.

Overall, taxes comprise about 50% of the District's revenues and are one of the most important funding sources for the organization. Property taxes are used to support operations, capital projects and special recreation needs. Taxes in 2023 and 2024 are expected to increase \$10-\$15 dollars each year for operations and capital improvements. With strong growth and market appreciation, the District is estimating the average homeowner will pay approximately \$400 in 2021 and \$415 in 2024 to support the many Park District programs and amenities offered.



The District has the ability to levy up to a maximum of 4-cents per \$100 of Equalized Assessed Valuation for special needs inclusion services and ADA capital improvements. The District levies 2-cents every year for membership and inclusion services provided by the Western DuPage Special Recreation Association (WDSRA). Based on the District's capital plan, the remaining 2-cents can be levied for ADA capital improvements. Based in the 2022 budget and the 3-year capital plan, the Special Recreation tax levy is expected to decrease from 3.0-cents in 2022 to 2.5-cents in 2023 and 2024. As illustrated on the Special Recreation Tax chart above, the District only levies what it needs in a given year.



## GENERAL FUND OPERATING FORECAST

The General Fund houses the support functions in the District, which includes the Park Board as well as the Administration, Finance, Human Resources, Information Technology, Planning, Fleet, Trades and Police Departments.

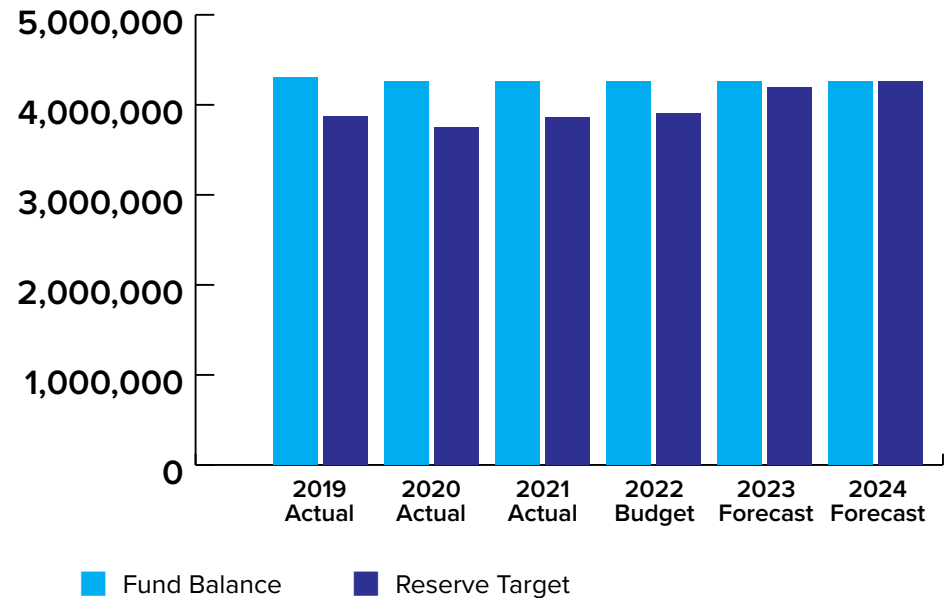
The District can expect to maintain healthy fund balance reserves in the General Fund, which is vital to maintaining our Aaa Bond Rating. Typically, General Fund revenues remain stable and fairly predictable except for legislative changes that may come from Springfield.

The majority of expenditures in the general fund (73%) are comprised of wages and benefits. The majority of increases for 2023 and 2024 fall within this category. The decrease in contractual services in 2023 is based on one-time projects planned for in 2022. In 2023 once the entire operating budget is balanced, a total of \$131k is expected to be reallocated from capital to balance the operating budget and \$52k in 2024.

The General Fund operating budget is balanced, and by design, has been forecasted to break even in 2023 and 2024. This approach to balancing the budget provides flexibility for the District to face uncertainties in the upcoming years of this plan.

The General Fund’s Operating Reserve Target is equivalent to 6 months of average operating expenses. Based on the adequacy of current reserve amounts, any operating surplus in general operations can be transferred to the District’s capital program. The general operating fund is the least restrictive fund and amounts can be transferred to other funds if necessary. Amounts above the reserve target provide additional flexibility for known “unknowns” and support the District’s Aaa bond rating.

## General Fund - Fund Balance



	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Forecast	2024 Forecast
<b>Fund Balance</b>	\$4,303,945	\$4,257,808	\$4,257,808	\$4,257,808	\$4,257,808	\$4,257,808
<b>Reserve Target</b>	\$3,876,366	\$3,752,325	\$3,858,031	\$3,906,484	\$4,230,859	\$4,224,904

## NAPERVILLE PARK DISTRICT GENERAL FUND FORECAST

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2023 FORECAST	2024 FORECAST
<b>Beginning Fund Balance</b>	\$4,303,945	\$4,303,945	\$4,257,808	\$4,257,808	\$4,257,808	\$4,257,808
Taxes	6,825,467	6,897,049	7,522,956	7,669,613	8,245,343	8,229,619
Rentals	8,895	2,565	11,298	9,500	9,500	9,500
Investment Income	155,255	74,971	(5,472)	10,400	10,400	10,400
Alternative Revenue	4,637	269,381	-	1,000	1,000	1,000
Miscellaneous Revenue	224,460	211,787	186,138	193,338	195,474	199,288
WDSRA Reimbursement	14,522	2,760	1,141	-	-	-
<b>Total Revenues</b>	<b>7,233,236</b>	<b>7,458,513</b>	<b>7,716,061</b>	<b>7,883,851</b>	<b>8,461,717</b>	<b>8,449,807</b>
Wages and Benefits	3,361,325	3,391,447	3,347,315	3,938,787	4,337,760	4,528,736
Supplies	486,481	505,043	499,874	582,464	650,422	678,931
Contractual Services	770,816	747,944	743,855	907,444	840,921	856,636
Utilities	102,060	99,631	138,562	105,781	110,466	115,374
Capital	2,066	265	17,527	4,250	4,250	4,250
Miscellaneous Expense	13,036	14,588	-	18,500	18,500	18,500
<b>Total Expenditures</b>	<b>4,735,784</b>	<b>4,758,918</b>	<b>4,747,133</b>	<b>5,557,226</b>	<b>5,962,319</b>	<b>6,202,427</b>
<b>Surplus (Deficit)</b>	<b>2,497,452</b>	<b>2,699,595</b>	<b>2,968,928</b>	<b>2,326,625</b>	<b>2,499,398</b>	<b>2,247,380</b>
<b>Transfer to Recreation</b>	<b>947,535</b>	<b>2,745,732</b>	<b>1,045,344</b>	<b>2,255,742</b>	<b>2,499,398</b>	<b>2,247,380</b>
<b>Transfer to Capital</b>	<b>1,549,917</b>	<b>-</b>	<b>1,923,584</b>	<b>70,883</b>	<b>0</b>	<b>0</b>
<b>Subtotal Transfers Out</b>	<b>2,497,452</b>	<b>2,745,732</b>	<b>2,968,928</b>	<b>2,326,625</b>	<b>2,499,398</b>	<b>2,247,380</b>
<b>Final Surplus/Deficit</b>	<b>0</b>	<b>(\$46,137)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Fund Balance</b>	<b>\$4,303,945</b>	<b>\$4,257,808</b>	<b>\$4,257,808</b>	<b>\$4,257,808</b>	<b>\$4,257,808</b>	<b>\$4,257,808</b>
<b>Fund Balance Target</b>	<b>\$3,876,366</b>	<b>\$3,752,325</b>	<b>\$3,858,031</b>	<b>\$3,906,484</b>	<b>\$4,230,859</b>	<b>\$4,224,904</b>

## RECREATION FUND FORECAST

The Recreation Fund primarily accounts for recreation programs, park maintenance, marketing/sponsorship, customer service, custodial, Fort Hill Activity Center, Knoch Knolls Nature Center, Carillon, Centennial Beach and Grill, and the Riverwalk Café. Over time, the District has assumed responsibility for more than 2,400 acres of land with 136 parks of varying types and sizes.

Over 56,000 participants register for Naperville Park District programs each year. The net revenues from programs are designated to fund portions of the custodial, customer service and marketing budgets. While COVID has had a significant impact on District operations in the past couple of years, this plan assumes normal (pre-pandemic) participation levels. The other major operation within the recreation fund is the parks division. Costs to maintain 136 parks encompassing over 2,400 acres for park maintenance are funded through property taxes and a transfer from the General Fund. Wages and benefits comprise 68% of expenditures for the Recreation Fund.

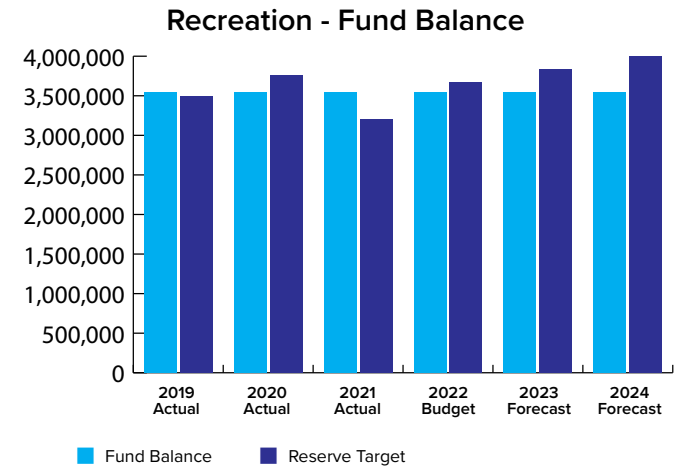
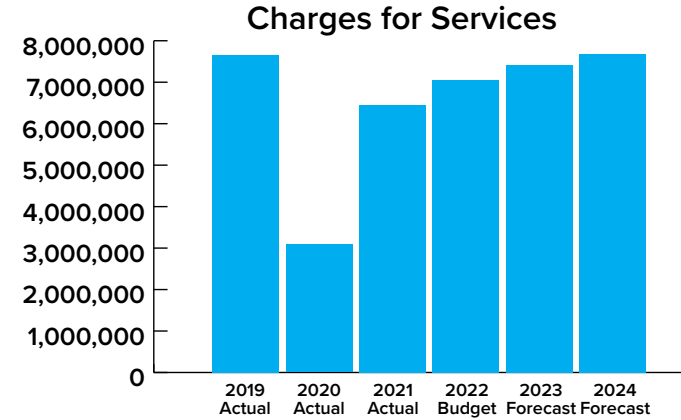
By design, the Recreation Fund has been forecasted to break even through 2024. This is accomplished through a transfer from the General Fund for a portion of the park maintenance budget. The estimated transfers for 2023 and 2024 are \$2.5M and \$2.2M.

Charges for services (recreation program fees, fitness memberships at the Fort Hill Activity Center and Centennial Beach daily admission/seasonal passes) represent 57% of the funding for the Recreation Fund.

### Individual budgets are prepared on an annual basis for the core areas listed below:

- Sports – Youth
- Camps
- Sports – Adult
- Arts
- Youth, Teen & Family
- Early Childhood
- Fort Hill Activity Center
- Knoch Knolls Nature Center
- Fitness/Indoor Aquatics
- Active Adults/Seniors
- Special Events
- Trips
- Riverwalk Café
- Paddleboat Quarry
- Centennial Beach
- Centennial Grill
- Garden Plots
- Sportsman’s Park

Recreation Fund reserves are forecasted to remain stable. As noted earlier, maintaining healthy reserves is vital to ensuring flexibility in operations and being prepared for unknown challenges all while supporting the District’s Aaa bond rating. COVID is a perfect example of an unknown challenge that significantly impacted District operations. Having strong reserves allowed the District to provide services and meet our mission even through the pandemic. The Recreation Fund’s Reserve Target is a range of 2-3 months of average operating expenses. The reserve targets noted on the following page for years 2022-2024 represent about 2.5 months of average operating expenses.



The fund balance target for the Recreation Fund is equal to a range of 2-3 months of operating expenses which is consistent with the policy for the Golf Fund. Having a fund balance range allows for flexibility in any given year where the revenues may vary based upon weather conditions. From a budgetary basis, the average fund balance is about 2.5 months. On an actual basis in a typical year the actual fund balance exceeds 3 months.

## NAPERVILLE PARK DISTRICT RECREATION FUND FORECAST

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2023 FORECAST	2024 FORECAST
<b>Beginning Fund Balance</b>	\$3,546,621	\$3,546,621	\$3,546,621	\$3,546,621	\$3,546,621	\$3,546,621
Taxes	3,254,045	3,315,707	3,297,666	3,301,600	3,301,600	3,906,600
Investment Income	131,611	59,483	280	10,000	10,000	10,000
Charges for Services	7,655,167	3,086,213	6,460,601	7,045,474	7,412,619	7,685,693
Sales	424,971	118,666	341,755	406,920	424,834	439,417
Rentals	531,340	348,506	645,015	610,374	611,074	611,784
Alternative Revenue	126,556	118,531	177,313	139,580	139,580	139,580
Miscellaneous Revenue	814,238	761,955	840,811	929,986	935,171	945,417
WDSRA Reimbursement	80,836					
<b>Total Revenues</b>	<b>13,018,764</b>	<b>7,809,061</b>	<b>11,763,441</b>	<b>12,443,934</b>	<b>12,834,878</b>	<b>13,738,491</b>
Wages and Benefits	9,039,184	7,545,317	8,452,508	9,962,613	10,492,091	11,004,033
Supplies	1,048,829	701,347	994,266	1,092,225	1,118,544	1,139,959
Contractual Services	3,046,746	1,561,271	2,312,040	2,732,841	2,776,813	2,858,586
Utilities	796,714	719,922	1,009,545	884,442	919,273	955,738
Capital	34,826	26,935	40,426	27,555	27,555	27,555
<b>Total Expenditures</b>	<b>13,966,299</b>	<b>10,554,792</b>	<b>12,808,785</b>	<b>14,699,676</b>	<b>15,334,276</b>	<b>15,985,871</b>
<b>Surplus/(Deficit)</b>	<b>(947,535)</b>	<b>(2,745,731)</b>	<b>(1,045,344)</b>	<b>(2,255,742)</b>	<b>(2,499,398)</b>	<b>(2,247,380)</b>
<b>Transfer from General Fund</b>	<b>947,535</b>	<b>2,745,731</b>	<b>1,045,344</b>	<b>2,255,742</b>	<b>2,499,398</b>	<b>2,247,380</b>
<b>Final Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Fund Balance</b>	<b>\$3,546,621</b>	<b>\$3,546,621</b>	<b>\$3,546,621</b>	<b>\$3,546,621</b>	<b>\$3,546,621</b>	<b>\$3,546,621</b>
<b>Fund Balance Target</b>	<b>\$3,491,575</b>	<b>\$3,760,272</b>	<b>\$3,202,196</b>	<b>\$3,674,919</b>	<b>\$3,833,569</b>	<b>\$3,996,468</b>



## GOLF FUND FORECAST

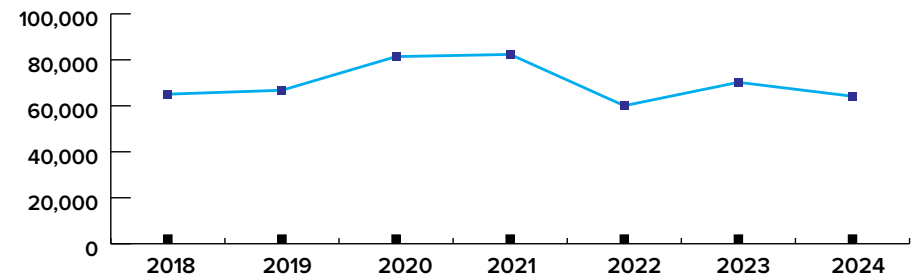
The Naperville Park District operates two 18-hole municipal golf facilities with driving ranges: Springbrook and Naperbrook. Each facility offers a different golfing experience, accommodating players of all ages and abilities. One of the goals of the Golf Department is to provide challenging, yet accessible and enjoyable golfing experiences to the residents of Naperville as well as to our nonresident guests at an affordable price.

Expenses such as FICA, IMRF, liability and workers comp insurance are not accounted for in the Golf Fund, but rather in the individual funds. This is consistent with other programs throughout the District. With the golf debt retired in 2019, it is anticipated that the golf operations will consistently produce a surplus on an annual basis. Golf Fund surpluses are budgeted as a transfer out to the capital department to fund District-wide improvements. In 2022 through 2024, renovations are planned at both courses that will impact operating results

In 2022/2023, renovations are planned at Springbrook that will require the course to be closed from August 2022 through early summer 2023. Improvements include a complete rebuilding of all bunkers and tees, replacing bridges and paths, new drainage throughout the course, and changes to water features and green surrounds. Taking into consideration the closure of Springbrook, golf operations are still forecasted to produce a \$775k surplus in 2023 and \$627k in 2024. Surplus amounts are transferred to fund capital improvements throughout the District. Renovations will begin at Naperbrook that will require the course to be closed in fall 2024. Course improvements for Naperbrook include replacement of the irrigation system, complete rebuilding of all tees and bunkers, replacement of cart paths, and updates to several other features. The work planned at both courses was outlined in the Golf Master Improvement Plan, which was finalized in 2018. As noted on the graph of golf rounds, 2020 and 2021 saw a significant increase in the number of rounds. The projected decrease in rounds from 2022-2024 is based on the course renovations noted above.

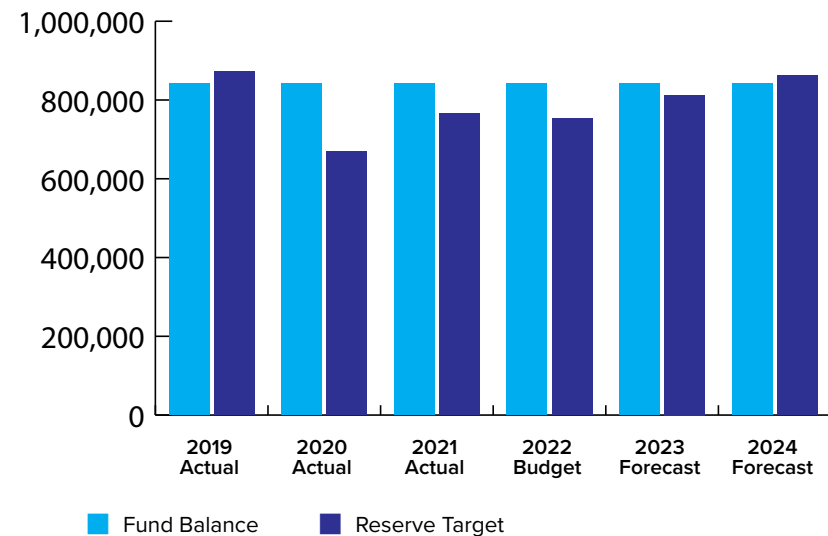
Golf Fund reserves are forecasted to remain stable. The fund balance target approved by the board in March 2019 is equal to a range of 2-3 months of average operating expenditures, which is consistent with the Recreation Fund's fund balance policy.

### SPRINGBROOK AND NAPERBROOK Number of Golf Rounds



\*Projected Rounds 2022-2024

### Golf - Fund Balance



	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Forecast	2024 Forecast
<b>Fund Balance</b>	\$842,081	\$842,081	\$842,081	\$842,081	\$842,081	\$842,081
<b>Reserve Target</b>	\$872,823	\$669,196	\$765,840	\$752,948	\$812,803	\$862,865

## NAPERVILLE PARK DISTRICT GOLF FUND FORECAST

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2023 FORECAST	2024 FORECAST
<b>Beg. Fund Balance</b>	\$842,081	\$842,081	\$842,081	\$842,081	\$842,081	\$842,081
Investment Income	34,040	7,379	4,584	1,900	1,900	1,900
Charges for Services	2,538,569	3,055,504	3,614,266	2,489,797	2,921,887	2,972,294
Sales	789,289	814,431	1,046,421	771,620	841,561	841,603
Rental Income	88,530	54,718	124,578	74,800	93,500	93,500
Alternative Revenue	8,285	8,635	26,950	18,000	18,000	18,000
Miscellaneous	135,586	137,141	178,227	133,598	149,681	150,949
<b>Total Revenue</b>	3,594,299	4,077,808	4,995,026	3,489,715	4,026,529	4,078,246
Wages & Benefits	1,459,405	1,479,850	1,556,608	1,806,515	1,917,450	2,013,031
Supplies	381,967	358,792	443,395	415,818	450,663	470,428
Contractual Services	810,830	738,720	941,529	682,830	772,337	852,931
Utilities	88,191	99,420	121,827	105,030	109,162	113,471
Capital Projects	926			1,600	1,600	1,600
Miscellaneous	272					
Debt Service	749,700					
<b>Total Expenditures</b>	3,491,291	2,676,783	3,063,359	3,011,793	3,251,212	3,451,461
<b>Surplus/(Deficit)</b>	103,008	1,401,025	1,931,667	477,922	775,317	626,785
<b>Transfer to Capital</b>	(103,008)	(1,401,025)	(1,931,667)	(477,922)	(775,317)	(626,785)
<b>Final Suplus/(Deficit)</b>	0	0	0	0	0	0
<b>Ending Fund Balance</b>	\$842,081	\$842,081	\$842,081	\$842,081	\$842,081	\$842,081
<b>Fund Balance Target</b>	\$872,823	\$669,196	\$765,840	\$752,948	\$812,803	\$862,865

# CAPITAL IMPROVEMENTS PLAN

The District has a long-term capital spending plan that spans a 10-year period. Projects slated for implementation are driven by the Naperville Park District Capital Projects Prioritization Policy.

*“The purpose of the Capital Projects Prioritization Policy is to establish an evaluation process for capital projects linked to the Park District’s core values. Capital projects include: 1) repair/replacement of existing facilities; and 2) acquisition/construction of new facilities, either to extend existing services or develop new services.”*

The following is an excerpt of the policy that directly relates to the creation of the 3-Year Financial Plan:

*During the annual Budget Development Process, a 3-Year Budget will be formulated to serve as a financial analysis highlighting the relationship between planned capital improvements and related operations/maintenance costs and recreation programming revenue/expenses.*

New facilities/amenities that have associated operational and maintenance costs, are incorporated into the plan. For 2022-2024, there are no new major facilities/amenities planned that require additional funding for maintenance/supply costs. The plan consists of contingencies to offset costs associated with supply chain issues and inflation.

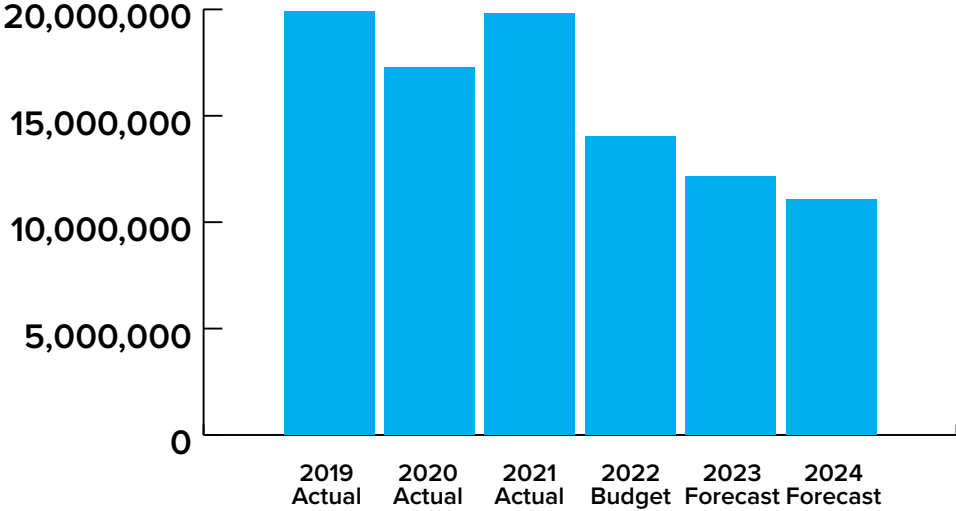
With a 10-year capital overview, the District has time to plan for funding while also maintaining flexibility to take advantage of unique opportunities as they may arise. Funding sources designated for capital spending include: Property Taxes, Bond Proceeds, Transfers from the General Operating Fund and Golf Fund, Grants, Special Recreation Funding, Cash-In-Lieu donations and Investment Income.

Based on the economic environment at the time this plan is being created, flexibility is more important than ever. Based on supply chain issues, the availability of vehicles and equipment is very limited. It is likely that orders will need to be placed now for items that are scheduled to be purchased in 2023. The District has a plan and the funding to ensure that the high level of service and maintenance standards will continue to be provided to the community.

Fund balances for the capital department will fluctuate significantly based on the projects programmed in any given year. The capital funds in reserve noted below for 2022 through 2024 will provide amounts for future improvements.

**See Addendum B for a detailed list of capital projects slated for years 2022-2024.**

## Capital - Fund Balance



## NAPERVILLE PARK DISTRICT CAPITAL FUNDING FORECAST

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2023 FORECAST	2024 FORECAST
<b>Beginning Fund Balance</b>	\$21,590,440	\$ 19,921,182	\$ 17,286,945	\$ 19,811,470	\$ 14,022,381	\$ 12,078,894
Taxes	6,007,571	6,157,817	6,660,709	6,667,657	6,992,357	7,218,081
Rentals						
Investment Income	572,890	232,458	1,148	70,900	211,575	194,841
Alternative Revenue	251,094	441,643	31,235			
Miscellaneous Revenue	105,644	1,099,022	39,976			
WDSRA Reimbursement	696,835	1,190,645	344,471	761,025	433,490	425,139
Other Financing Sources	77,917	63,245	52,639	20,000	20,000	20,000
<b>Total Revenues</b>	7,711,951	9,184,830	7,130,178	7,519,582	7,657,422	7,858,061
Capital	13,024,197	15,140,195	7,054,661	13,120,318	9,702,911	9,117,076
Debt Service	859,638	893,238	860,144	561,150	556,900	562,350
Other Financing Uses						
<b>Total Expenditures</b>	13,883,835	16,033,433	7,914,805	13,681,468	10,259,811	9,679,426
<b>Surplus (Deficit)</b>	(6,171,884)	(6,848,603)	(784,627)	(6,161,886)	(2,602,389)	(1,821,365)
<b>Transfer out to Debt Service</b>	(381,000)	(310,160)	(546,100)	(119,571)	(116,415)	
<b>Transfers In</b>	4,883,626	4,524,526	3,855,252	492,368	775,317	626,785
<b>Final Surplus/Deficit</b>	(1,669,258)	(2,634,237)	2,524,525	(5,789,089)	(1,943,487)	(1,194,580)
<b>Ending Fund Balance</b>	\$19,921,182	\$17,286,945	\$19,811,470	\$14,022,381	\$12,078,894	\$10,884,314

## OTHER DISTRICT FUNDS

- FICA
- IMRF
- Audit
- Liability
- Special Recreation
- Cash-In-Lieu
- Debt Service

<b>NAPERVILLE PARK DISTRICT FICA FUND FORECAST</b>						
	<b>2019 ACTUAL</b>	<b>2020 ACTUAL</b>	<b>2021 ACTUAL</b>	<b>2022 BUDGET</b>	<b>2023 FORECAST</b>	<b>2024 FORECAST</b>
<b>Beginning Fund Balance</b>	\$515,195	\$539,094	\$724,917	\$509,795	\$521,095	\$541,395
Taxes	848,087	919,382	618,049	980,000	1,080,000	1,125,000
Investment Income	14,186	7,736	(94)	1,800	1,000	1,000
Miscellaneous Revenue	6,807	1,518	2,550		-	
<b>Total Revenues</b>	<b>869,080</b>	<b>928,636</b>	<b>620,505</b>	<b>981,800</b>	<b>1,081,000</b>	<b>1,126,000</b>
Wages and Benefits	845,181	742,813	835,627	970,500	1,060,700	1,108,800
<b>Total Expenditures</b>	<b>845,181</b>	<b>742,813</b>	<b>835,627</b>	<b>970,500</b>	<b>1,060,700</b>	<b>1,108,800</b>
<b>Surplus (Deficit)</b>	<b>23,899</b>	<b>185,823</b>	<b>(215,122)</b>	<b>11,300</b>	<b>20,300</b>	<b>17,200</b>
<b>Ending Fund Balance</b>	<b>\$539,094</b>	<b>\$724,917</b>	<b>\$509,795</b>	<b>\$521,095</b>	<b>\$541,395</b>	<b>\$558,595</b>
<b>Fund Balance Target</b>	<b>\$422,591</b>	<b>\$371,407</b>	<b>\$417,814</b>	<b>\$485,250</b>	<b>\$530,350</b>	<b>\$554,400</b>

### **FICA**

This fund is established to account for revenues that are from a specific property tax levy and expenditures for the employer's portion of social security tax currently at 7.65%, with a 6-month average operating reserve target.



## NAPERVILLE PARK DISTRICT IMRF FUND FORECAST

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2023 FORECAST	2024 FORECAST
<b>Beginning Fund Balance</b>	\$478,167	\$396,343	\$448,343	\$ 371,133	\$351,333	\$324,333
Taxes	491,004	758,485	657,691	660,000	600,000	670,000
Investment Income	13,130	5,588	(209)	1,100	1,000	1,000
Miscellaneous Revenue	4,652	1,527	2,613			
<b>Total Revenues</b>	<b>\$508,786</b>	<b>\$765,600</b>	<b>\$660,095</b>	<b>\$661,100</b>	<b>\$601,000</b>	<b>\$671,000</b>
Wages and Benefits	590,610	713,600	737,305	680,900	628,000	656,000
<b>Total Expenditures</b>	<b>590,610</b>	<b>713,600</b>	<b>737,305</b>	<b>680,900</b>	<b>628,000</b>	<b>656,000</b>
<b>Surplus (Deficit)</b>	<b>(81,824)</b>	<b>52,000</b>	<b>(77,210)</b>	<b>(19,800)</b>	<b>(27,000)</b>	<b>15,000</b>
<b>Ending Fund Balance</b>	<b>\$396,343</b>	<b>\$448,343</b>	<b>\$371,133</b>	<b>\$351,333</b>	<b>\$324,333</b>	<b>\$339,333</b>
<b>Fund Balance Target</b>	<b>\$364,352</b>	<b>\$356,800</b>	<b>\$368,653</b>	<b>\$340,450</b>	<b>\$314,000</b>	<b>\$328,000</b>

### **IMRF**

This fund is established to account for revenues that are from a specific property tax levy and expenditures for employer pension contributions. These contributions are subsequently paid to the state-sponsored Illinois Municipal Retirement Fund, a multiple-employer, public employee retirement system that acts as a common investment and administrative agent for over 2,800 local governments and school districts in Illinois. Based on changes in actuarial assumption, Tier 2 participation increases and very favorable investment returns, overall IMRF and the District's plan has an excellent funded status and a downward trend in the District's contribution rate. The District's projected employer rates for 2023 and 2024 are estimated at 6.14% and should remain under the estimated statewide average of 6.55%. The fund balance target is 6 months of average operating expenses.

## NAPERVILLE PARK DISTRICT AUDIT FUND FORECAST

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2023 FORECAST	2024 FORECAST
<b>Beginning Fund Balance</b>	\$11,414	\$13,368	\$23,150	\$18,350	\$12,555	\$11,595
Taxes	22,325	30,641	16,060	15,000	21,000	22,500
Investment Income	129	141	(10)			
<b>Total Revenues</b>	22,454	30,782	16,050	15,000	21,000	22,500
Contractual Services	20,500	21,000	20,850	20,795	21,960	22,620
Total Expenditures	20,500	21,000	20,850	20,795	21,960	22,620
<b>Surplus (Deficit)</b>	1,954	9,782	(4,800)	(5,795)	(960)	(120)
<b>Ending Fund Balance</b>	\$13,368	\$23,150	\$18,350	\$12,555	\$11,595	\$11,475
<b>Fund Balance Target</b>	\$9,750	\$10,500	\$10,425	\$10,398	\$10,980	\$11,310

### **Audit**

This fund is established to account for revenues from a specific property tax levy and expenditures for the District's annual financial audit. The fund balance target is 6 months of average operating expenses.

## NAPERVILLE PARK DISTRICT LIABILITY FUND FORECAST

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2023 FORECAST	2024 FORECAST
<b>Beginning Fund Balance</b>	\$ 458,895	\$ 518,870	\$ 436,547	\$ 477,603	\$ 368,058	\$ 349,299
Taxes	706,730	559,282	649,250	530,000	675,000	750,000
Investment Income	15,363	8,031	(209)	1,300	1,300	1,300
Alternative Revenue	1,000					
Miscellaneous Revenue	5,021	2,157	6,972	984	1,014	1,044
<b>Total Revenues</b>	<b>728,114</b>	<b>569,470</b>	<b>656,013</b>	<b>532,284</b>	<b>677,314</b>	<b>752,344</b>
Wages and Benefits	350,158	324,565	306,750	357,764	367,718	377,540
Supplies	8,354	9,616	3,833	3,510	3,500	3,500
Contractual Services	309,627	317,612	304,374	280,555	324,855	349,955
Total Expenditures	668,139	651,793	614,957	641,829	696,073	730,995
<b>Surplus (Deficit)</b>	<b>59,975</b>	<b>(82,323)</b>	<b>41,056</b>	<b>(109,545)</b>	<b>(18,759)</b>	<b>21,349</b>
<b>Ending Fund Balance</b>	<b>\$518,870</b>	<b>\$436,547</b>	<b>\$477,603</b>	<b>\$368,058</b>	<b>\$349,299</b>	<b>\$370,648</b>
<b>Fund Balance Target</b>	<b>\$334,070</b>	<b>\$325,897</b>	<b>\$307,479</b>	<b>\$320,915</b>	<b>\$348,037</b>	<b>\$365,498</b>

### ***Liability***

This fund is established to account for revenues that are from a specific property tax levy and expenditures for liability/property insurance for the District. The District has been a member of the Park District Risk Management Agency (PDRMA) since 1986. PDRMA has over 155 members who have formed an insurance pool in order to obtain better control of the insurance market and risk management. PDRMA provides comprehensive coverage to all members for property, boiler and machinery, crime and lost revenues; for general liability, auto liability, and public officials' errors and omissions; workers compensation and employer's liability, cyber coverage, as well as volunteer medical accident coverage. The fund balance target is 6 months of average operating expenses.

## NAPERVILLE PARK DISTRICT WDSRA FUND FORECAST

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2023 FORECAST	2024 FORECAST
<b>Beginning Fund Balance</b>	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 34,422	\$ 30,000
Taxes	2,975,734	2,436,356	2,221,415	2,451,293	2,149,947	2,209,432
<b>Total Revenues</b>	2,975,734	2,436,356	2,221,415	2,451,293	2,149,947	2,209,432
Contractual Services	1,536,976	1,596,625	1,602,013	1,685,846	1,716,457	1,784,293
Capital	1,438,758	839,731	619,402	765,447	433,490	425,139
<b>Total Expenditures</b>	2,975,734	2,436,356	2,221,415	2,446,871	2,154,369	2,209,432
<b>Surplus (Deficit)</b>	0	0	0	0	0	0
<b>Ending Fund Balance</b>	\$30,000	\$30,000	\$30,000	\$34,422	\$30,000	\$30,000
<b>Fund Balance Target</b>	\$0	\$0	\$0	\$0	\$0	\$0

### ***Special Recreation***

The District is a member of Western DuPage Special Recreation Association (WDSRA). WDSRA provides inclusion services for those in the community with special needs. The District also has ADA-related capital improvements that are paid for through this fund. To provide funding for services and ADA capital improvements to the special needs community, by state statute, a special recreation tax can be levied up to a maximum amount of 4-cents (per \$100 of Equalized Assessed Valuation). The District levies 2-cents for membership and inclusion services provided by WDSRA. The remaining 2-cents can be levied for ADA related capital improvements. As part of the 3-Year Capital Plan, ADA-qualified capital improvements are determined as well as the funding amount to be levied. Based on the ADA improvements planned for in 2022, the rate is estimated at 3.0-cents. For 2023 and 2024, the special recreation levy request is estimated to be reduced to approximately 2.5-cents.

<b>NAPERVILLE PARK DISTRICT CASH-IN-LIEU FUND FORECAST</b>						
	<b>2019 ACTUAL</b>	<b>2020 ACTUAL</b>	<b>2021 ACTUAL</b>	<b>2022 BUDGET</b>	<b>2023 FORECAST</b>	<b>2024 FORECAST</b>
<b>Beginning Fund Balance</b>	\$ 4,203,724	\$ 4,802,995	\$ 2,446,726	\$ 4,701,082	\$ 4,709,982	\$ 4,744,982
Investment Income	122,523	58,175	(860)	8,900	35,000	40,000
Alternative Revenue	3,707,448	709,056	2,255,216			
<b>Total Revenues</b>	3,829,971	767,231	2,254,356	8,900	35,000	40,000
Transfers Out	3,230,700	3,123,500				
<b>Total Expenditures</b>	3,230,700	3,123,500		0	0	0
<b>Surplus (Deficit)</b>	599,271	(2,356,269)	2,254,356	8,900	35,000	40,000
<b>Ending Fund Balance</b>	\$4,802,995	\$2,446,726	\$4,701,082	\$4,709,982	\$4,744,982	\$4,784,982
<b>Fund Balance Target</b>	\$0	\$0	\$0	\$0	\$0	\$0

**Cash-In-Lieu**

The Naperville Municipal Ordinance 7-3-5, the Dedication of Park Lands and School Sites or for Payments or Fees in Lieu of, requires developers to provide “land for park and recreational purposes and land for school sites, to serve the immediate and future needs of the residents of the development, or cash contribution in lieu of actual land dedication, or a combination of both, based on the recommendation of the public body which will be the recipient of the contribution, but subject to final determination of the City Council.” The ordinance is based on a standard of 8.6 acres of park land per 1,000 population. In August 2007, the City increased the Fair Market Value referenced in the ordinance to \$323,600 per acre. In 2019 and 2020, Cash-In-Lieu funding was used for the development of the 95th Street Community Plaza and the Knoch Park Field Redevelopment project.

The District took the most conservative approach and assumed zero Cash-In-Lieu receipts for 2022-2024.



## NAPERVILLE PARK DISTRICT DEBT SERVICE FORECAST

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 BUDGET	2023 FORECAST	2024 FORECAST
<b>Beginning Fund Balance</b>	\$1,829,250	\$1,806,581	\$1,884,933	\$2,388,640	\$2,439,829	\$2,439,829
Taxes	2,559,140	2,604,893	2,269,789	2,680,136	2,680,136	2,760,540
Investment Income	37,351	21,001	(534)	4,100	5,000	6,000
Other Financing Sources		6,041,520	-			
<b>Total Revenues</b>	2,596,491	8,667,414	2,269,255	2,684,236	2,685,136	2,766,540
Debt Service	3,000,160	2,949,222	2,311,648	2,752,618	2,801,551	2,756,266
<b>Total Expenditures</b>	3,000,160	2,949,222	2,311,648	2,752,618	2,801,551	2,756,266
<b>Surplus (Deficit)</b>	(403,669)	5,718,192	(42,393)	(68,382)	(116,415)	10,274
<b>Other Financing Uses</b>		(5,950,000)				
<b>Transfer In from Capital</b>	381,000	310,160	546,100	119,571	116,415	
<b>Final Surplus/Deficit</b>	(22,669)	78,352	503,707	51,189	0	10,274
<b>Ending Fund Balance</b>	\$1,806,581	\$1,884,933	\$2,388,640	\$2,439,829	\$2,439,829	\$2,450,103

### **Debt Service**

This fund is established from a specific property tax levy and expenditures of these monies repay principal and interest on the District's General Obligation debt. The District issues debt to provide funds for acquisition and construction of major capital projects. General Obligation bonds are issued for general government activities; these are direct obligations and pledge the full faith and credit of the District.

In September 2020, the District was rated by Moody's Investor Service. Moody's renewed the Park District's Aaa bond rating citing the organization's sound financial operations and healthy reserve levels, the substantial tax base, and favorable debt and pension profile. The District received its first Aaa rating from Moody's in January 2008.

## SUMMARY

- The District maintained a strong financial position through the COVID pandemic and is positioned to remain in a strong financial position and flexible to address unforeseen events and opportunities.
- The District places an emphasis on maintaining a qualified, loyal and motivated workforce through compensation packages, educational opportunities and recognition initiatives.
- Minimum wage increases, staff recruitment and retention and staffing shortages are areas of focus and will continue to be evaluated and addressed.
- The District's goal is to provide recreational opportunities at affordable rates. Program and field rental fees will continue to be evaluated in light of on going staffing challenges.
- Major programs/initiatives continue to be supported by stable revenue sources.
- Alternative revenue will continue to be a focus within the framework that includes seeking sponsorships to support the District's mission.
- Funding for the District's Capital Plan continues to remain strong with a diversity of funding sources. There are long-term challenges to capital funding as noted under the Future Challenges/Risks heading.
- The District's Aaa Bond Rating was last reconfirmed in 2020 for the District's entire outstanding debt. The District is prepared to maintain its Aaa Bond Rating for the foreseeable future.

In addition to rebuilding back from COVID impacts, 2022 will focus on planning for the future, in both the short and long term. The Community Interest and Opinion Survey and Market Analysis will serve as the foundation to set the future course of the District.

## ***Future Challenges/Risks include:***

- Several of our major facilities including Centennial Beach and Springbrook/ Naperbrook Golf Courses can be significantly impacted by weather, which affects projected revenues
- District's ability to identify, hire and retain qualified and engaged employees, both full and part-time staff
- Economic challenges and uncertainties for the purchase of goods and services based on inflation, labor shortages and supply chain issues
- As participation numbers normalize to pre-pandemic levels, the District will be tasked with meeting community demands with waitlists for programs and facilities like Fort Hill that are at or near capacity
- Recruiting and retaining of staff in a competitive market. The ability to provide the high level of services expected by the community with fewer staff resources
- Economic condition of State of Illinois and the legislators' ability to impact the District's financial condition
- Capital Funding – Cash-In-Lieu (Land Cash Donation Ordinance) funding will be depleted in the near future as the City approaches build-out. Currently, there is no substitute for this revenue source
- Funding for capital projects through the general tax levy may need to be reduced as operating costs increase
- Increased utility costs for electric and water
- Continued investment in cyber security will be needed to protect customer information and District assets

## ADDENDA

### ADDENDUM A

District 3-Year Plan  
Assumption Summary

### ADDENDUM B

3-Year Capital Plan  
2022-2024

## Addendum A

### 3-YEAR PLAN ASSUMPTIONS 2022-2024

We are pleased to present this overview of the assumptions used to create the District's 3-Year Financial Plan 2022-2024. The 2022 approved budget serves as the basis for year one of the plan. The following is an overview of the methodologies and direction taken to create assumptions for years 2023 and 2024:

- Utilize independent industry data to develop assumptions whenever possible.
- Review departmental budgets to determine if the 2022 budget line items will significantly change.
- Use past history (3-5 year average, not including 2020) where possible to forecast percentage increase/decrease projections.
- Incorporate capital projects for years 2023 and 2024 driven by the Naperville Park District's Capital Projects Prioritization Policy.
- Increases for minimum wage, market competition and compression have been considered.
- Inflationary increases for commodities and fuel are included in the plan.

## REVENUES

### 1. Taxes: 2022 Budget \$25.0M

The Consumer Price Index (CPI) used to project the 2022 tax levy (2023 budget) is 5.0%; (this is the maximum CPI increase under PTELL- (actual CPI as of December 2021 was 7.0%). The CPI estimate used for the 2023 tax levy is 4.3% based on an estimate from Eric Anderson of Piper Sandler. Other estimates include an increase in Equalized Assessed Valuation of 4.0% and new construction of \$50 million for each year.

- a. In 2023, \$1.1 million in new funding is anticipated for operating expenses and capital improvements. Based on the 2023 capital plan and the related ADA qualified costs, a reduction in the special recreation levy is anticipated from 3.0-cents to 2.5-cents, a reduction in levy dollars of about \$300k. The debt service levy is also anticipated to remain flat with the District funding \$150k of debt service payments from capital funds. The net increase in the total tax levy is estimated \$800k over the prior year levy amount. For the average homeowner, this means an estimated increase of about \$5-\$15 (from approximately \$390 to \$405).
- b. In 2024, new funding is estimated at \$1 million for operating expenses and capital improvements. The special recreation levy is anticipated to remain at 2.5-cents. The net increase in the total tax levy is estimated to be an increase of \$1.1 million over the prior year levy amount. For the average homeowner, this means an increase of about \$10-\$20 (from \$400 to \$420).

## 2. Charges for Services: \$9.5M

### a. Recreation: 2022 Budget \$7.0M

Includes revenues from all of the District's recreation programs, Fort Hill Activity Center (FHAC) memberships and Centennial Beach daily passes and season memberships. A 5.0%-6.0% increase is built into the plan for years 2023 and 2024 for recreation programs and Centennial Beach. A 25% increase in memberships at the FHAC is anticipated in 2023, bringing numbers back to pre-pandemic levels.

### b. Golf: 2022 Budget \$2.5M

Includes program revenue, golf services income (green fees), golf cart income and driving range income. In summer 2023, renovations will be completed at Springbrook and in fall 2024, renovations will begin at Naperbrook.

- **Springbrook: Course to close August 2022 - Reopen in summer 2023**

- An increase in rounds is anticipated in 2023 compared to 2022 with the course's closure for the summer and fall.
- Increased green fees, range, cart, and merchandise, concessions, tournaments revenues are also expected.
- A fee increase for green fees is planned for in 2023 and range fees in 2024.

- **Naperbrook: Course to close fall 2024 for renovations. In 2023 increased play is expected with the closure of Springbrook.**

- A fee increase for green fees is planned for in 2023 and range fees in 2024.

## 3. Miscellaneous Revenue: 2022 Budget \$2.0M

Contains a variety of revenue sources that mainly include: employee insurance contributions, bid package revenue, reimbursement income (athletic organization light rentals, Riverwalk, Carillon) sales tax revenue, commission revenue, cell tower revenue, parking permit revenue, and ticket revenue.

## 4. Sales: 2022 Budget \$1.2M

### a. Recreation: 2022 Budget \$407k

Includes merchandise sales, concessions, brochure advertising and event ticket sales. An average 5.0% increase in sales is programmed for 2023 and 2024.

### b. Golf: 2022 Budget \$772k

Includes merchandise sales, concessions and golf memberships. In 2023, concession sales and merchandise are projected to increase \$70k or 9.0% based on the opening of Springbrook in summer 2023.

## 5. Rental Income: 2022 Budget \$695k

A fairly stable revenue source with a core base of tournaments and field rentals that occur each year.

## 6. Investment Income: 2022 Budget \$110k

The primary objective of the District's investment activities (in priority order) are safety, liquidity and yield. Based on the District's Investment Policy and allowable investments outlined in the Illinois Public Funds Investment Act, interest earnings are expected to remain low for several years. The District primarily invests in CDs, money market accounts and fixed income securities. Interest income is projected to remain consistent throughout the plan.

## 7. Other Revenue Sources: WDSRA Reimbursement, Alternative Revenue, Transfers and Other Financing Sources will be based on dollar projections

- **WDSRA Reimbursement: 2022 Budget \$761k**

The special recreation reimbursement will be calculated on a dollar basis driven by the qualified capital projects that are planned for development in years 2023-2024. It is expected that the reimbursement will be \$438k in 2023 and \$425k in 2024.

- **Transfers In Capital: 2022 Budget \$477k**

For 2023 the transfer is anticipated to be \$775K and \$627K for 2024.

- **Transfer in Recreation: 2022 Budget \$2.3M**

The General Fund transfers funds to the Recreation Fund to cover a portion of park maintenance costs. In 2023, the estimated transfer is \$2.5M and \$2.3M in 2024. In 2024, the direct allocation of property taxes to the Receptions Fund is planned to increase, which will keep the transfer from the General Fund fairly consistent.

- **Alternative Revenues: 2022 Budget \$159k**

This revenue source is comprised of grants, donations, Cash-in-Lieu funds and sponsorships.



## EXPENDITURES

### 1. Wages – Regular: 2022 Budget \$8.1M

Includes full-time employees. Mid-year adjustment in 2022 of 3.0% to address inflation, a 4% compensation pool in 2023 and 5.0% in 2024. There are two new full-time position requests:

- Marketing Department- Digital Marketing Strategist (elimination of outsourced consulting contract)
- Planning Department Project Manager

### 2. Wages – Short Term: 2022 Budget \$4.5M

Includes part-time employees that are group benefit eligible (30+ hours) and part-time/seasonal employees that are not group benefit eligible. In 2023, the minimum wage increases from \$12 to \$13 and then to \$14 in 2024. Amounts have been included in this plan to address the required increases along with amounts added for market competition and wage compression issues.

### 3. Employee Insurance: 2022 Budget \$2.5M

The District is a member of the IPBC, which provides pooled health insurance. Based on the 2023 renewal rates from IPBC, there will be no increase in premiums to the 2023 budget. A 3% increase has been programmed for 2024.

### 4. Other Benefits: 2022 Budget \$1.5M

Includes FICA, Medicare, unemployment, workers comp, training and other employee benefits.

### 5. Retirement: 2022 Budget \$681k

The District's pension plan, the Illinois Municipal Retirement Fund (IMRF), is required by state statute for Illinois governmental agencies that include park districts. Each member's rate is individually calculated and impacted by investment returns and census changes. The District's plan is well funded with the rate projected to decrease from 7.27% to 6.14% in 2023 and 2024. The IMRF expense is projected to decrease by \$53k in 2023 and increase \$28k in 2024.

### 6. Supplies: 2022 Budget \$2.1M

Supplies can vary greatly depending on the year's initiatives, commodity costs and new facilities and parks. For 2023 and 2024, supplies are projected to increase based on inflation. Fuel costs are one of the largest increases at 30% in 2023 and 8% in 2024.

### 7. Contractual Services: 2022 Budget \$6.3M

For the most part, contractual services throughout the District have increased based on inflation. Program contractual services are also expected to increase based on an increase generated in program revenues. The General Fund is projected to have a decrease in contractual services in 2023 based on the Community Survey and Market Analysis that are being conducted in 2022.

### 8. Utilities: 2022 Budget \$1.1M

Utilities, which include electric, natural gas and water are programmed to increase, on average, 4.5% in 2023 and 2024.

### 9. Miscellaneous Expenses: 2022 Budget \$19k

Includes an amount for investment fees.

*Other Expenditures, which include spending for Capital projects and Transfers Out, will be based on dollar projections.*



## Addendum B - 2022 Capital Overview

PARK NAME	CIP GROUP	DESCRIPTION	2022
A. George Pradel Park	Playgrounds	Renovate playground, shelter	230,000
Eagle Park	Playgrounds	Renovate playground, new shelter	200,000
Frontier Sports Complex	Athletic Fields/Courts	New Fitness Court system near 95th Street Community Plaza, ADA concrete pad and connections (2021), landscaping, explore/confirm alternative funding, ADA special rec.	160,000
Heatherstone Park	Athletic Fields/Courts	Renovate basketball court	65,000
Heritage Place Park	Playgrounds	New playground, site furnishings, and landscaping	230,000
Kendall Park	Playgrounds	Renovate playground, new shelter	200,000
Naper Commons Park	Playgrounds	New playground, site furnishings, and landscaping	480,000
Naper Commons Park	Athletic Fields/Courts	New basketball court	40,000
Tall Grass Lakes	Playgrounds	Renovate playground	200,000
Wil-O-Way Park	Athletic Fields/Courts	Renovate basketball court	65,000
<b>2022 A Project Total</b>			<b>1,870,000</b>
Centennial Park	Athletic Fields/Courts	Renovate skate facility, replace equipment, community outreach and design, renovation in 2023, continue as fenced facility	10,000
Centennial Park	Other Amenities	Site master plan for area south and west of skate facility, sand volleyball court area with new lighting system for area (policing), possible ice rink system	20,000
Commissioners Park	Trails	Renovate 12' wide trail, resident request	500,000
DuPage River Sports Complex	Athletic Fields/Courts	Renovate field #4	80,000
DuPage River Sports Complex	Athletic Fields/Courts	Renovate fencing at fields #3 and #5	240,000
Eagle Park	Other Amenities	A/E services (2022), replace bridge (2023)	24,000
Fort Hill Activity Center	Other Amenities	New tow-behind emergency generator system, to ensure emergency functions of FHAC during unexpected power outages, centralized hub for NPD operations	75,000
Frontier Sports Complex	Athletic Fields/Courts	Renovate west side softball fields #5 and #6, dugout paint, mesh backstop for lower half, irrigation system	90,000
Frontier Sports Complex	Other Amenities	Replace sports lighting fixtures (4 ballfield hub), new sports lighting for skate facility (\$90K estimate) with push button system	870,000
Frontier Sports Complex	Other Amenities	Replace parking lot lighting system (east side), replace conduit/wiring for three light poles, upgrade electrical cabinet	40,000
Frontier Sports Complex	Athletic Fields/Courts	Renovate ballfield hub (4), hardscapes, dugout canopies (similar to DuPage River Sports Complex)	150,000
Gartner Park	Athletic Fields/Courts	Renovate ballfields, drainage improvements (east outfield grading/drainage, west infield grading/drainage) and basketball court (grading/drainage around perimeter)	25,000
Gartner Park	Sidewalks/Parking Lots	Renovate parking lot, circle access/drop off, possible additional parking stalls along access drive	55,000
Knoch Park	Athletic Fields/Courts	Resurface, crack fill, color and stripe 12 tennis courts	90,000
May Watts Park	Trails	Renovate path to new ADA concrete trail, south side, per resident request	65,000
Nike Sports Complex	Athletic Fields/Courts	Renovate fencing at baseball fields #1 & #3 and softball field #2 (backstop, line with shade canopies), outfield (with protective cap), black vinyl coated	400,000
Nike Sports Complex	Athletic Fields/Courts	New irrigation system, softball field #2 and multipurpose areas A&B and G&F design, multipurpose fields irrigation in 2022, softball field #2 in 2023	60,000

## Addendum B - 2022 Capital Overview *Continued*

Nike Sports Complex	Other Amenities	Renovate water service line from B-box to interior of ballfield hub and restroom area, existing copper pipe in need of replacement	70,000
North Maintenance Facility	Buildings	Renovate building per 2022-2023 improvement plan (\$2M), Phase 1 roof replacement - Spring 2022 and Phase 2 interior work - Fall 2022	1,500,000
Pioneer Park	Sidewalks/Parking Lots	Renovate parking lot	45,000
River Run Preserve North	Trails	Remove trail section constructed by developer, no longer needed in area, confirmed with City, gather community input prior to removal	45,000
Riverwalk Park	Buildings	Renovate Administration Building, HVAC and air handling improvements, insulation and windows, upper level office cubicles (phase I)	100,000
Seager Park	Other Amenities	Renovate southern vehicle bridge and drainage culvert, A/E services in 2022, renovation in 2023, floodplain work, DuPage County permit required	40,000
Tall Grass Lakes	Other Amenities	New retention basin aerator system	36,000
Veterans Park	Sidewalks/Parking Lots	Renovate parking lot	45,000
District Wide	Other Amenities	Topographic surveys for 2023 projects	25,000
<b>2022 B Project Total</b>			<b>4,700,000</b>
<b>Capital Project Total</b>			<b>6,570,000</b>
District Wide	Other Amenities (IT)	Computer replacements/upgrades	310,000
District Wide	Park Services	Vehicle & equipment purchase	565,000
District Wide	Park Services	Sign fabrication	20,000
District Wide	Park Services	Bridge maintenance	20,000
District Wide	Park Services	Dam maintenance	20,000
District Wide	Sidewalks/Parking Lots	Renovate sidewalks in conjunction with City if possible, per Park audits	10,000
District Wide	Park Services	Retention basin shoreline maintenance (Clow Creek Greenway, Knoch Knolls Commons, and shoreline maintenance sites)	160,000
District Wide	Park Services	Retention basin erosion and water quality improvement (Dredging project sites: Bailey Hobson Woods Park and Hunters Woods)	350,000
District Wide	Park Services	Park meadow native plants restoration (no mow areas) (Brighton Ridge Park and maintenance of earlier project sites)	40,000
District Wide	Other Amenities	Asset maintenance (AM)	760,000
District Wide	Buildings	Annual building capital (ABC)	460,000
District Wide	Other Amenities	Project retainage and contingency	12,000
District Wide Project Total			2,727,000
Capital & District Wide Total			9,297,000
Naperbrook & Springbrook Golf Courses	Other Amenities	Golf Capital Projects, updated annually	3,823,000
<b>Total</b>			<b>13,120,000</b>

## Addendum B - 2023 Capital Overview

Park Name	CIP Group	Description	2023
Ashwood Park	Athletic Fields/Courts	Renovate multipurpose turf field	21,108
Brighton Ridge Park	Other Amenities	Renovate pier	42,216
Centennial Park	Other Amenities	Renovate skate facility, replace equipment, community outreach in 2022, continue as fenced in facility	395,775
Central Park	Playgrounds	Renovate playground, replace concrete around drinking fountain, seek reimbursement per IGA lease	184,695
Commissioners Park	Sidewalks/Parking Lots	Renovate entry parking lot concrete aprons (248th Street), deteriorated condition	50,000
Commissioners Park	Athletic Fields/Courts	Renovate basketball courts	65,962
Commissioners Park	Buildings	New shed, adjacent to synthetic turf field, equipment storage	21,108
Commissioners Park	Athletic Fields/Courts	Renovate irrigation system, level irrigation heads	32,981
Commissioners Park	Other Amenities	Replace sports lighting fixtures, athletic fields, and older cricket area	654,000
Cress Creek Park	Athletic Fields/Courts	Renovate basketball court	65,962
DuPage River Park	Other Amenities	Renovate bridge	220,000
DuPage River Sports Complex	Athletic Fields/Courts	Renovate inline skate rink dasher boards and kick plates, new 8' tall fencing	90,000
DuPage River Sports Complex	Athletic Fields/Courts	Renovate Field #3	79,155
Eagle Park	Other Amenities	Replace bridge	145,117
Fort Hill Activity Center	Other Amenities	Renovate solar power inverter backup system and batteries	14,512
Frontier Sports Complex	Athletic Fields/Courts	Renovate ballfield hub (4), hardscapes, dugout canopies (similar to DuPage River Sports Complex)	150,000
Frontier Sports Complex	Playgrounds	Renovate playground (central)	184,695
Frontier Sports Complex	Other Amenities	Replace lighting, shelters, and drinking fountains (east side) (with pet bowl and bottle)	46,174
Frontier Sports Complex	Athletic Fields/Courts	New pickleball courts (6), east side, lighting with shields, \$100K, DuPage Foundation, Rothermel Family Pickleball Courts Grant Agreement	455,000
Gartner Park	Playgrounds	Renovate playground, new shelter	204,484
Hobson Grove	Playgrounds	Renovate playground and backstop, site furnishings installations, landscaping	240,000
Knoch Park	Athletic Fields/Courts	Renovate ballfield #7, 90' field, possible cost-share with CUSD 203, black vinyl coated backstop, protective netting system	105,540
May Watts Park	Trails	Renovate path to new ADA concrete trail, east side, per resident request	92,347
Mill Street Park	Playgrounds	Renovate playground, west side, in collaboration with CUSD 203, Lease Agreement	150,000
Nike Sports Complex	Athletic Fields/Courts	New irrigation system, softball field #2	60,000
North Maintenance Facility	Buildings	Renovate building per 2021-2023 improvement plan (\$2M), Phase 3 site work - Spring 2023	500,000
Pioneer Park	Other Amenities	Renovate split rail fence	13,192
Pioneer Park	Other Amenities	Renovate drinking fountain (with pet bowl and bottle filler)	13,192
Prairie Park/School	Trails	Renovate internal walk	25,066

## Addendum B - 2023 Capital Overview *Continued*

Park Name	CIP Group	Description	2023
Ranchview Park	Athletic Fields/Courts	Renovate tennis courts, confirm scope after 2020/2021 resurfacing and striping work	46,174
Ranchview Park	Athletic Fields/Courts	Renovate ballfield	46,174
Riverwalk Park	Athletic Fields/Courts	Renovate sand volleyball court (with sleeves for poles) and sports lighting system with Control Link, confirm based on site master plan	158,310
Riverwalk Park	Buildings	Renovate Administration Building, windows, framing, insulation (phase II)	100,000
Seager Park	Other Amenities	Renovate southern vehicle bridge and drainage culvert, A/E services in 2022, renovation in 2023, floodplain work, DuPage County permit required	79,155
South Pointe Park	Playgrounds	Renovate playground, bench reinstallation with new plaque, per Remembrance Program arrangement	184,695
Sportsman's Park	Sidewalks/Parking Lots	Renovate parking lot	45,000
Timber Creek Park	Playgrounds	Renovate playground, resident request, ADA improvements	184,695
Wil-O-Way Commons	Playgrounds	Renovate playground, with poured in place surfacing per PDRMA recommendation, to minimize damage after flood events, shifted from 2022	277,042
District Wide	Other Amenities	Topographic surveys for 2024 projects	26,385
<b>Capital Project Total</b>			<b>5,469,911</b>
District Wide	Other Amenities (IT)	Computer replacements/upgrades	330,000
District Wide	Park Services	Vehicle & equipment purchase	550,000
District Wide	Park Services	Sign fabrication	20,000
District Wide	Park Services	Bridge maintenance	20,000
District Wide	Park Services	Dam maintenance	20,000
District Wide	Sidewalks/Parking Lots	Renovate sidewalks in conjunction with City if possible, per Park audits	10,000
District Wide	Park Services	Retention basin shoreline maintenance (Clow Creek Greenway, Knoch Knolls Commons, and shoreline maintenance sites)	150,000
District Wide	Park Services	Retention basin erosion and water quality improvement (Dredging project sites: Bailey Hobson Woods Park and Hunters Woods)	350,000
District Wide	Park Services	Park meadow native plants restoration (no mow areas) (Brighton Ridge Park and maintenance of earlier project sites)	50,000
District Wide	Other Amenities	Asset maintenance (AM)	400,000
District Wide	Buildings	Annual building capital (ABC)	500,000
District Wide	Other Amenities	Project retainage and contingency	20,000
<b>District Wide Project Total</b>			<b>2,420,000</b>
<b>Capital &amp; District Wide Total</b>			<b>7,889,911</b>
Naperbrook & Springbrook Golf Courses	Other Amenities	Golf Capital Projects, updated annually	1,813,000
<b>Total</b>			<b>9,702,911</b>

## Addendum B - 2024 Capital Overview

Park Name	CIP Group	Description	2024
Arbor Way	Playgrounds	Renovate playground	187,465
Arrowhead Park	Playgrounds	Renovate playground	187,465
Arrowhead Park	Sidewalks/Parking Lots	Renovate parking lot	40,171
Arrowhead Park	Athletic Fields/Courts	Renovate 60' ballfield	53,561
Arrowhead Park	Athletic Fields/Courts	Renovate basketball court	66,952
Centennial Park	Athletic Fields/Courts	Renovate 60' ballfield, infield drainage improvements	40,171
Commissioners Park	Athletic Fields/Courts	Renovate 60' ballfield	53,561
Commissioners Park	Athletic Fields/Courts	Renovate synthetic turf field	368,235
Commissioners Park	Athletic Fields/Courts	New sports lighting, per original expansion plan	937,326
Country Lakes Park	Other Amenities	Renovate ballfield, with dugout shade canopies	66,952
DuPage River Sports Complex	Athletic Fields/Courts	Renovate fields #2 and #5	133,904
Fox Hill Greens	Playgrounds	Renovate playground	187,465
Frontier Sports Complex	Other Amenities	Renovate deep well and pump system	40,171
Frontier Sports Complex	Athletic Fields/Courts	Renovate fields #7 and #8 next to the Freshman Center, IPSD 204 cost share	80,342
High Meadow	Athletic Fields/Courts	Renovate 60' ballfield	53,561
Kendall Park	Sidewalks/Parking Lots	New sidewalk to Washington St., with bike racks, possible CDBG grant	26,781
Knoch Knolls Park	Other Amenities	Remove bridge, new bridge installed by City 2011, seg. IV	66,952
Knoch Park	Athletic Fields/Courts	Renovate ballfield #8 and site furnishings	80,342
Oakridge Parkway	Playgrounds	Renovate playground	187,465
Riverwalk Park	Buildings	Renovate Administration Building, windows, framing, insulation (phase III)	100,000
Riverwalk Park	Other Amenities	Renovate bike racks	6,695
Rose Hill Farms Park	Playgrounds	Renovate playground	187,465
Spring-Field Park	Playgrounds	Renovate playground and backstop	200,856
Spring-Field Park	Athletic Fields/Courts	Renovate basketball court	66,952
Veterans Park	Other Amenities	Landscaping, tree installation, part of City detention basin work, part of East Highlands road improvements	16,068
Winding Creek Park	Sidewalks/Parking Lots	Renovate parking lot	40,171
Winding Creek Park	Athletic Fields/Courts	Renovate multi-purpose field	26,781
Winding Creek Park	Playgrounds	Renovate playground	187,465
District Wide	Other Amenities	Topographic surveys for 2025 projects	26,781
<b>Capital Project Total</b>			<b>3,718,076</b>



## Addendum B - 2024 Capital Overview *Continued*

Park Name	CIP Group	Description	2024
District Wide	Other Amenities (IT)	Computer replacements/upgrades	250,000
District Wide	Park Services	Vehicle & equipment purchase	550,000
District Wide	Park Services	Sign fabrication	20,000
District Wide	Park Services	Bridge maintenance	20,000
District Wide	Park Services	Dam maintenance	20,000
District Wide	Sidewalks/Parking Lots	Renovate sidewalks in conjunction with City if possible, per Park audits	10,000
District Wide	Park Services	Retention basin shoreline maintenance (Clow Creek Greenway, Knoch Knolls Commons, & shoreline maintenance sites)	150,000
District Wide	Park Services	Retention basin erosion and water quality improvement (Dredging project sites: Bailey Hobson Woods Park & Hunters Woods)	200,000
District Wide	Park Services	Park meadow native plants restoration (no mow areas) (Brighton Ridge Park and maintenance of earlier project sites)	50,000
District Wide	Other Amenities	Asset maintenance (AM)	400,000
District Wide	Buildings	Annual building capital (ABC)	500,000
District Wide	Land Acquisition	Land acquisition allowance	-
District Wide	Other Amenities	Project retainage and contingency	20,000
<b>District Wide Project Total</b>			<b>2,190,000</b>
<b>Capital &amp; District Wide Total</b>			<b>5,908,076</b>
Naperbrook & Springbrook Golf Courses	Other Amenities	Golf Capital Projects, updated annually	3,209,000
<b>Total</b>			<b>9,117,076</b>