



Elmhurst Park District

BUDGET

2021

Mission, Vision, Values



2021 Budget Development

- Form public policy, control spending, and serve as a written financial plan
- Set budget parameters and calendar
- Meet policy and legal requirements
- Staff training
- Budget workshops
- Government Finance Officer Association (GFOA) Best Practices



2021 Budget Calendar

- | | |
|---|----------|
| ✓ Approve Tax Levy Resolution | 10/12/20 |
| ✓ Approve Tax Levy Ordinance | 12/14/20 |
| ✓ Achieve Consensus on the 2021 Strategic Work Plan Goals and Tactics | 12/14/20 |
| ○ Present 2021 Proposed Budget Overview, Capital Plan and Debt | 01/25/21 |
| ○ Present 2021 Proposed Operating Budget | 02/22/21 |
| ○ Conduct 2021 Proposed Budget Public Hearing | 03/08/21 |
| ○ Continue 2021 Proposed Budget Discussion | 03/08/21 |
| ○ Approve 2021 Budget Document and 2021 Budget and Appropriation Ordinance and Tax Levy Ordinance | 03/22/21 |



2021 Budget Highlights

- Built around Year 4 of Vision 2020 Plan and in response to pandemic
- 22.5% decrease in operational revenues (\$13,820,422 vs \$17,828,204)
- 23.5% decrease in operational spending excluding spend down of cash and investments (\$13,549,712 vs \$17,713,373)
- \$270,710 operating surplus
- Decreased spend down on cash and investments compared to 2020 for capital improvements, none from primary operating funds
- Enterprise Services to receive tax support



2021 Budget Summary

	Revenues	Operating Expenditures	Operating Net	Cash & Investment Spend Down	Total Expenditures	Net
General Fund	4,067,801	3,418,539	649,262	-	3,418,539	649,262
IMRF Fund	377,078	506,858	(129,780)	-	506,858	(129,780)
FICA Fund	401,180	481,345	(80,165)	-	481,345	(80,165)
Liability Insurance Fund	266,557	321,695	(55,138)	-	321,695	(55,138)
Audit Fund	63,428	57,797	5,631	-	57,797	5,631
Recreation Fund	4,003,754	3,828,013	175,741	-	3,828,013	175,741
Special Recreation Association Fund	818,293	414,443	403,850	200,000	614,443	203,850
Museum Department	293,644	288,759	4,885	-	288,759	4,885
Enterprise Services Fund	2,430,717	3,135,558	(704,841)	-	3,135,558	(704,841)
Sugar Creek Golf Course Fund	1,097,970	1,096,705	1,265	-	1,096,705	1,265
Total Operating	13,820,422	13,549,712	270,710	200,000	13,749,712	70,710
Debt Service Fund	2,045,292	2,044,016	1,276	-	2,044,016	1,276
Capital Improvement Fund	1,913,959	1,088,959	825,000	1,763,644	2,852,603	(938,644)
Paving & Lighting Fund	136,375	0	136,375	-	0	136,375
Total Debt and Capital	4,095,626	3,132,975	962,651	1,763,644	4,896,619	(800,993)
Total	17,916,048	16,682,687	1,233,361	1,963,644	18,646,331	(730,283)

Issues, Trends and Highlights

COVID-19 Impact

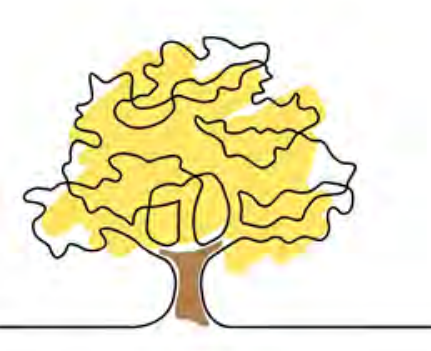
- 100th Anniversary
- Stopped planning for potential referendum
- Long-term impact unknown
- Resilience and transition
- Slow and gradual recovery



Issues, Trends and Highlights

Economic Indicators

- National recession
- Historic increase in unemployment
- Restore Illinois Plan - “Stay-at-Home” order
- Elmhurst Equalized Assessed Valuation (EAV) increased



Issues, Trends and Highlights

Revenue Sources

- Initial concern of reduction in property tax receipts in 2020
- Actual receipts exceeded budget
- 2020 levy (collected in 2021) includes \$256,150 increase
- 40% reduction in budgeted non-tax-revenues (>\$4 million)
- Unable to meet policy target of 55% non-tax revenues (40% of budget)



2021 Summary of Revenue

	2018 Actual	2019 Actual	2020 Budget	2020 Unaudited	2021 Budget	2020 vs. 2021	% Change 20 vs. 21
Taxes	8,415,144	8,807,401	8,990,727	9,052,815	9,278,383	287,656	3.2%
Donations, Advertising, Scholarships	412,482	267,149	93,050	70,073	262,975	169,925	182.6%
Grants	-	357,048	10,300	2,825	-	(10,300)	-100.0%
Program Fees	4,826,611	5,047,086	5,303,992	1,637,849	2,946,621	(2,357,371)	-44.4%
Rentals, Leases	666,871	653,810	726,502	381,938	619,734	(106,768)	-14.7%
Passes, Memberships, Daily Uses	3,775,752	3,338,076	3,552,399	1,561,628	1,981,403	(1,570,996)	-44.2%
Merchandise Sales	282,105	355,746	381,603	111,680	214,951	(166,652)	-43.7%
Transfers	2,377,585	2,315,286	1,550,640	1,187,899	878,241	(672,399)	-43.4%
Other Proceeds	92,816	5,635,276	13,850	286,039	1,692,390	1,678,540	12119.4%
Interest	200,452	253,473	71,400	116,138	41,350	(30,050)	-42.1%
Total Revenues	21,049,818	27,030,351	20,694,463	14,408,884	17,916,048	(2,778,415)	-13.4%

Issues, Trends and Highlights Staffing Changes

- Shutdown in March
- Restore Illinois Plan in May
- Furloughs in May
- Layoffs in October and December
- Budgeted expenditures reduced by more than 24% (\$2.2 million)
- Gradual growth of offerings and staffing
- Staffing & FTE's (Full-time equivalents)



Personnel Summary

	Position Inventory by Function Full-time Equivalents (FTE) ³				INCREASE (DECREASE)	% Change
	2018	2019	2020	2021 Proposed		
	Actual	Actual	Budget	Budget	FY '20 to FY '21	FY '20 to FY '21
Administration	4.9	4.9	5.7	4.8	(0.9)	-16%
Marketing and Communications	4.0	4.0	4.4	2.9	(1.5)	-34%
Finance/Human Resources	7.0	7.0	7.2	4.9	(2.3)	-32%
Information Technology	4.3	4.3	4.3	3.1	(1.2)	-28%
Parks	22.0	21.0	21.9	20.5	(1.4)	-6%
Facilities	42.0	42.5	44.0	29.0	(15.0)	-34%
Recreation	53.0	56.3	65.7	39.5	(26.2)	-40%
Enterprise Services	54.5	53.0	51.9	36.7	(15.2)	-29%
Sugar Creek Golf Course	9.5	9.5	9.9	9.2	(0.7)	-7%
TOTAL FULL TIME EQUIVALENT	201.2	202.5	215.0	150.6	(64.4)	-30%

³FTE's are a calculation of the number of full-time equivalent employees based on a 2,080-hour work year and include full- and part-time.



Issues, Trends and Highlights

Courts Plus

- Increased competition
- Pandemic closures and impacts
- Loss of members and revenue
- Lowered membership rates upon re-opening
- Tax supported going forward
- Health and fitness more important than ever



2021 Summary of Expenses

	2018 Actual	2019 Actual	2020 Budget	2020 Unaudited	2021 Budget	2020 vs. 2021	% Change 20 vs. 21
Salaries & Wages	8,117,828	8,400,705	9,162,945	6,042,508	6,941,831	(2,221,114)	-24.2%
Contractual Services	5,017,763	5,105,539	5,916,551	3,771,421	4,679,856	(1,236,695)	-20.9%
Repairs	207,638	140,269	234,961	150,060	220,885	(14,076)	-6.0%
Supplies	1,274,184	1,299,192	1,658,307	737,009	1,164,760	(493,547)	-29.8%
Capital	3,146,063	9,370,982	2,675,249	982,994	3,122,603	447,354	16.7%
Transfers/Debt	3,967,341	3,963,260	3,677,912	3,318,370	2,516,396	(1,161,516)	-31.6%
Total Expenses	21,730,817	28,279,947	23,325,925	15,002,362	18,646,331	(4,679,594)	-20.1%



Issues, Trends and Highlights

Long-range Financial and Capital Planning

- Maintenance of assets critical along with long-term financial stability
- No spend down of Cash & Investments from primary operating funds
- Proceeds from sale of Abbey to fund new development
- <\$2 million spend down of Cash & Investments from Capital and SRA funds
- Enterprise Services projects to be funded from Capital fund reserves



Issues, Trends and Highlights

Vision 2020 Plan

- Strategy refocused in 2020 due to pandemic
- Planning for referendum ended
- Shorter-term focus for 2021
- Continue to address strategic themes
- Reevaluate future priorities in 2021



Cash and Investment Targets and Fund Balances

- First tier cash and investment targets
- Second tier cash and investments
- Fund balance policy



2021 Cash and Investments

A		B	C	D	E	F	G	H	I	J	K	L	M	N
		Ending 12/31/2019 Cash & Investments	2020 Budget Operating Revenue	2020 Budget Operating Expenses	2020 Unaudited (Dec) Operating Revenue	2020 Unaudited (Dec) Operating Expenses	Unaudited 12/31/2020 Cash & Investments	2021 Projected Operating Revenue	2021 Budgeted Operating Expenses	Proposed 12/31/21 Cash & Investments	Target %	Budgeted Tier 1 Original 2020 Fund Target	Will the 2020 target be met?	Tier 2 Amount Over (Under) Tier 1 Target
1	General	3,028,125	3,981,178	4,210,344	4,058,489	3,097,835	3,988,779	4,067,801	3,418,539	4,638,041	35%	1,473,620	YES!	3,164,421
2	Recreation	3,353,414	5,990,999	6,840,535	2,709,292	3,669,779	2,392,927	4,003,754	3,828,013	2,568,668	10%	684,054	YES!	1,884,614
3	Enterprise Svcs	3,030,581	4,468,937	4,780,891	1,717,799	2,795,727	1,952,653	2,430,717	3,135,558	1,247,812	15%	1,917,134	YES!	(669,322)
4	IMRF	389,705	442,844	442,690	447,391	341,552	495,544	377,078	506,858	365,764	50%	221,345	YES!	144,419
5	FICA	324,903	446,755	464,267	453,696	284,090	494,509	401,180	481,345	414,344	50%	232,134	YES!	182,210
6	Liability Insurance	96,119	265,249	265,041	268,472	250,325	114,266	266,557	321,695	59,128	10%	26,504	YES!	32,624
7	Audit	45,723	60,432	60,021	63,810	51,065	58,468	63,428	57,797	64,099	50%	30,011	YES!	34,089
8	SRA	547,403	807,914	713,083	825,524	360,366	1,012,561	818,293	614,443	1,216,411	25%	178,271	YES!	1,038,140
9	Museum	186,826	293,444	346,684	296,760	308,674	174,912	293,644	288,759	179,797	25%	86,671	YES!	93,126
10	Sugar Creek	24,546	1,070,452	1,070,328	886,146	865,150	45,542	1,097,970	1,096,705	46,807		300,000	No	(253,193)
		11,027,345	17,828,204	19,193,884	11,727,379	12,024,563	10,730,161	13,820,422	13,749,712	10,800,871		5,149,743		5,651,128
11	Debt Service	244,623	1,775,038	2,009,247	1,782,403	2,007,271	19,755	2,045,292	2,044,016	21,031				
12	Paving & Lighting	21,785	146,464	144,393	143,034	84,800	80,019	136,375	-	216,394				
13	Capital Improvement Fund	2,080,295	944,757	1,978,399	756,068	885,728	1,950,635	1,913,959	2,852,603	1,011,991				
14	Restricted Capital Improvement Fund	102,253	-	-	-	-	102,253	-		102,253				
15	IT Cash	24,285	-	-	-	-	21,086	-	-	21,086				
		13,500,586	20,694,463	23,325,923	14,408,884	15,002,362	12,903,909	17,916,048	18,646,331	12,173,626				

2021 Capital Plan



2021 Capital Plan Process Overview

- Planning Process Overview and Goals
- Capital Planning Team
- Project Evaluation and Prioritization
- Capital Project Impacts on Operating Budget

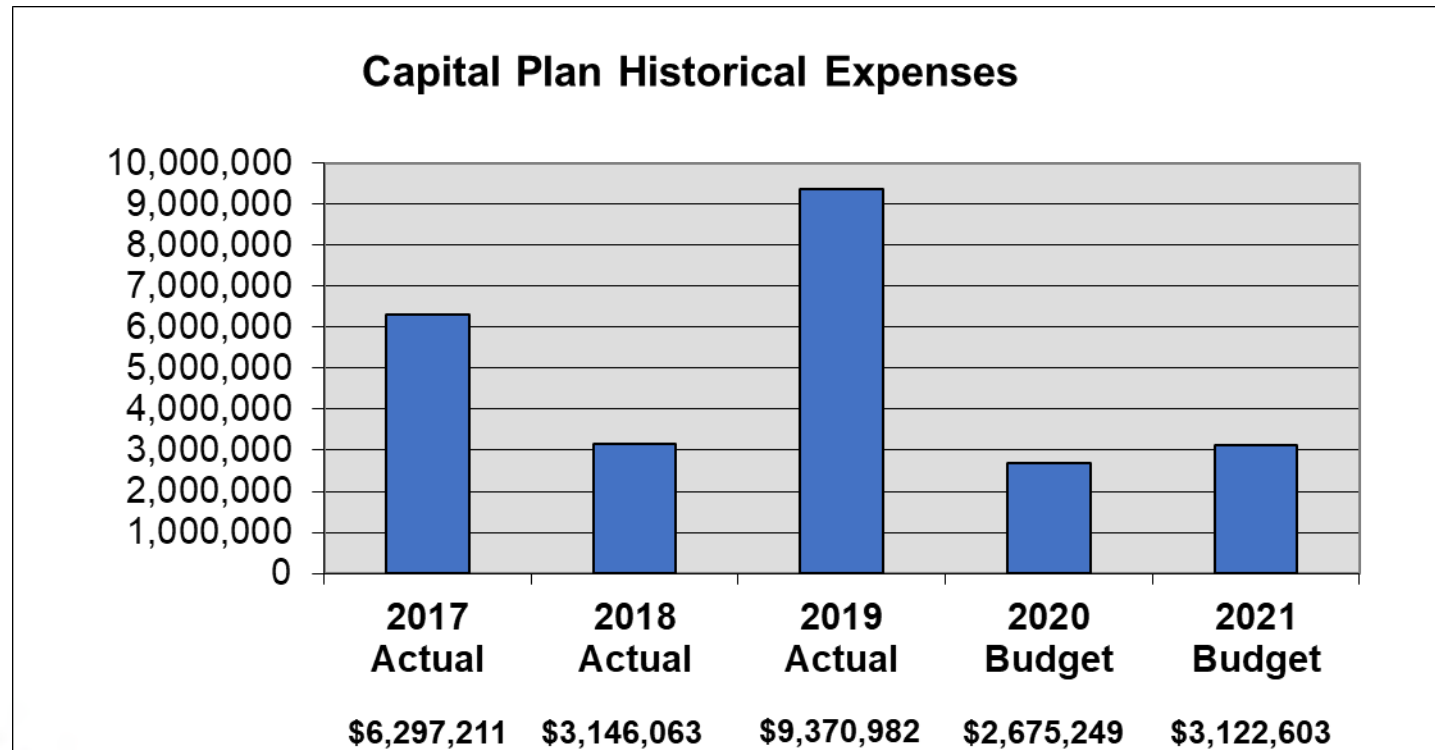


Proposed Long-range Capital Plan

- Long-range Capital Plan (10-years)
 - \$24 million in asset management, equipment and technology projects
 - \$114 million in new and major redevelopment projects
- Reflects Vision 2020 and ADA Transition Plans
- Year 1 becomes Capital Budget and Years 2-10 for Planning Only



Capital Budget Historical Expenses

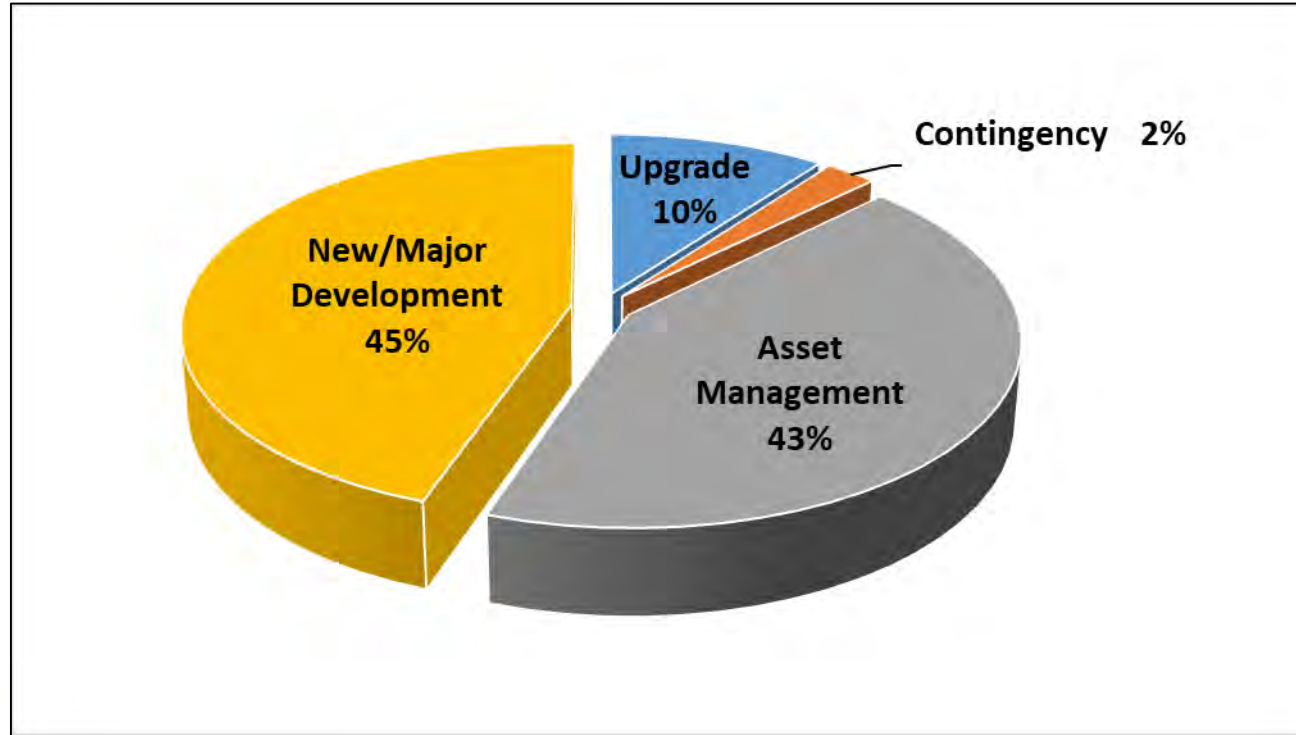


- 14% increase from 2020 Budget to 2021 Budget
- 250% decrease from 2019 Actual to 2020 Budget



Proposed 2021 Capital Budget

Percent of Project Expenses by Type



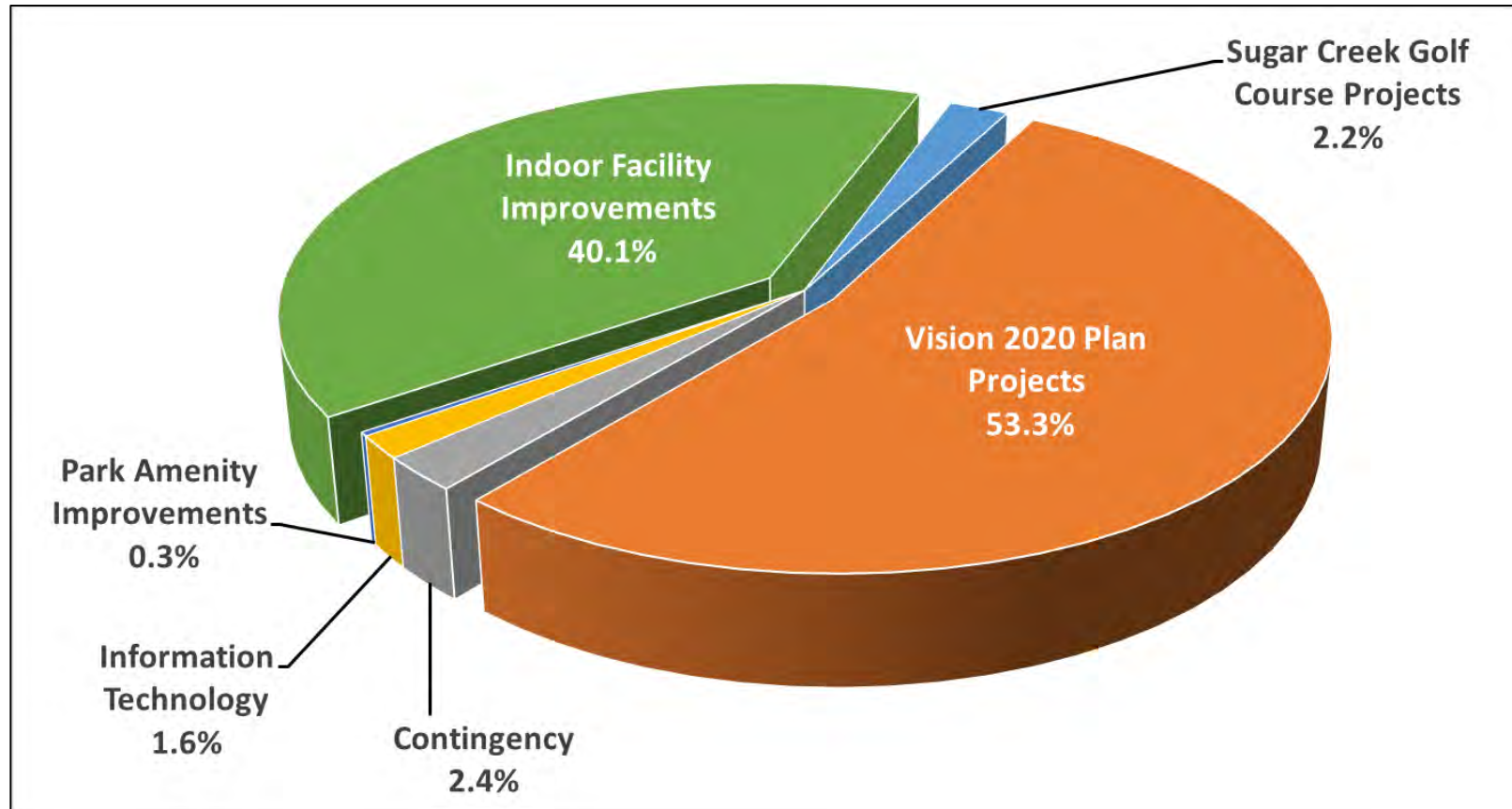
Total Project Expenses
\$3,047,603

Contingency
\$75,000



Proposed 2021 Capital Budget

Percent of Expenses by Category



Total = \$3,122,603



2021 Proposed Capital Plan Projects

PROPOSED PROJECT EXPENSES BY CATEGORY	
Vision 2020 Plan Projects	\$ 1,665,853
Indoor Facility Improvements	\$ 1,253,250
Park Amenity Improvements	\$ 8,500
Sugar Creek Golf Course Projects	\$ 70,000
Information Technology Projects	\$ 50,000
Contingency	\$ 75,000
Total	\$ 3,122,603

2021 Proposed Vision 2020 Plan Capital Projects



**Adult Center Redevelopment
Project Expenses: \$270,000**

**Centennial Park Redevelopment
Project Expenses: \$720,000**

Elmhurst Park District
BUDGET
2021



2021 Proposed Vision 2020 Plan Capital Projects



**135 Palmer Drive Demolition &
Site Improvements (Glos Park)
Project Expenses: \$675,853**



2021 Proposed Indoor Facility Improvement Projects



ROOF AREA	
METAL ROOF	33,000 SF
SINGLE PLY MEMBRANE ROOF	84,000 SF
TOTAL SHOP ROOF AREA	117,000 SF (2.7 Acres Approximately the Area of 2 Football Fields)



Existing Conditions

**Maintenance Facility Roof, Gutters and
Downspouts & Heavy Automotive Lift Replacement**

Project Expense: \$506,250



2021 Proposed Indoor Facility Improvement Projects



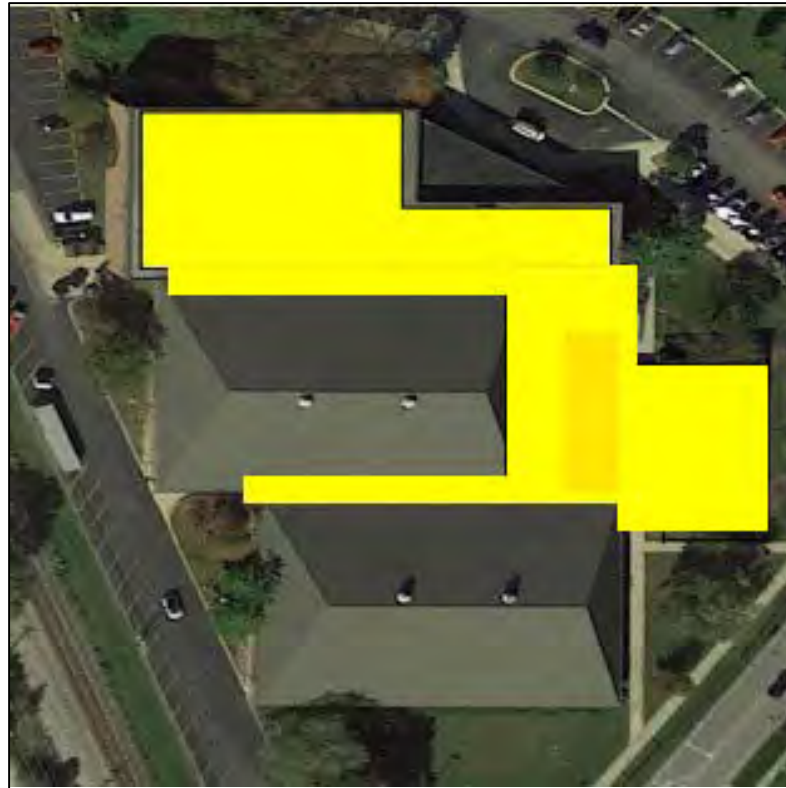
**Wagner Community Center HVAC Replacement
Project Expenses: \$55,000**

Elmhurst Park District
BUDGET
2021

Photos taken prior to pandemic



2021 Proposed Indoor Facility Improvement Projects



Courts Plus Roof Improvements
Project Expenses: \$580,000



2021 Proposed Indoor Facility Improvement Projects



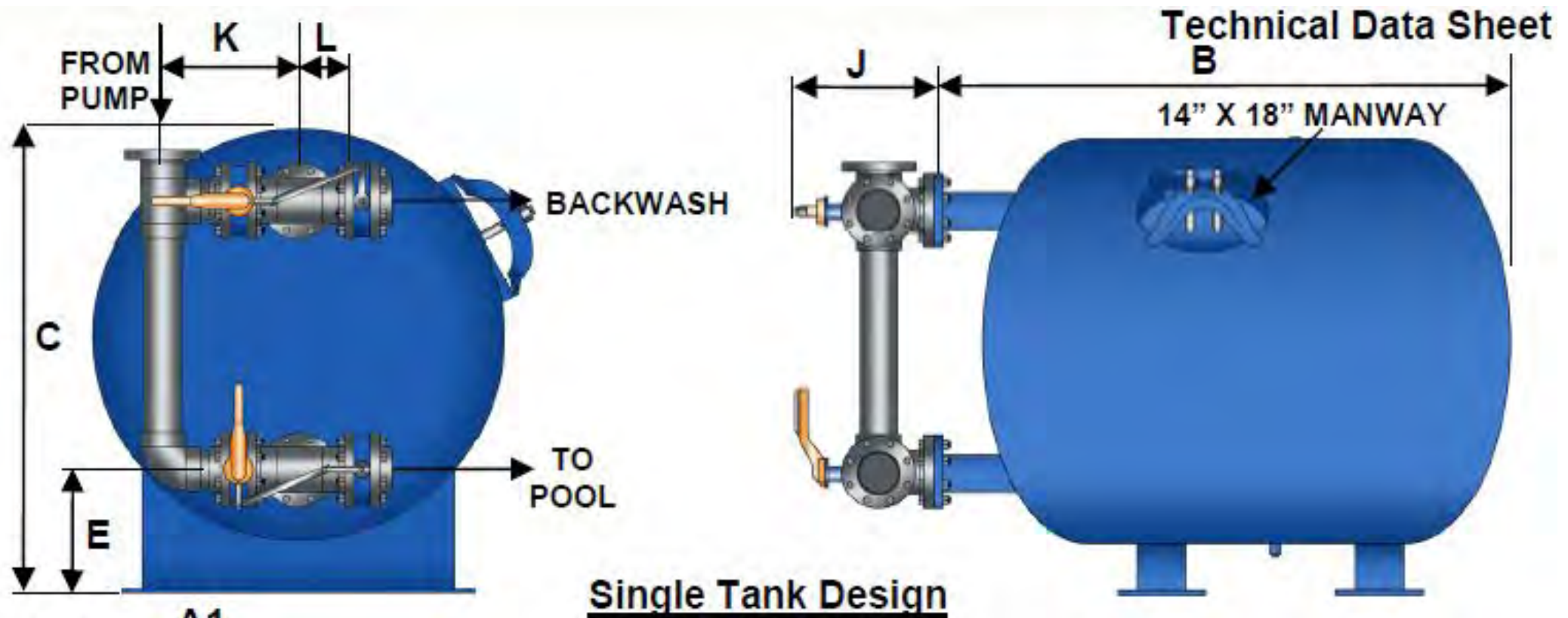
**Courts Plus Group Exercise Studio HVAC Replacement
Project Expenses: \$67,000**

Elmhurst Park District
BUDGET
2021



Photos taken prior to pandemic

2021 Proposed Indoor Facility Improvement Projects



Courts Plus Pool Filter Replacement
Project Expenses: \$45,000

2021 Proposed Park Amenity Improvements & Sugar Creek Golf Course Projects

- **Wilder Mansion** Fountain Mechanicals and Lights Replacement (\$8,500)
- **Sugar Creek** Underground Storage Tank (UST) Replacement (\$30,000)
- **Sugar Creek** Maintenance Equipment Replacement (\$40,000)



2021 Proposed Information Technology Projects

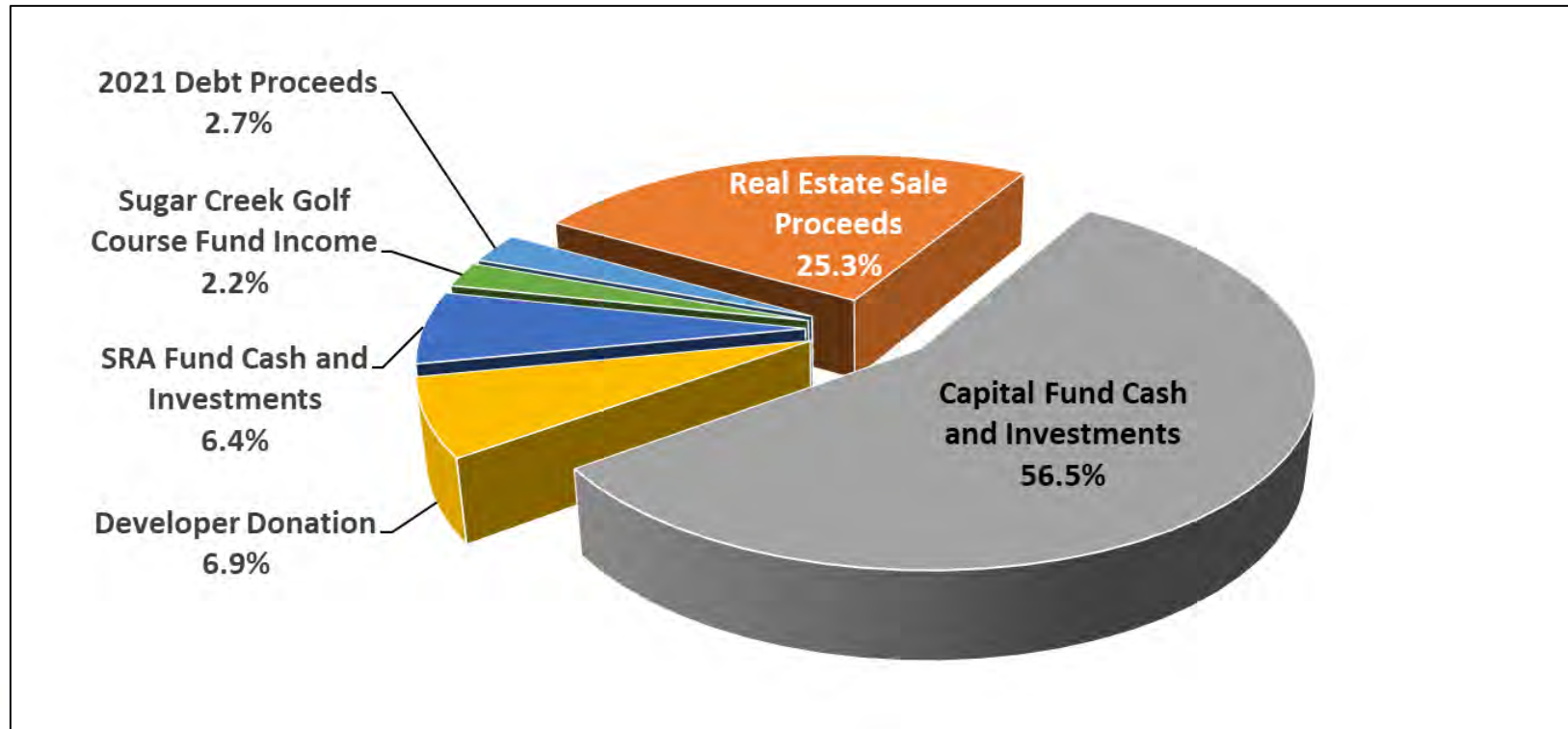


SAN (Storage Area Network) Replacement
Project Expenses: \$50,000



2021 Capital Plan

Percent of Funding by Source



Total = \$3,122,603



2021 Capital Plan Funding Overview

PROPOSED FUNDING SOURCES	
Cash and Investments (Capital Improvement Fund-\$1,763,644 & Special Recreation Association Fund-\$200,000)	\$ 1,963,644
Bond Proceeds (Annual Rollover G.O. Bond)	\$ 84,459
Real Estate Sale Proceeds (The Abbey)	\$ 790,000
Developer Donation (Lennar Group)	\$ 214,500
Income (Sugar Creek Golf Course Fund)	\$ 70,000
Total	\$ 3,122,603

2021 Debt Service



Debt Service Overview

- Summary
- Debt Limits
- Debt Service Requirements

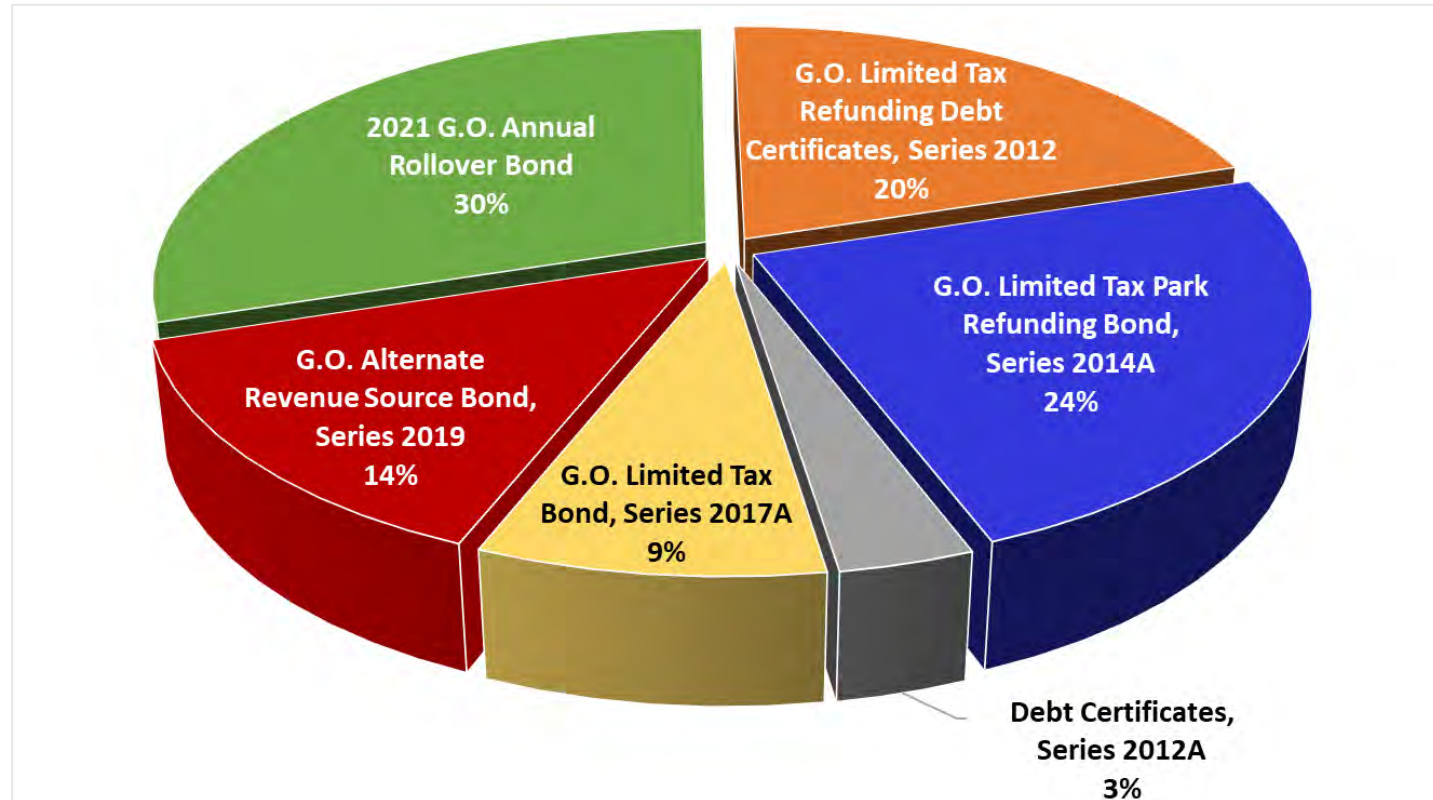


2021 Combined Debt Service

**Total 2021
Principal and
Interest
Payments
\$2,039,867**

Outstanding Debt					
Bond Issue	Funding Source	Principal and Interest Total Outstanding as of 12/31/2020	2021 Principal Payment	2021 Interest Payment	2021 Total Debt Payment
General Obligation Limited Tax Refunding Debt Certificates, Series 2012					
Expansion of Sugar Creek Golf Course (SC) and purchase and redevelopment of Wagner Community Center (WCC)	Annual Rollover Bond, Sugar Creek Golf Course Fund Revenues and transfers from the General and Recreation Funds	800,000	296,250	15,778	416,038
		33,188	(WCC)	(WCC)	
		833,188	98,750 (SC)	5,259 (SC)	
Debt Certificates, Series 2012A					
Purchase of 375 W. First Street, Administrative Offices	Annual Rollover Bond	660,000	55,000	12,870	67,870
		91,520			
		751,520			
General Obligation Limited Tax Park Refunding Bond, Series 2014A					
Redevelopment of East End Pool and Wilder Mansion and installation of two synthetic turf athletic fields at Berens Park	Debt Service Tax Levy	2,290,000	435,000	56,946	491,946
		180,053			
		2,470,053			
General Obligation Limited Tax Bond, Series 2017A					
Land Acquisition financing for 135 Palmer Drive, 447 Armitage Avenue and 207 Hampshire Avenue.	Debt Service Tax Levy	2,580,000	75,000	98,231	173,231
		1,246,681			
		3,826,681			
General Obligation Alternate Revenue Source Bond, Series 2019					
Centennial Park property at 155 E St Charles Rd.	Annual Rollover Bond	5,330,000	110,000	176,000	286,000
		2,871,750			
		8,201,750			
Proposed Debt for 2021					
2021 General Obligation Annual Rollover Bond					
Debt Certificates, Series 2012, Series 2012A, G. O. Limited Tax Bond 2019 and to fund capital improvements	Debt Service Tax Levy	598,794	598,794	5,988	604,782 ^[1]
		5,988			
		604,782			
^[1] Estimate (interest portion will be determined when the bond sale is negotiated)					

2021 Percentage of Combined Debt Service by Debt Issue

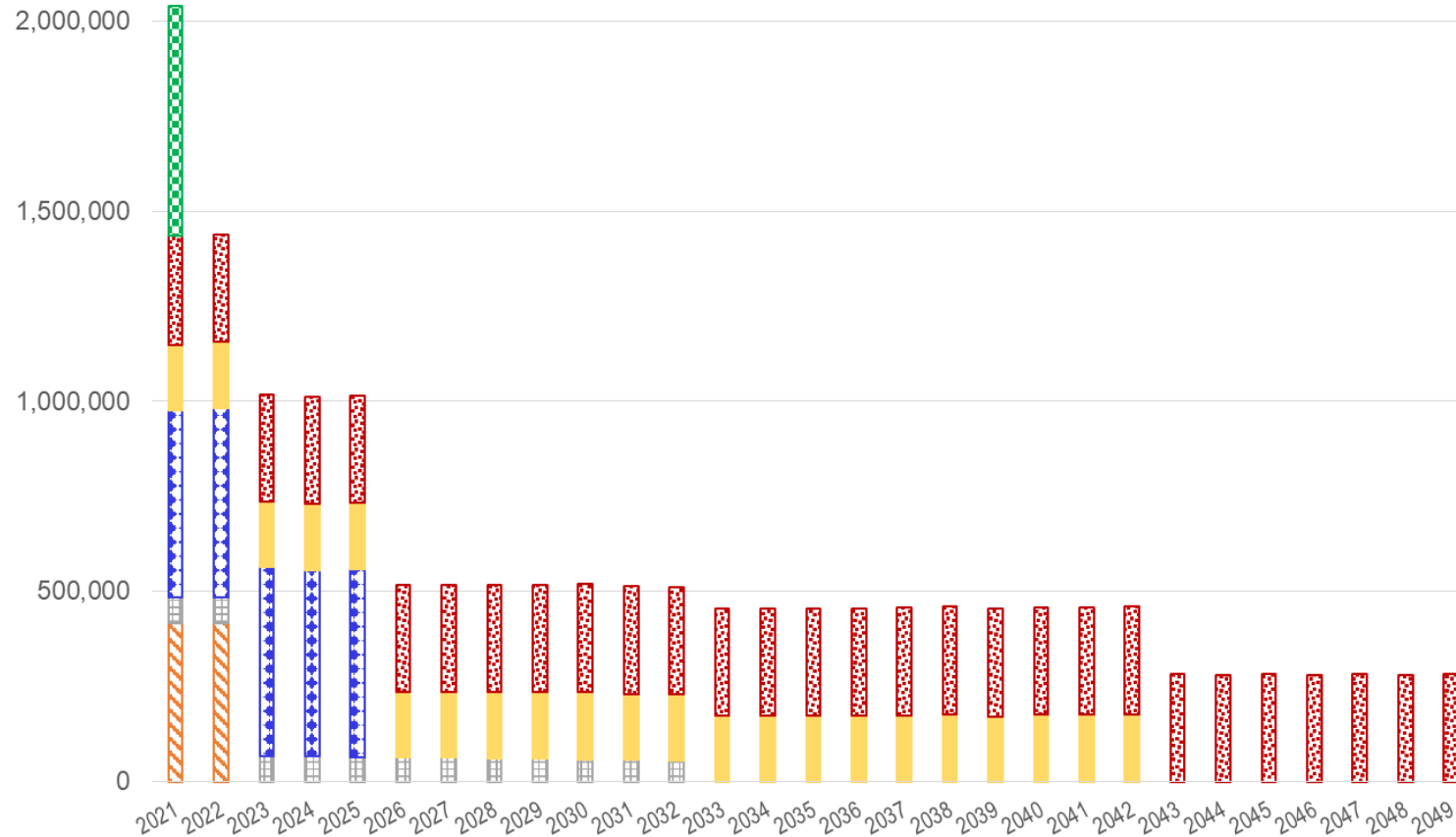


Debt Service Requirements to Maturity

Fiscal Year	2012 GO Ltd Tax Refunding Debt Certificates Issued \$3,710,000 Interest: 2.00% - 3.00%	2012A GO Debt Certificates Issued \$1,100,000 Interest: 0.60% - 2.50%	2014A Ltd Tax Park Refunding Bonds Issued \$4,455,000 Interest: 1.95% - 3.50%	2017A GO Limited Tax Bonds Issued \$4,310,000 Interest: 3.75% - 4.00%	2019 GO Park Alternate Revenue Bonds Issue \$5,500,000 Interest: 3.00% - 4.00%	Totals
2021	416,037	67,870	491,946	173,231	286,000	1,435,084
2022	417,150	67,100	497,594	175,231	281,600	1,438,675
2023		66,275	496,906	172,031	282,200	1,017,412
2024		65,395	490,406	173,831	282,600	1,012,232
2025		64,460	493,200	175,431	282,800	1,015,891
2026		63,470		171,831	282,800	518,101
2027		62,425		173,231	282,600	518,256
2028		61,325		174,431	282,200	517,956
2029		60,170		175,431	281,600	517,201
2030		58,960		176,231	285,800	520,991
2031		57,695		171,831	284,600	514,126
2032		56,375		172,431	283,200	512,006
2033				172,831	281,600	454,431
2034				173,031	281,500	454,531
2035				173,031	281,250	454,281
2036				172,831	280,850	453,681
2037				172,431	285,300	457,731
2038				176,831	284,450	461,281
2039				171,769	283,450	455,219
2040				176,706	282,300	459,006
2041				176,306	281,000	457,306
2042				175,738	284,550	460,287
2043					282,800	282,800
2044					280,900	280,900
2045					283,850	283,850
2046					281,500	281,500
2047					284,000	284,000
2048					281,200	281,200
2049					283,250	283,250
Principal	800,000	660,000	2,290,000	660,000	5,330,000	11,660,000
Interest	33,188	91,520	180,053	91,520	2,871,750	4,423,184
Total	833,188	751,520	2,470,053	751,520	8,201,750	16,083,184

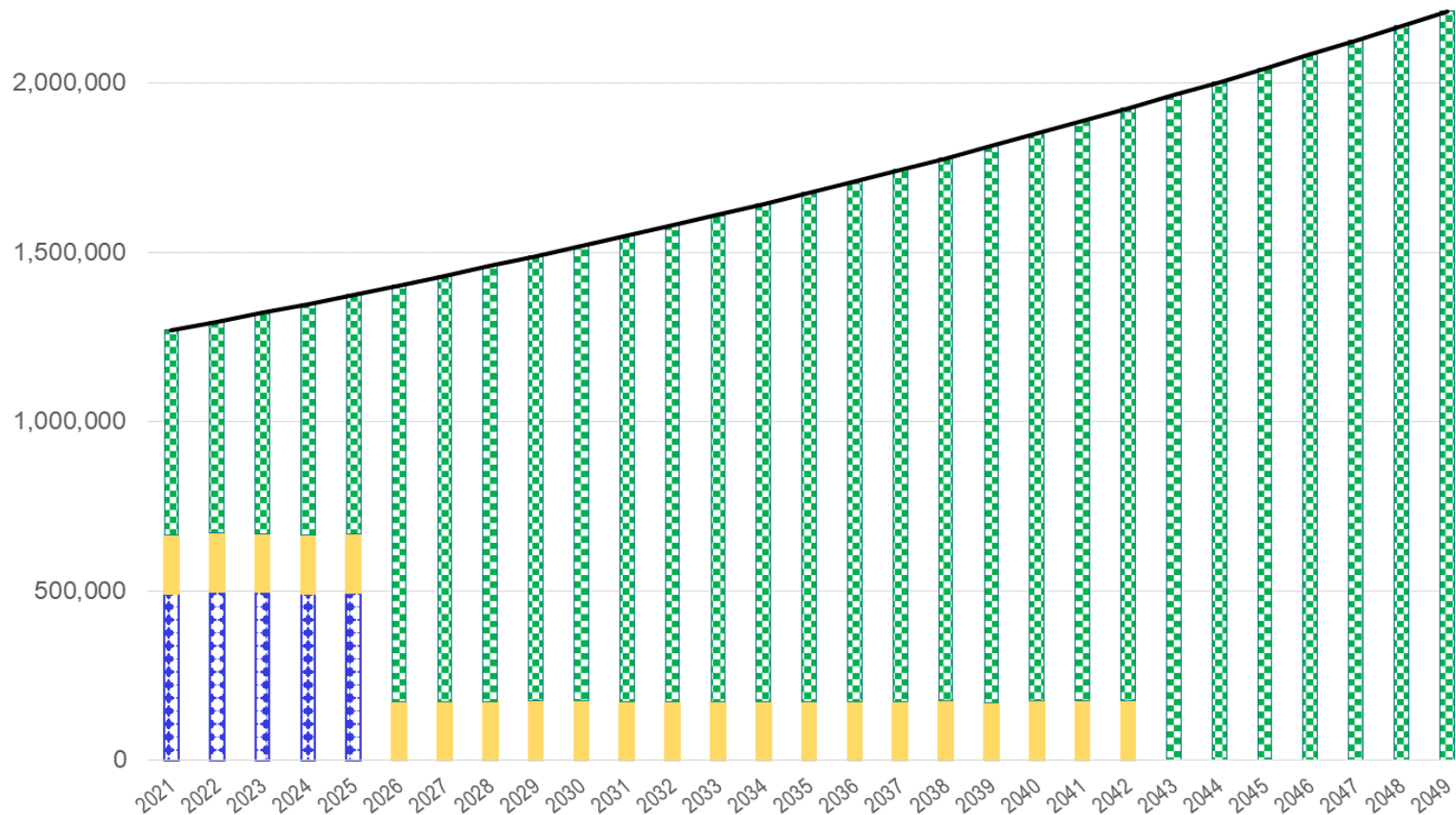
All Outstanding and Proposed Debt

- 2021 Annual Rollover Bond
- 2019 GO Park Alt Revenue Bonds
- 2017A GO Limited Tax Bonds
- 2014A GO Ltd Tax Park Refunding Bonds
- 2012A GO Debt Certificates
- 2012 GO Ltd Tax Refunding Debt Certificates



Debt Limit and Future Capital Projects Funding

- Remaining Debt Service (2021 Annual Rollover Bond)
- 2017A GO Limited Tax Bonds
- 2014A GO Ltd Tax Park Refunding Bonds
- Projected Debt Service Extension Base



2021 Budget Calendar

- | | |
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QUESTIONS?

