



Lindenhurst Park District

2022 Master Plan

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NORTHERN ILLINOIS UNIVERSITY

**Center for
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Outreach, Engagement and Regional Development



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Executive Summary

The Northern Illinois University Center for Governmental Studies (NIU-CGS) and the consultant team conducted a comprehensive master planning process for the Lindenhurst Park District in 2021. The process helped to develop a list of strategic themes based on the initiation, assessment, analysis, deliberation and identification of the District's current operations.

The process completed involved the following components:

- Community-wide Needs Assessment Survey and compilation of results.
- Interviews with Park Board, Executive Director, and key staff.
- Focus group discussions with community members, staff, affiliate groups and intergovernmental partners.
- Levels of Service (LOS) identification, assessment, and benchmarking of current inventory towards best practice state standards via the Illinois Park and Recreation Distinguished Accreditation Program.
- Identification, assessment and recommendations towards a Capital Development, Capital Improvement and Repair and Replacement Program to address current infrastructure needs as well as potential additional capital assets to consider in future planning efforts.
- Performed on-site park and facilities tour to develop comprehensive park/facility profiles for current site assessments, maintenance needs, and future improvements.

The following ten (10) themes have been identified as guiding principles for the District to consider during planning for future strategic initiatives. Many of the themes were devised and developed as a result of feedback and data secured during one or more of the above listed components. In addition, many of the themes have cross-referencing among the data assembled and relate and/or correlate with other identified themes.

Each theme listed also identifies strategic opportunities, approaches and best practices and recommendations to expand, enhance, improve, and change, where needed, the delivery of park, facility, open space and recreational services to the residents and other active users of the Park District. The ten (10) themes are as follows:

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|---|---|
| • Theme #1 — Aging Infrastructure | • Theme #6 — Intergovernmental Cooperation |
| • Theme #2 — Maintenance Standards and Care | • Theme #7 — Community Engagement |
| • Theme #3 — Debt Service — Capital Spending | • Theme #8 — Capital Plan Prioritization |
| • Theme #4 — Indoor Programming Space | • Theme #9 — Levels of Service and Visioning |
| • Theme #5 — Staffing Levels & Office Space | • Theme #10 — Recreation Programming |

Theme #1 — Aging Infrastructure

General Description:

The Park District finds itself at a crossroads between the need to repair and replace current aging infrastructure with its current financial platform with very limited options for debt service issuance and capital spending dollars. The on-site park and facility tours assessment indicates the pressing need for repair and replacement of parking lots, path systems, hard court surfaces, shelter and structure roofs and supports, concrete pads, pier and sea walls among several other assets estimated in the millions of dollars.

Aligned Strategic Process Components:

- Park and Facility On-Site Tours
- Focus Group Discussions

Observations and Deliberations:

- Parking lots at Millennium, Mallard Ridge, Engle Memorial.
- Path systems at John Janega, Millennium.
- Tennis courts at Lewis, Mallard Ridge, and Sedgewood Cove.
- Basketball courts at Lewis, Heritage Trails.
- Skate park and In-line Skating surfacing at Engle Memorial.
- Shelter and gazebo roofing at Linden's Landing, Mallard Ridge.
- Shelter pads at Linden's Landing, Millennium.
- Playground surfacing and tot equipment at Elmwood Tot Lot and John Jenega Memorial.
- Pier and sea walls at Linden's Landing.

Opportunities and Recommendations:

- Use current and updated asset inventory directory and begin to develop and populate a 10-year capital repair and replacement program per the instructions and best practices illustrated in the capital planning section of this final report.
- Research, identify and confirm the standard instrument(s) that will be used for the capital plan with regard to life cycle and expected expectancy of current assets.
- Research with financial advisor and bond counsel potential short-term borrowing and other funding sources to address the critical and prioritized capital improvement projects over the next 5 years.
- Identify, prioritize, and populate a short-term capital infrastructure plan of the top ten (10) projects and assemble cost estimates and create an implementation schedule accordingly.

Theme #2 —

Maintenance Standards and Care

General Description:

Overall, the parks are safe and functional, but an overlying maintenance mode and care is deficient to best practices. The recreation center was well taken care of with presence of routine and best practices in general upkeep and preventative maintenance measures undertaken. Park sites were observed with overgrown landscaping, weeds and overgrowth in landscape beds and park sign surrounds. In addition, many trees need pruning and shaping, and mowing frequency needs to be increased in season as most parks were either unkempt or had grass clipping rows sitting on top of the turf. In addition, hard surface parking lots, paths and play surfaces need a crack filling and sealcoat protocol in majority of park sites. Playground surfaces also need attention for raking, leveling, and replenishing especially underneath swing bays.

Aligned Strategic Process Components:

- Park and Facility On-Site Tours
- Focus Group Identification and Discussion

Observations and Deliberations:

- Hard surface cracking, peeling, and general deterioration – some sites to hazard levels.
- Swing bay surfacing compromised – needs leveling and replenishing – fall zone safety issue.
- Lack of mowing in athletic and general turf areas.
- Mowed turf with rows of grass clippings as result of less frequent mowing – aesthetics and quality of turf with dead grass.
- Edging and weeding of landscape beds and surrounds.
- Overgrown landscaping and trees throughout park system.

Opportunities and Recommendations:

- Develop a standard protocol for modes and frequency of park site general maintenance and specialty site upkeep for each site owned, operated and/or maintained.
- Research and set forth weekly man hour estimate per site to meet above mentioned mode and frequency and secure ample in-house staff or contractual services to meet the expectations of necessary maintenance hours per site to meet expected mode and frequency standards.
- Explore partnerships with intergovernmental agencies for shared staff and equipment agreements to meet required standards.
- Explore community-based organizations and groups via gardening club, homeowner association, Friends of the Parks, or other volunteer outlets to adopt a park site to perform routine and simple maintenance work not requiring special skills or equipment.

Theme #3 —

Debt Service — Capital Spending

General Description:

The debt service portfolio of the current financial picture for the Park District is limited for the majority of the five-year expectancy for this master plan. Interviews and discussion with District administration have indicated a stop gap between visionary capital spending and also the crossroads previously identified with the aging infrastructure. The District's debt service was restructured back in 2017. Due to past practices and structure of the District debt service at that time, professional bond counsel handled the restructuring but informed District officials that any additional and future debt service via bond issuance will not be possible for the next 8-10 years. Thus, the earliest any significant borrowing can be considered is 2025.

Aligned Strategic Process Components:

- Staff Interviews
- Park and Facility On-Site Tours

Observations and Deliberations:

- Since 2017, the District has only spent for capital improvements, repair and replacement and equipment through the annual operating budget process and funded to the level within the financial constraints of the EAV and tax levy growth.
- The lack of significant capital spending has placed a burden on maintaining the current assets and infrastructure thus placing more strain and potential long-term costs as well as keeping up with the standard of care in maintaining the inventory of assets.
- Initial information indicates the ability to generate \$1.5 million in short-term borrowing mechanisms. Other sources such as grants would be beyond this funding level.

Opportunities and Recommendations:

- Identify key prioritized capital infrastructure projects that can be initiated and completed within the next 3-5 years and provide value to the District and its delivery of services to the community.
- Explore short-term borrowing options and mechanisms to aid in funding these infrastructure projects and equipment beyond the tax levy or operational budget levels or surpluses.
- Research and explore alternative funding mechanisms through various grants, partnerships, and fundraising.

Theme #4 —

Indoor Programming Space

General Description:

Overall, the District is in need for additional and repurposed indoor space to meet the program and related services for the community. Indoor space is deficient in square footage as well as being designed for multi-purpose use and flexibility in what and when programming can be offered. Due to current capital spending limitations, additional indoor space should be explored via partnerships, community outreach efforts and lease arrangements of conducive private or other non-for-profit buildings.

Aligned Strategic Process Components:

- Focus Group Discussions
- Community Needs Assessment Survey
- Staff Workshop/Discussions
- Facility On-Site Tours

Observations and Deliberations:

- Preschool program is popular and a revenue source for District. However, space needed to operate dominates recreation center square footage and preschools are basically dedicated space with very limited ability to host other programs in the space.
- Focus groups identified expanded or repurposed space for health, wellness, fitness, and workout spaces.
- Focus groups stated to explore merging with Lake Villa area and other surrounding communities with potential partnerships in programming or reciprocal agreements to expand programming space and opportunities.

Opportunities and Recommendations:

- Short term — repurpose current space for better access of preschool room to playground.
- Short term — analysis of current program portfolio with survey results, focus groups and registration data to ensure alignment of demand for programming with premium space.
- Short term — identify programming gaps, duplications, and potential partnerships within the community to ensure most effective scheduling and use of current space and also potential use of other conducive indoor programming space via leases, revenue sharing models and win-win agreements.
- Short term — identify high demand programs and those that get canceled often to ensure solid capacity of current space to assist in revenue generation and limit opportunity cost from canceled programming.
- Long term — expansion and/or renovation options.
- Partnership exploration for potential additional space with adjacent communities.

Theme #5 —

Staffing Levels & Office Space

General Description:

The ratio of full-time staff vs. per acre is currently deficient and while the District has entered into contractual outsourcing for mowing, the scope and frequency of mowing, weeding, trimming, pruning, and surfacing work is below industry standards. Park tour observations verified this with long turf, grass clippings rowed within turf, weeds, overgrown and unmanaged landscaping. Focus group discussions also mentioned substandard maintenance concerns. This is a direct correlation to the level of staffing as compared to the scope and frequency scheduling staff (whether employee or contractual) required to properly perform these routine park maintenance tasks.

Aligned Strategic Process Components:

- Focus Group Discussions
- Park On-Site Tours

Observations and Deliberations:

- Routine and standard of care and maintenance mode and related standards within parks is deficient. This is a direct correlation to the levels of staff dedicated to maintaining sites, equipment, and infrastructure. Only one full-time employee for 19 park sites and all amenities.
- Both full-time park and facility maintenance staff share a small space that also serves as a storage room and information technology server and data equipment limiting a productive work environment on top of shortage of staff levels.
- Three full-time recreation department staff share a small office space adjacent to the lower level gymnasium again producing a limited work environment to be productive.
- Many key staff work in a shared space with little to no privacy which makes it difficult to discuss sensitive and private conversations.
- While office space does not have a direct correlation to revenue generation, it is a necessary asset to secure so the staff that plan and direct revenue generating programs and services have an effective and conducive workspace to organize, plan and execute their jobs that assist in generating revenue for the District.

Opportunities and Recommendations:

- District should develop and adopt a park maintenance standard mode and frequency in all needed tasks and conduct an inventory of each park site to identify which modes and frequencies are appropriate to effectively perform and complete routine maintenance tasks accordingly.
- Based on this standard and commitment, develop staff hour estimations aligned with each task per park site to determine the number of staff hours necessary to schedule and deploy staff to perform.
- After such development and assignment, consider the need to hire additional park maintenance staff and secure necessary equipment to perform tasks or allocate additional funding with outsourcing such work and develop a formal agreement with expected standard of care, mode and frequency for each site contractor is responsible.
- Repurpose and design renovation of current office space and preschool room to provide access of third preschool room to outdoor playground and centralize and provide additional office space in current preschool room.
- Long term, if and when expansion of recreation center is explored, design a centralized office space with support workroom space and office walls and doors for privacy and focus of staff.

Theme #6 —

Intergovernmental Cooperation

General Description:

Generally, the Park District has good and positive relationships with its local government partners. These relationships have yielded benefits and value indirectly over the years in various capacities. The District should use this master plan and desired outcomes as a catalyst to revisit, refocus and initiate potential beneficial partnership opportunities that will yield enhanced or expanded opportunities in path and trail system and connectivity, park maintenance, indoor programming space and alternate revenue streams or cost sharing expenses.

Aligned Strategic Process Components:

- Focus Groups
- Park and Facility On-Site Tours
- Needs Assessment Survey Results
- Staff Interviews and Interactions

Observations and Deliberations:

- Commonality with Village and Forest Preserve District to formalize and promote the work previously completed in 2008 with bike, walk and trail study. Park tours identified many sites to expand trails and especially key connectivity points.
- Focus groups and park tours indicated more opportunity to collaborate with school District in use of sites during evening, weekend, and summertime periods. One school site allows teachers to operate a direct competition to the District summer day camp program.
- Park tour and staff interviews indicated a vision to inquire and work with Village Public Works on a maintenance facility expansion at Engle Memorial to permit a garage bay or two for Park District maintenance staff, equipment, and storage accessed via Engle Memorial Park and adjacent dead end drive currently on-site.
- Focus groups indicated desire to reach out to Lake Villa area and other adjacent communities for shared interests, resources, and benefits – aligned missions.
- Staff interviews also indicated a desire to curtail graffiti and poor conduct in parks where precious resources are being used to clean or repair current infrastructure in lieu of expanded or new amenities.

Opportunities and Recommendations:

- Initiate combined effort with Village and Forest Preserve to formalize, update, expand commitments, master mapping, and promote a walk and bike Lindenhurst platform.
- Engage school District elected officials and staff to develop and enter into a formal intergovernmental agreement for shared use of sites and other opportunities to create more terms, conditions, expectations, and value for indoor programming needs, as well as branding an image to taxpayers about coordinating efforts to have full capacity of school sites that were built and supported by tax dollar receipts.
- Explore and initiate with Village elected officials and staff about longer-term expansion to current public works facility for potential expansion for needed Park District maintenance space, potential intergovernmental agreement either specific to this opportunity and/or overall cooperation in maintenance of public spaces.
- Explore, engage, and initiate intergovernmental agreements with other adjacent Park Districts or municipalities for joint programming to create more demand and opportunity, and/or reciprocal agreements for specialty pursuits such as golf, pools, or events.

- Explore and engage police department to enter into a formal intergovernmental agreement to enforce park conduct ordinances and be a potential partner in a Park Watch Program with property owners and community groups and potentially defer negative activity in the parks.
- Based on results of various initiatives, consider joint grant applications with intergovernmental partners where deemed beneficial for all involved. Many grant programs rank applications very favorably when the project is supported and has a larger reach for a community need.

Theme #7 — Community Engagement

General Description:

The needs assessment survey and focus groups are a great community engagement strategy but what will be critical is that these individuals see or hear that their time, ideas, and feedback were heard and within reason and under budgetary constraints some components will be initiated. Further community engagement should also be explored as part of the strategic master plan implementation strategy to address some of the areas identified as needing improvement and use the time, talents, and skills of community members to assist in the District's mission. Furthermore, with an identified need for long-term capital spending, a prolonged and committed community engagement program can assist the District to position itself favorably with the community if and when it needs to ask the taxpayers for a large bond issuance or rate increase per a back door or full referendum campaign.

Aligned Strategic Process Components:

- Focus Groups
- Needs Assessment Survey
- Staff Interviews/Interactions

Observations and Deliberations:

- Need to identify various individuals and groups that can assist in meeting higher maintenance standards in park sites.
- Approaches and philosophy of community outreach and benefit in the long run to showing to community a commitment to a continual improvement effort to enhance, expand and align parks, facilities, and opportunities to identified needs and interests.
- Need for building “community equity” and a proven record over time of caring for infrastructure and community needs so a future financial ask of the residents and user groups has an improved chance of support.

Opportunities and Recommendations:

- Initiate a formal volunteer program to utilize human “sweat equity and skills” in variance components lacking the funding, staffing or time to meet industry or desired standards and outcomes.
- Use “A Friends of the Parks” platform to engage various groups and/or an Adopt a Park Program using homeowner associations, philanthropic organizations, private sector businesses for giving back to the community and team building opportunities while assisting in maintenance of parks or a gardening club for landscaping help.
- Initiate a design contest and neighborhood park open house model for any playground replacement or park site renovation to provide residents with ability to be aware of Park District plans and provide feedback. Hopefully they will take pride and ownership of park site and report hazards or negative activity in a park they helped renovate. Beginning aspects of a formal Park Watch Program.
- Consider a fundraising platform through a local park foundation structure for potential donation, estates, sponsorships, grants, and private sector investments to aide in the financial commitment level to bring infrastructure up-to-date.

Theme #8 —

Capital Plan Prioritization

General Description:

District bond counsel and financial advisor vendors have indicated that due to past bond performance, debt service practices and restructuring of borrowing the ability to access long-term and significant debt service within the municipal market is limited at best until 2025. Financial stability was indicated in both focus groups and needs assessment survey results. Thus, focus for most of the duration of this strategic master plan shall be focused on a “Top 10” Park Equity Program where only the critical and prioritized capital infrastructure projects be scheduled, funded, and completed over the course of the next 3-5 years. Staff along with consultant, due to observations and discussions with park on-site tours, have identified these equity projects and are listed within the Capital Plan section of this final report ([Exhibit I](#)). Initial indications and research indicate the potential for \$1.5 million to fund this short-term capital plan. Longer-term and/or bricks and mortar projects such as expansion of the recreation center or other buildings/structures may be funded once the District has access and feasible means to enter into long term bond issue or rate increase for capital improvement and development projects.

Aligned Strategic Process Components:

- Park and Facility On-Site Tours
- Focus Groups
- Staff Interviews and Interactions
- Financial Advisor and Bond Counsel Advisement

Observations and Deliberations:

- The significant gap between the identified capital infrastructures needs and related cost vs. the District’s access to capital spending dollars.
- Expert analysis and advice as to if and when longer term and significant borrowing by the District is accessible and feasible.
- Consensus with staff that short-term capital spending during majority of the duration of this plan with prioritized projects should be pursued and moreover use this time to build “community equity” for long-term future projects and funding mechanisms.

Opportunities and Recommendations:

- Develop, approve, and fund the identified short-term capital spending plan as prescribed in the “Top 10” Park Equity Program and its list of prioritized infrastructure projects.
- Use the time during this strategic plan schedule to take actions to build “community equity” and also work with bond counsel and financial advisors to ensure what actions, steps and approaches should be done over the next several years to position for a long-term significant borrowing mechanism.
- Explore alternate revenue sources and grant opportunities aligned with the list of the short-term capital spending plan over the next 3-5 years.

Theme #9 — Levels of Service and Visioning

General Description:

An entire section of the report is dedicated to an analysis and benchmarking to the level of service provided currently by the Park District as compared to the standards and best practices within the Illinois Distinguished Accreditation Program. Each level of service category, whether acres of park property or park amenity, is measured by a per capita established benchmarking level. In addition, the section provides an opportunity for visioning and consideration for future projects with purpose. While the levels of service benchmarking should not be used solely as planning considerations for future park and facility improvement and development, it can provide justification for grant funding or support rationale by the community or identified partners. In addition, if these components and benchmarking results also align with what was provided in the community-wide needs assessment and/or focus groups, it can be a solid foundation of criteria to use and consider for future funded projects.

Aligned Strategic Process Components:

- Levels of Service standards towards accreditation status and analysis of current inventory of the Park District.
- Analysis of current inventory to per capita accredited standards to identify level of surplus or deficiency in park acres or amenities.
- Park and facility on-site tours.
- Focus groups and feedback.
- Needs Assessment survey results.

Observations and Deliberations:

- Overall, the District meets the per capita standards in acres by park site classification.
- Several park amenity per capita standards are deficient and allows consideration if and when future park site improvement or development opportunities presents itself.
- Based on benchmarking results visioning for potential consideration of projects can be used to close or eliminate a standard deficiency identified in the analysis.

Opportunities and Recommendations:

- Use this benchmarking, analysis, and visioning as a component to develop a long-term capital improvement and development plan.
- Use criteria and analysis to share with grant applications, potential partners, and community to justify future improvement and development initiatives as well as assist in securing alternate revenue sources besides bond issuance and/or surplus operating dollars.
- Use as an instrument and key component over next 3-5 years to assist in building suggested “community equity”.

Theme #10 — Recreation Programming

General Description:

This theme for most Districts is the number one non-tax support revenue source for the District's budget and overall financial stability. Financial stability and future funding have been identified in many aspects of this strategic planning process and related feedback. This area is also typically one of the most influential and direct correlation to customer and resident awareness and active use of the system. The “community equity” recommendation also is largely influenced by the ability to offer aligned, quality, safe and positive experienced opportunities. These mainly become a word of mouth and imaging factor which also enhances the need for this to be a main focus and theme of the strategic plan. There is currently a deficiency in indoor recreation space, and this has a direct correlation to what, how much and what revenue can be generated by programming fees and charges.

Aligned Strategic Process Components:

- Needs Assessment Survey Results
- Focus Groups
- Staff Interviews and Interactions
- Facility On-Site Tours

Observations and Deliberations:

- Focus group discussions stated need to implement additional programming for early teens ages 9-12 as well as senior/active adult segments.
- Focus groups also identified need for more youth and adult programming in the focus areas of arts, both static and performing as well as music.
- Staff interviews and interactions stated a deficiency in available multi-purpose indoor space and functioning to meet programming needs.

Opportunities and Recommendations:

- Research and explore other Park District successful models for identified age group and interest programming and also potential partners in a revenue sharing agreement.
- Consider re-design of current indoor space inventory to allow for more multi-purpose facility use and scheduling for programming.
- Complete program portfolio analysis to ensure program offerings are best aligned with identified needs and interests of active users to generate increased demand thus increased revenue generation.
- Complete analysis and set forth programming goals for high and low performing programs to eliminate or close the gap of opportunity costs related to program cancellations.
- Consider a study of capacity of indoor space inventory to ensure the best master scheduling of precious indoor space and eliminate and/or reduce idle time in various program space.

Levels of Service (LOS) Inventory and Assessment — Parks and Facilities

This section incorporates the State of Illinois standards for park and recreation delivery through the criteria set forth within the Distinguished Park and Recreation Accreditation Program and to what level the Park District's assets within the owned and operated park and facility sites within the inventory holdings currently established.

Criteria is set forth by a per capita threshold and then calculated based on the current population served by the Park District. Simple calculations to identify whether or not the Park District meets each standard with either a surplus or deficit. Future planning can be considered where categories identified are deficient to the best practice and associated state standard in the quality and effective delivery of open space, park, recreation, and facility services to its respective community.

The accredited program seeks to evaluate in the following categories and provide a benchmarking for the organization if it wishes to plan for future improvements and developments accordingly.

The categories within the assessment and levels of service analysis are as follows:

- Mini-Parks by acre
- Neighborhood Parks by acre
- Community Parks by acre
- Total Amount of Developed and General Open Space by acre
- Basketball Courts
- Outdoor Tennis/Pickle ball Courts
- Baseball Fields — Official Sized
- Field Activities/Complexes
- Softball and Youth Baseball Fields
- Bike and Pedestrian Trails
- Golf Courses
- Aquatic Facilities
- Other Facilities — Differentiators

After each benchmarking calculation and analysis, the report provides consultant-based observations and potential visioning recommendations for future consideration and planning towards new park and facility improvements and/or developments.

Assessment and Inventory — Parks And Facilities

State Accreditation Benchmarking — Level of Service Standards

The Illinois Park and Recreation system has developed a state accreditation program which defines the best practices and delivery of exceptional park and recreation programs, services, parks, and facilities. This section identifies these levels of service standards as it relates to park acres, open space, park amenities and facility operations available to the public.

The intent of this section is not to equate whether or not the Park District can achieve accreditation status in this regard, but rather to provide the data and insight as a visioning and focus planning tool if and when opportunities present themselves for park and facility renovations, redevelopment, expansion, or new development.

The standards are also relatable to benchmarking data from the National Recreation and Park Association (NRPA) and are calculated based on a per capita ratio so that the size of the agency is proportionate to the levels of service ratios generally at 1,000 residents served increments. Rounding to the nearest 1,000 residents served is used for ratio calculations.

The following sections are the park and amenity levels of service and how the Park District benchmarks to each identified area:

Mini-Parks

Commentary: Mini-parks are specialized facilities that serve a concentrated or limited population or specific group such as tots or senior citizens; less than 1/4-mile radius; one acre or less in size; and within neighborhoods and in close proximity to apartment complexes, townhouse development or housing for the elderly. There should be 0.25 to 0.5 acres of mini parks per 1,000 population. These mini-parks may be combined with neighborhood and/or community parks (if mini-parks are combined to neighborhood or community parks, .25 to .5 acres shall be added to the minimum acre requirements for neighborhood or community parks).

Standard Per Capita Standard	District Population Level	Level of Service Calculation	Park District Level of Service	Net Level of Service Benchmarking
0.25 acres/1,000	15,234	3.75	3.18	(-0.57)

Observations and Considerations for Future Planning

Thirty-seven percent of the total park property holdings fall within this standard classification. Obviously, the District over time has evolved in property acquisitions and land-cash donations in small proportions with a majority of parks being less than 2 acres in size. The District should consider pursuing future land holdings large enough to be classified within the neighborhood or community sized parks and accept cash in lieu of land when such impact fees with developers will not yield larger donated park parcels in order to fund future development and capital improvement plans. The District should also facilitate efforts on a periodic basis to evaluate and discuss with the Village to ensure land cash values and per capita land donations with developers is within fair market values.

In addition, mini-parks still require maintenance, and the costs of staff and equipment are real and can add significant costs due to the number of sites needing routine attention, inspection and a core standard of care. The District should not accept any additional mini-park level property to add to these challenges and related costs in the long-term since the level of service standard already nearly meets the benchmark standard.

Neighborhood Park/Playgrounds

Commentary: Neighborhood park/playgrounds are areas for intense recreational activities, such as field games, court games, crafts, playground apparatus area, skating, picnicking, wading pools, etc.; serve 1/4-to 1/2-mile radius area with a population up to 5,000 (a neighborhood); up to 15 plus/minus (+/-) acres; suited for intense development; easily accessible to neighborhood population (geographically centered). Neighborhood park playgrounds may be developed as a school-park facility. There should be 1.0 to 2.0 acres per 1,000 population.

Standard Per Capita Standard	District Population Level	Level of Service Calculation	Park District Level of Service	Net Level of Service Benchmarking
1.0 acres/1,000	15,234	15.0	52.71	+ 37.71

Observations and Considerations for Future Planning

These park parcels are the backbone to any community-based park system and typically the parks where families spend time together and relate the most when it comes to the value the Park District bring to their lives. The neighborhood parks are properties larger than 1 acre in size and up to 15 acres in size. The District is positioned well with a surplus of nearly 38 acres beyond the benchmarking state standards. Fifty-three percent of the park holdings within the District is represented within the neighborhood park classification.

The main focus for this segment of park property will be a commitment and capital plan that will maintain the existing infrastructure through effective repair and replacement planning, as well as potential enhancements, additions if possible and priorities identified by the community-wide needs assessment.

Community Parks

Commentary: Community parks are areas of diverse environmental quality; may include areas suited for intense recreational facilities, such as athletic complexes or large swimming pools; may be an area of natural quality for outdoor recreation, such as walking, viewing, sitting, or picnicking; or may be any combination of the above, depending upon the site. Community parks serve a one-to-two-mile radius including several neighborhoods and are easily accessible to area served. These parks are up to 25 plus/minus (+/-) acres and may include natural features - such as water bodies and natural and/or conservation areas suited for intense development or green space and environmental stewardship efforts of the agency. There should be 5.0 to 8.0 acres of community park land per 1,000 population.

Standard Per Capita Standard	District Population Level	Level of Service Calculation	Park District Level of Service	Net Level of Service Benchmarking
5.0 acres/1,000	15,234	75.0	70.1	(- 4.9)

Observations and Considerations for Future Planning

These parks are the highly visible segments of park system holdings and often require extra commitment and attention to routine maintenance, inspection, and staff time to properly maintain the landscaping and active recreational amenities due to the volume of use. These parks often also attract the most non-resident use depending on the active fields and user patterns of a large community-based park site. The District is positioned well from the standpoint of the state benchmarking standard for community park acreage only falling short by nearly 5 acres. There are only two community park holdings within the District's inventory representing 10% of total park sites owned and/or operated by the District.

In addition, while open space, natural areas, habitat, and environmental stewardship is an important role within the community to maintain, it is often not a high focus nor highly valued park amenity valued by most residents, unless such areas are hosts to a nature center, nature-based programming, trails or docks and fishing stations. Within the District's community park inventory and acres, nearly 60% of the acres within this classification is designated as open space and conservation park areas. Attention to the community-wide needs assessment results should be conferred with regard to any need for nature-based services identified by residents and/or the need for more fields and active recreation user patterns and the amenities necessary to support this resident priority if applicable.

The District can review the jurisdictional boundaries and identify larger open space parcels and take time and effort to make contact with the landowners for potential partnerships, lease agreements or maintenance cooperatives. The District has initiated with success the intergovernmental cooperative with the Village for Solve Park. Seek school sites, churches, utilities, and even private businesses where the owners may have a mindset and culture to give back to the community. Seek large land holdings by other private, semi-private and public land holdings. In addition, consider future growth in a nature center and related programming in large segment of park acres in open space and conservation areas if possible.

Total Amount of Developed and General Open Space

Commentary: The recreation agency should have a total of 6.25 to 10.5 acres of developed and general open space per 1,000 population.

Standard Per Capita Standard	District Population Level	Level of Service Calculation	Park District Level of Service	Net Level of Service Benchmarking
6.25 acres/1,000	15,234	93.75	125.99	+ 32.24

Observations and Considerations for Future Planning

The District exceeds the state best practice standard as it relates to available park and open space acres per capita. The level of conservation and open natural space is significant as it relates to the proportion of active use park acres. Thus, the District should focus on ensuring that the current inventory of active recreation space and its user-based amenities are well maintained through comprehensive standard of care practices and implementation of a repair and replacement program through a newly defined capital plan. Any efforts to procure additional high and dry active recreation space and properties should be acquired/leased for additional park amenities identified with potential level of service deficiencies and alignment with any needs and interests from the resident and focus group via the needs assessment process and results.

Basketball

Commentary: Courts shall be for youth, high school, and collegiate basketball with one unit per 5,000 population. These courts shall have safe walking or bike access and a 1/4-to-1/2-mile radius service area. Basketball courts may be found in schools, recreation centers or church facilities open to the public. Outdoor courts are often in neighborhoods and community parks, plus active recreation areas in other park settings.

Standard Per Capita Standard	District Population Level	Level of Service Calculation	Park District Level of Service	Net Level of Service Benchmarking
1 Court/5,000	15,234	3.0	3.5	+ 0.5

Observations and Considerations for Future Planning

The District exceeds the best practice standards per capita for this amenity. This is typically not a high-profile amenity and does not present itself as a priority for future planning. The District can also consider level of service with other public use courts with school sites as well.

Outdoor Tennis

Commentary: One court per 2,000 population - 1/4- to 1/2-mile. Best in combinations of two to four batteries. Located in neighborhoods, community parks or adjacent to school sites. Courts do not need to be owned by the District but are designated to public use courts without a membership or being inaccessible to residents.

Standard Per Capita Standard	District Population Level	Level of Service Calculation	Park District Level of Service	Net Level of Service Benchmarking
1 Court/2,000	15,234	7.5	5.0	(- 2.5)

Observations and Considerations for Future Planning

The District falls short for this level of service standard per capita; however, the District can consider other public courts available through school sites or other open play without membership or locked courts. If available, the District should consider potential partnerships in promoting these courts to residents and also exploring use through clinics, leagues, and lesson programs. The District has also responded to the trend of pickle ball and a demand for courts by expanding tennis courts to multi-use and accommodate pickle ball play. Efforts should be taken to monitor demand for pickle ball play and convert additional courts, if necessary or consideration in forecasted capital plan to develop more hard-court multi-use areas.

Baseball — Official Size

Commentary: Official size, 70' - 90' bases. One field per 10,000 population; one lighted field per 30,000 population or more.

Standard Per Capita Standard	District Population Level	Level of Service Calculation	Park District Level of Service	Net Level of Service Benchmarking
1 Field/10,000	15,234	1.5	1.0	(- 0.5)

Observations and Considerations for Future Planning

The District is deficient for this level of service park amenity. The one field in its inventory that meets this standard is Millennium Park. If consideration to add to its inventory is desirable, there is in-house options within the District's current inventory to create a multi-use and age group field where regardless of baseline dimensions, the District could consider at a larger park and field to add to the skinned portion of a smaller infield that could then host and accommodate multi-baseline dimensions and age levels of play from 50' all the way up to 90'. These large-skinned fields can still accommodate lower aged programs and leagues. Many times, this improvement can be completed in-house for cost considerations, however, typically requires closing of the field(s) thus coordination with active user groups is encouraged so disruption and timing of any programs and leagues is minimal.

There are also no lighted fields. District could consider future asset improvement to light a field/complex for expansion of programming and leagues/rentals. However, must evaluate risk of this value and benefit if residential developments are adjacent or nearby. Current technology though in athletic field lighting is enhanced with little to no spillover in light candle measurements. IGA with schools or leased property from churches or other large land holders within the community.

Field Activities

Commentary: One per 20,000 population; 15 - 30 minutes travel time. Usually part of baseball, football, and soccer complex in a community park or adjacent to high school.

Standard Per Capita Standard	District Population Level	Level of Service Calculation	Park District Level of Service	Net Level of Service Benchmarking
1 Field/20,000	15,234	0.75	0	(- 0.75)

Observations and Considerations for Future Planning

The District does not meet the Field Activities accreditation levels of service standard. There is a high school site within the corporate boundaries of the District but according to staff there is little to no access for the Park District to utilize for programming and community use.

Future consideration to explore would be to foster relationships with the decision-makers at the high school and explain the master planning and needs of the District as it relates to meeting the needs of the community. Special focus of related input and feedback from various focus groups and findings in the community-wide needs assessment survey will be helpful in this endeavor.

District can also consider in visioning aspects of the master planning process, the identification of large open space parcels for potential acquisition or partnerships and/or the District's current holdings that may have expansion opportunities to develop a field activity complex.

Softball/Youth Baseball Fields

Commentary: One per 3,000 population (if also used for youth baseball) – 1/4- to 1/2-mile. Slight difference in dimensions for 16" slow pitch. May also be used for youth baseball.

Standard Per Capita Standard	District Population Level	Level of Service Calculation	Park District Level of Service	Net Level of Service Benchmarking
1 Field/3,000	15,234	5.0	5.0	0

Observations and Considerations for Future Planning

The District meets this metric for level of service ratios with softball and baseball fields per capita. As indicated prior in the benchmarking standard of acres of parks and considerations for more high and dry active recreation space, field development, if feasible, should be a planning tool to increase inventory when possible. This priority will be able to meet future demand if it increases and also may provide important field inventory to be able to implement best practices in rotating field use and having spare fields to close and restore after heavy season use.

Bike/Pedestrian Trails

Commentary: One trail system per District.

Standard Per Capita Standard	District Population Level	Level of Service Calculation	Park District Level of Service	Net Level of Service Benchmarking
1 System/District	15,234	1.0	1.0	0

Observations and Considerations for Future Planning

According to staff, the District does have a trail system to meet the level of service standard. However, the trail system has not been formally mapped or promoted to the community. A bike study in cooperation with the village was conducted in 2008. This study and continued intergovernmental cooperation between the village, forest preserve, and Park District prompted the grant earned for a key connection point in the trail system with the underpass between Forest View and Oak Ridge park sites.

Current trail system includes inner loops within various parks, connections via street infrastructure and work to connect to a large system amongst forest preserve District property and related trails. District should consider a revival of the previous bike plan, update the trail information to reflect updates and additions, seek potential new and future trails and key connectors, and continue the intergovernmental cooperation with key related stakeholders.

Last, it is recommended that the Park District, along with its partners develop a final and published master trail system and each commit to promoting this to the community at large.

Golf

Commentary: Par 3, 9 holes (1 per 25,000 population); 18-hole standard (1 per 50,000 population); ½ hour to one hour travel time. Course may be located within or adjacent to community or Park District but should not be over 20 miles from population center. District does not need to own or operate golf course, defined as accessible to residents as a public, daily use fee basis.

Standard Per Capita Standard	District Population Level	Level of Service Calculation	Park District Level of Service	Net Level of Service Benchmarking
1 Course/20,000	15,234	0.75	4.5	+ 3.75

Observations and Considerations for Future Planning

The residents of the District have ample opportunity to public access to play golf. There are at least four (4) daily greens fee public golf courses within the standard's radius eligibility.

Grayslake Golf Course — 9 holes

Bittersweet Golf Club — 18 holes

Valley Ridge Golf Course — 18 holes

Renwood Golf Course — 18 holes

Brae Loch Golf Club — 18 holes

The District can consider potential partnership with course(s) where the District helps promote the course and its lessons and league programs to increase the golf courses' exposure and potential new market share in exchange for a revenue sharing model, other marketing, discounts, or resident rates opportunities as well as ability to host fundraisers on location.

Aquatic Facilities

Commentary: One per 20,000 population (facility should accommodate three to five (5) percent of total population at a time). Fifteen to 30 minutes travel time. Facility for general community use should be planned for teaching, competitive and recreational purposes. Located in community park or school site.

Standard Per Capita Standard	District Population Level	Level of Service Calculation	Park District Level of Service	Net Level of Service Benchmarking
1 Facility/20,000	15,234	0.75	1.0	+ 0.25

Observations and Considerations for Future Planning

The Meyers Beach area qualifies for the level of service standard in public aquatics. The splash pad better qualifies under the other facility differentiators. Public access is the key definition for aquatics and while the beach area may not be conducive for teaching or competitive swimming, it provides an enjoyable aquatic based recreational activity for the residents.

The District may want to explore pools in the area which it can formulate a partnership or rental opportunity if a priority for swim lessons, lap swimming and swim team surface from the focus groups or needs assessment survey results. Many times, these can be found at a school site or homeowner association amenities.

Other Facilities – Differentiators

Commentary: Agency owns and/or operates any of the following separate facilities or other designated facilities/areas, which accommodate current documented trends within the community.

- | | |
|--|---|
| a. Community Center | h. Tennis/Racquet Club |
| b. Ice Rink - Artificial | i. Miniature Golf |
| c. Museum or Zoo | j. Interconnected District wide trail network |
| d. Other Aquatics (Beach or Harbor/Lake) | k. Dog Park |
| e. Nature Center | l. Disc Golf Course |
| f. Skate Park | m. Splash Pad |
| g. Stables | |

Standard Per Capita Standard	District Population Level	Level of Service Calculation	Park District Level of Service	Net Level of Service Benchmarking
1 Facility/20,000	15,234	0.75	1.0	+ 0.25

Observations and Considerations for Future Planning

The District exceeds the state accreditation level of service standard for other park and facility differentiators. In addition, the District has an effective variety of these that greatly assist in providing a comprehensive platform of recreational opportunities and pursuits for the taxpaying residents. The qualified differentiators include the following:

- | | | |
|--------------------|-------------------|-----------------|
| • Community Center | • Splash Pad | • Dog Park via |
| • Disc Golf Course | • Skate/Bike Park | Forest Preserve |

Conclusion

The District meets or exceeds a significant amount of the park and facility amenity standards as it relates to the standards and best practices and accreditation standards identified in the effective delivery of park and recreation services to the community. The District should be commended for the variety and quantity it provides to the community at large but should also not rest on these accomplishments and strive for improved, enhanced, expanded and new opportunities.

This report section is intended to provide data points and related observations and suggestions in the strategic planning and visioning process. Again, the intent is not to gauge the readiness of the District to achieve state accreditation status, but rather a set of data points and supportive information to have if and when an opportunity presents itself to expand the parks and facilities inventory.

As stated before, attention to the focus groups and needs assessment survey results may also assist in this effort. Priorities and feedback received from these input mechanisms may align with the data and observations within this section and if correlations are identified, then definitive goals and related strategies to initiate these aligned components need to be considered for future development.

Last, discussions with staff with regard to the reach of the Park District with respect to active users expands beyond the corporate jurisdiction boundaries of the taxable property of Lindenhurst Park District. This includes several adjacent cities and villages which do not have any or very strong system for park and recreation service delivery. Furthermore, there is also an active segment of users from the state of Wisconsin that utilize programs, events, and facilities.

While it is not feasible to calculate the number of these users to include in the per capita calculations when it comes to levels of service benchmarking, this active non-resident segment should be discussed and engaged if and when future park and facility planning efforts are undertaken.

Sources

Lindenhurst Park District Parks and Facilities Index, Summer Edition 2021

Illinois Joint Distinguished Park and Recreation Accreditation Program Standards, 2021

Executive Director Phone Calls and Document Exchange, 2021

Park and Facility Profiles

This section provides the organization with an updated and comprehensive identification and analysis of the physical assets owned, operated, and maintained by the Park District. On-site tours with District administration were conducted at all nineteen (19) park sites and the community recreation center.

A shout out and much thanks to Lindenhurst Park District Executive Director, Dave Mohr, for his time, planning, and insight to assist with the park and facility profiles.

Each profile creates an identity to each park site and facility and provides several components that will provide the Park District with valuable information along with maintaining the integrity of each park and facility. The profiles establish the past history as well as potential visioning for future consideration of capital improvements and redevelopment of current asset inventory per site. It shall also provide when applicable to a site, the planning potential for expansion of property and development of new assets to expand the opportunities the District can deliver and provide to its constituents.

Each profile is populated with the following components:

- Site identification by name and address
- Size of property by acre
- Year the park/facility was acquired by District
- Level of service classification
- History of past site renovations to date
- Narrative summary description of the park or facility site
- Identification of main amenities per site for both active and passive recreational pursuits
- Listing of current capital assets by site with repair and replacement considerations
- Listing of capital assets or plans with regard to potential visioning of park/facility development, expansion, or redevelopment
- Listing of modes and standard of care for proper maintenance of each site

Each park and facility profile shall serve as a reference point if and when improvements, development and maintenance considerations are being discussed and considered during the identification of strategic plan initiatives, goals, and strategies.

Auburn Meadows Park

688 Autumn Circle

SIZE: 0.32 Acre

ACQUIRED: 1994

CLASSIFICATION: Tot/Small Neighborhood

HISTORY OF RENOVATIONS: Year 2010. Includes playground, swing bay, sand play area, picnic area pad with table, split rail fencing and connecting pathway through park site.

DESCRIPTION: Small tot lot mainly serving the Auburn Meadows subdivision with connectivity through the park site to street frontage on either side of park. Mainly a 5-12 aged group themed accessible playground with a bay of swings. A small sand play area to complement the playground play activities and a concrete pad picnic table with benches surrounding the playground. A “pocket” park configured between nearby residential homes.



MAIN AMENITIES:

- Active — Accessible playground and swings, sand play area, and trail connectivity.
- Passive — Picnic pad with table, benches, and small green open space.

CAPITAL CONSIDERATIONS:

- Repair and Replacement – Park and playground signage, landscape surrounds and beds, accessible route paths and access points, playground equipment and curbing, sand play equipment and curbing, picnic pad and table, benches, receptacles, split rail fencing.
- Development/Visioning – None. Due to size, scope, configuration, and landlocked nature of the area of park site, along with more recent renovation efforts there are no recommendations or visioning for this site.

MODE/STANDARD OF CARE MAINTENANCE CONSIDERATIONS:

- Routine turf mowing weekly in season.
- Playground safety inspection and rake, level and replenish surfacing.
- Sand play area maintenance, leveling, replenishing and curbing repair as needed.
- Landscaping beds/areas with trimming, weeding, and pruning.
- Path maintenance, concrete inspection and repair as needed.
- Split rail fencing inspection and repair as needed.

Beck Basin Park

330 Lake Shore Drive

SIZE: 0.20 Acre

ACQUIRED: 1990 from Village

CLASSIFICATION: Neighborhood/Specialty

HISTORY OF RENOVATIONS: None.

DESCRIPTION: A narrow lot specialty park site with access to lake. Street access to park site and water is paved with small parking area. This is no swimming area and only fishing is permitted and regulated by the Village of Lindenhurst Lakes Commission. Benches are provided along waterfront for passive recreation and aesthetic views.



MAIN AMENITIES:

- Active — None.
- Passive — Open space, accessible route, benches, fishing areas.

CAPITAL CONSIDERATIONS:

- Repair and Replacement — Pavement and parking area inspection and maintenance, crack filling, sealcoating and repair as needed, access drop gate, benches, receptacles, shoreline maintenance and repair.
- Development/Visioning — Potential shelter to expand and formalize a picnic area and/or extension of shoreline with fishing dock.

MODE/STANDARD OF CARE MAINTENANCE CONSIDERATIONS:

- Routine turf mowing weekly in season.
- Pavement and shoreline maintenance.
- Pavement and parking area inspection, maintenance, crack filling, sealcoating and repair as needed.
- Landscaping beds/areas with trimming, weeding, and pruning.

Country Place Park

520 Country Place Lane

SIZE: 0.5 Acre

ACQUIRED: 1999

CLASSIFICATION: Tot Lot

HISTORY OF RENOVATIONS: 1997 development with a small renovation in the spring of 2013. Includes playground, swing bay, bike rack, benches, and table with connectivity to forest preserve farm property and adjacent subdivision developments.

DESCRIPTION: Small tot lot mainly serving the Country Place South subdivision. Park site is adjacent to forest preserve property and connecting path. Small parking area at park with most of the use in parking typically as a trailhead for visitors using the path system. Most users are local and walk to site. Heavily wooded area beyond active areas of this small parcel.



MAIN AMENITIES:

- Active — Accessible playground and swings, bike rack, and trail connectivity.
- Passive — Benches and table, adjacent wooded area with conservation.

CAPITAL CONSIDERATIONS:

- Repair and Replacement — Park and playground signage, landscape surrounds and beds, accessible route paths and access points, playground equipment and curbing, benches, receptacles, bike rack.
- Development/Visioning — None. The wooded area adjacent for potential expansion and use not large enough to consider with current site and costs to do so would outweigh any benefits.

MODE/STANDARD OF CARE MAINTENANCE CONSIDERATIONS:

- Routine turf mowing weekly in season.
- Playground safety inspection and rake, level and replenish surfacing.
- Landscaping beds/areas with trimming, weeding, and pruning.
- Path crack sealing, seal coating
- Periodic trimming and cleaning out wooded areas.

Elmwood Tot Lot

1910 Elmwood Drive

SIZE: 0.20 acres

ACQUIRED: 1990 from Village

CLASSIFICATION: Tot Lot

HISTORY OF RENOVATIONS: Years 1993 and 2012 included removal of basketball court, new playground area and equipment, sand play area, picnic concrete pad and table.

DESCRIPTION: Corner small tot lot park site with minimal property and village owned and maintained lift station and access drive located on-site. Playground area and structure with two swing bays. Has concrete pad picnic area with table and an older tile base play area with outdated equipment.



MAIN AMENITIES:

- Active — Playground and swing bays, sand play area, bike rack, accessible route and tile play area and equipment.
- Passive — Picnic area and small open space.

CAPITAL CONSIDERATIONS:

- Repair and Replacement — Park sign surround and retaining wall maintenance, playground equipment, swing bays and curbing, sand play area equipment and curbing, accessible drive (Village), inspection, crack filling, sealcoat and repair as needed, concrete pad, bike rack, picnic table, receptacle, tile surfacing, play equipment, landscaping.
- Development/Visioning — Due to lift station, access drive, underground utilities and size and scope of property no development is suggested. Coordination with Village on a secondary access drive to rear of park to maintain lift station infrastructure is forthcoming. Suggest removing tile play area as current condition does not meet ADA and national playground area standards. Remove tile and replace with turf or expand concrete pad and add hard court surface games such as four square, hopscotch, etc. Also consider removing everything and keep as passive area.

MODE/STANDARD OF CARE MAINTENANCE CONSIDERATIONS:

- Routine turf mowing weekly in season.
- Park sign surround maintenance, weeding, pruning and sign maintenance.
- Landscaping beds/areas with trimming, weeding, and pruning.
- Playground equipment and curbing inspection and maintenance as needed.
- Swing inspection, level and replenish surfacing as needed.
- Concrete pad inspection, cleaning and maintenance/repair as needed.
- Bike rack inspection and maintenance as needed.
- Sand play area inspection, maintenance level and replenish sand as needed.
- Coordinate access drive with Village for inspection, crack filling, sealcoat and repair as needed.

Emerald Ridge Park

2503 Emerald Lane

SIZE: 1.2 Acres

ACQUIRED: 1991

CLASSIFICATION: Neighborhood

HISTORY OF RENOVATIONS: Year 2006 includes accessible playground, swing bay small riding spring toys, landscaping, pedestrian accessible route from adjacent cul-de-sac, split rail perimeter fencing.

DESCRIPTION: Neighborhood size park site with narrow lot lines and far setback for playground. Accessible path from an adjacent cul-de-sac but not accessible route and no sidewalk for public access unless they know about cul-de-sac access.

This gives feel and perception as a “private” park for adjacent homeowners with also streets owned and maintained by homeowner’s association. Questionable that accessible route is ADA compliant with steeper grade of trail to playground more than permitted in national standards.

MAIN AMENITIES:

- Active — Accessible playground and swings, spring toys.
- Passive — Benches, picnic table, and street frontage open space.

CAPITAL CONSIDERATIONS:

- Repair and Replacement — Park and playground signage, landscape surrounds and beds, accessible route paths and access points, playground equipment and curbing, spring toys, benches, receptacles, split rail fencing, retaining walls.
- Development/Visioning — Narrow and “public” accessibility creates a challenge to consider capital resources for this neighborhood HOA driven site. Site is aesthetically pleasing but offers little to no public recreational value. Consider lower priority for capital spending and even consider if opportunity arises to de-invest in site and donation to homeowner’s association.

MODE/STANDARD OF CARE MAINTENANCE CONSIDERATIONS:

- Routine turf mowing weekly in season.
- Playground safety inspection and rake, level and replenish surfacing.
- Landscaping beds/areas with trimming, weeding, and pruning.
- Path crack sealing, seal coating
- Periodic trimming and pruning of trees and related landscaping.
- Split rail fencing maintenance, repair, and replacement needs.
- Retaining wall inspections and maintenance as necessary.



Engle Memorial Park

2200 East Grass Lake Road

SIZE: 52 Acres — 33 Undeveloped

ACQUIRED: 1990

CLASSIFICATION: Community

HISTORY OF RENOVATIONS: Year 1993 development included roadway access drive, smaller parking lot, and phase development of the recreation center. Year 1996 included development of tot lot adjacent to recreation center. Year 1999 included an OSLAD grant secured to install pathway system within park and connectivity to Independence Park. Year 2002 included expansion to recreation center.



DESCRIPTION: Home to the District's only recreation center, (a separate profile) this is the largest park property in the District's inventory provides an array of both indoor and outdoor amenities and related programming. Outdoor active recreation elements include skate park, in-line skating and roller hockey court, half-court basketball, irrigated soccer fields, large playground, preschool area playground, small amphitheater with seating, pedestrian, and bike pathway system with connectivity. Major driveway at entrance with large parking lots.

MAIN AMENITIES:

- Active — Accessible playgrounds and swings, half court for basketball, soccer fields, path system with connectivity to Independence Park, skate park, in-line, and hockey court, shuffleboard courts.
- Passive — Outdoor amphitheater and seating, picnic areas, benches, open space.

CAPITAL CONSIDERATIONS:

- Repair and Replacement — Park and playground signage, landscape surrounds and beds, accessible route paths and access points, parking area and pathway system, playground equipment, adjacent curbing and shade structures, hard court surfaces with skate park, in-line and hockey areas and basketball, goals and equipment, amphitheater structure, roof and pad, amphitheater seating structures, shuffleboard court leveling, replenish and curbing, picnic area pads and benches, receptacles, bike rack, parking lot and pathway crack filling, seal coat and repair.
- Development/Visioning — Cooperation with Village for expansion of current public works building to include Park District bays for park maintenance staff, fleet, and equipment. Expansion of current recreation center, replace or repurpose hard court surfaces with skate park, in-line, and hockey areas. Potential site master plan for a lighted athletic field complex and supporting amenities on 33 undeveloped acres north of current site. Turf block option for grass turf area typically used for overflow parking during large events and gatherings on-site.

MODE/STANDARD OF CARE MAINTENANCE CONSIDERATIONS:

- Routine turf mowing weekly in season.
- Playground safety inspection and rake, level and replenish surfacing or pour in place maintenance.
- Playground curbing inspection, repair, and replacement needs.
- Hard court surface inspections, repair, recoating, lining, and net replacement.
- Amphitheater inspection, cleaning and repair as needed.
- Picnic area inspection, cleaning, and pad maintenance.
- Landscaping beds/areas with trimming, weeding, and pruning.
- Path and parking area crack sealing and periodic sealcoating.
- Periodic trimming and pruning of trees and related landscaping
- Shuffleboard court maintenance leveling and replenish material along with curbing.
- Shelter inspection, cleaning and pad maintenance and repair.
- Shade structure inspection, maintenance and repair as needed.
- Field irrigation system inspection, seasonal set up and repair and winterization.

Thomas J Lippert Community Center

2200 East Grass Lake Road

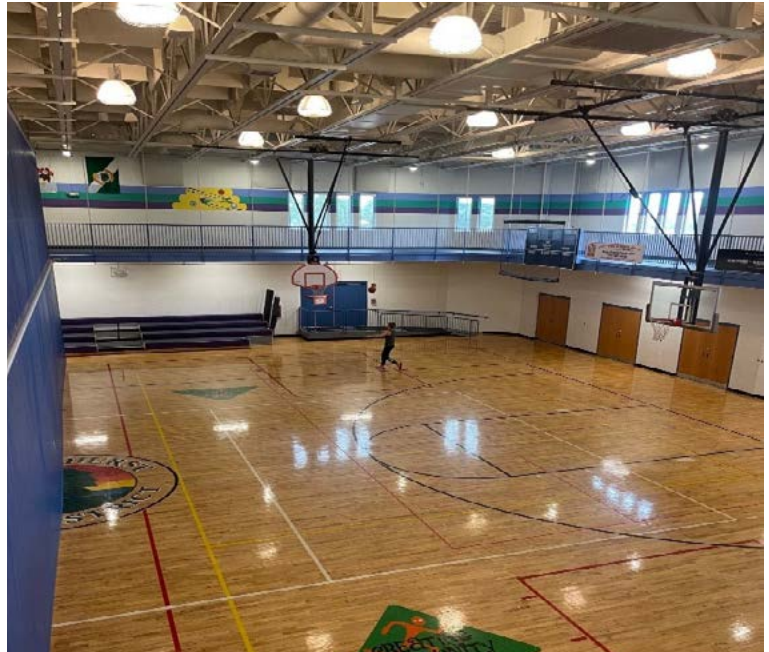
SIZE: 26,000 square feet

ACQUIRED: 1990

CLASSIFICATION: Facility — Community Recreation Center

HISTORY OF RENOVATIONS:

YCoordinated with the Engle Community Park development in 1993, Phase 1 of a 3,500 s.f. expansion to the center along with a 20-spot parking lot. Year 2002 another expansion to the recreation center was added to include a multi-court gymnasium with an elevated walking track, senior and adult programming room, additional preschool room, a wood floor studio room and other general programming rooms and space. Year 1996 an adjacent tot lot playground was installed to help support the preschool program.



DESCRIPTION: A modest sized and well-maintained community recreation center facility that serves as the core space for indoor community need based programming. Significant preschool program dominates much of the programming room current space. The center also hosts staff offices for administrative, recreation, facility and park maintenance, and office and registration support. Current use is heavy and the need for repurposing existing programming and office space as well as potential new expansion is a priority to assist in meeting the needs and interests of the community.

MAIN AMENITIES:

- Active — Gymnasium with elevated track and shelf fitness area, preschool rooms and playground, multi-purpose programming rooms, senior/adult program space.
- Passive — Common and ancillary space.

CAPITAL CONSIDERATIONS:

- Repair and Replacement – Center exterior and windows, roof, heating and air conditioning equipment, bathroom fixtures and plumbing infrastructure, electrical systems, information technology equipment and servers, lighting, flooring, walls, doors and door hardware and locks, furniture and equipment, sprinkler and fire suppression systems, elevator inspection and maintenance, gymnasium wood floor refinish, repair and replacement, elevated track support system and surfacing, fitness equipment, ADA accessibility improvements, track railing, cabinetry and storage equipment.
- Development/Visioning – Repurposing of current office and preschool rooms to centralize offices and provide needed privacy and conducive workspace for staff that is housed in center. Potential to seek additional office space at a different site as well.
 - Relocate and design centralized office space with preschool room so both preschool rooms would have direct access to outdoor tot lot playground and provide more, conducive office space for staff.
 - Locate ample workspace for facility and park maintenance staff who now share a space for an office with each other as well as facility storage room space and IT equipment and network servers.
 - Locate and repurpose office space for facility and recreation staff in lower level adjacent to gymnasium where three staff share a very small space.
 - Potential expansion of current footprint to the north and east facades of the center that could be “squared off” and provide ample space for large and potential separation multi-purpose rooms for the ability to repurpose aforementioned office space and add inventory to programming opportunities and needed storage for the facility.
 - Potential expansion adjacent to current gymnasium for outdoor/indoor aquatics wing that could also include showers, washrooms and locker rooms that can be shared with gymnasium users.

MODE/STANDARD OF CARE MAINTENANCE CONSIDERATIONS:

- Preventative maintenance program and inspection checklists for center utility systems for fire, sprinkler, HVAC, electrical, data and network, water.
- Roof and structure integrity inspections periodically for repair and replacement needs.
- General custodial cleaning – daily.
- Flooring maintenance with cleaning, vacuuming, periodic stripping, waxing, and refinishing when needed.
- Window cleaning as needed.
- General office and programming rooms housekeeping.
- Bathroom disinfectant and general cleaning.
- Room set up and take down for programming and events.

Forest View Park

513 Forest View Drive

SIZE: 8.6 acres

ACQUIRED: 1990

CLASSIFICATION: Neighborhood

HISTORY OF RENOVATIONS: Park was renovated in 2011 which included drain tiles, bioswale and baseball field renovations. Park was renovated again in 2017 which included removal of two full size tennis courts and the addition of new landscaping and a concrete pad for two gaga pits.



DESCRIPTION: Neighborhood classified park site mainly serving the Fairfax Landing subdivision. Both walking and driving access park site with public sidewalk frontage and 56 vehicle parking lot. Larger site with 4.6 acres of developed property and another 4 acres wooded and undeveloped. Many active recreation areas and opportunities and site of past District special events. Connectivity to, within and adjacent to park with two access points to forest preserve District property and trails.

MAIN AMENITIES:

- Active — Playground, sand play area, swing bays, gaga courts, baseball/t-ball fields (2), soccer fields (2), connecting path, access points and underpass connection to Oak Ridge Park site.
- Passive — Shelter, benches, picnic area, open green space.

CAPITAL CONSIDERATIONS:

- Repair and Replacement — Park and playground signage, landscape surrounds and beds, accessible route paths and access points, underpass infrastructure, parking lot, benches, receptacles, bike rack, picnic shelter, field shade structures, baseball fencing, hard court surface, playground equipment, swing bays, sand play area equipment, play area curbing, landscaping.
- Development/Visioning — Use underpass and linkage to 5 acres of undeveloped property across Forest View Drive and adjacent forest preserve property to consider future master plan development with a sports field complex. In addition, covert and expand hard surface of current gaga courts to install a large open air pavilion structure for covered pickle ball courts and/or multi-use surface that could be used for large event planning and revenue generating rentals.

MODE/STANDARD OF CARE MAINTENANCE CONSIDERATIONS:

- Routine turf mowing weekly in season.
- Playground safety Inspections monthly in season.
- Rake, level and replenish swing bay surfacing – weekly in season.
- Rake, level and replenish sand play area.
- Landscaping beds/areas with trimming, weeding, and pruning.
- Baseball infield edging, lip reduction and crowning.
- Parking lot and path inspection, sealing and line painting.

Heritage Trails Park

2900 Independence Boulevard

SIZE: 6.2 acres

ACQUIRED: 2007

CLASSIFICATION:

Neighborhood/Community

HISTORY OF RENOVATIONS:

Three (3) phases in development.

1999 — Original build – accessible playground, turf areas, soccer fields, landscaping.

2007 — Connecting pathways and inner loop, baseball field, half-court basketball, shelter.

2014 — Minor improvements with playground area and landscaping improvements.



DESCRIPTION: Large neighborhood sized park but really serves as a community park due to expansive open space, park amenities and adjacency to middle school property. This park site mainly serves the Heritage Trails subdivision, however due to amenities driving visitors are common as well. Connecting path system to school site and nearby Oak Ridge Park. Heavy active recreation design with mostly being green space by utilizing school parking lot for vehicle access needs.

MAIN AMENITIES:

- Active – Accessible playground, half-court basketball, soccer fields, baseball field, pathways, and connectivity.
- Passive — Shelter, open green space.

CAPITAL CONSIDERATIONS:

- Repair and Replacement — Park and playground signage, landscape surrounds and beds, accessible route paths and access points, playground equipment and curbing, shelter, benches, receptacles, basketball hard surface and goals, baseball fencing and shade structure, water fountain and mist tower, spectator pads and bleachers, bike rack.
- Development/Visioning — Potential new amenity in turf area adjacent to basketball court for sand volleyball court or other hard surface play activity. In addition, baseball field can be cut larger to accommodate various base line lengths to make field more multi-purpose.

MODE/STANDARD OF CARE MAINTENANCE CONSIDERATIONS:

- Routine turf mowing weekly in season.
- Playground safety inspection and rake, level and replenish surfacing.
- Landscaping beds/areas with trimming, weeding, and pruning.
- Hard court inspection, sealing and resurfacing.
- Baseball infield edging, lip reduction and crowning.

Independence Park

880 Jefferson Drive

SIZE: 3.7 acres

ACQUIRED: 1999

CLASSIFICATION:

Neighborhood/Connecting

HISTORY OF RENOVATIONS: None.

DESCRIPTION: A connecting linear park with a passive and functional purpose that features a ten-foot wide path system connecting the park entrance from Jefferson Drive to the adjacent Engle Memorial Park complex and circles a marsh habitat and conservation area. This could become a critical component if and when undeveloped property at Engle Community Park complex is considered for expansion and development. The park also provides observation platform overlooking area watershed and wetlands.



MAIN AMENITIES:

- Active — Paved pathway with connectivity.
- Passive — Observation platform, bench.

CAPITAL CONSIDERATIONS:

- Repair and Replacement — Park and playground signage, landscape surrounds and beds, accessible route path, observation platform, bench, receptacles, landscaping thinning, pruning and maintenance as needed to keep pathway safe and clear with good site lines.
- Development/Visioning — Great site for mapping and promotion of an expansion to the Pedestrian and Bike Comprehensive Plan in conjunction with Village, forest preserve, township, and others. Enhancements if Engle Memorial Park is expanded.

MODE/STANDARD OF CARE MAINTENANCE CONSIDERATIONS:

- Routine turf mowing weekly in season.
- Park entrance maintenance and drop gate inspection and maintenance.
- Park sign landscape bed trimming, pruning and surround maintenance.
- Landscaping beds/areas with trimming, weeding, and pruning.
- Pathway inspection, crack filling, sealcoating and repair as needed.
- Platform and bench inspection, repair, and replacement as needed.
- Controlled burns, if necessary, either in-house or in coordination with adjacent landowners.

John Janega Memorial Park

205 Hickory Drive

SIZE: 9.7 acres

ACQUIRED: 1990 from Village

CLASSIFICATION: Neighborhood/
Community

HISTORY OF RENOVATIONS: Year 2009-10 included cooperative venture with Army Corp of Engineers and the Lake County Stormwater Management Agency as it relates to the ponds and wetlands within park site. Other improvements included boardwalks, inner loop pathway system (hard and soft), wildflower area, gazebo, themed playground areas and Lion's Club Lion climber.



DESCRIPTION: Picturesque park site with a unique and themed playground area and a mix of both active and passive recreational areas and opportunities. Significant watershed management functionality on the site and adapted design and use of the park around this functionality. Watershed through park site does present challenges with maintenance and infrastructure and playground areas in many situations are difficult to maintain and do not meet national playground standards.

MAIN AMENITIES:

- Active — Themed playground areas, swing bays, bocce courts, sand play area, hard and soft trail inner loop with connectivity to neighborhoods.
- Passive — Boardwalks, fishing dock station, natural areas, wetlands and ponds, interpretative areas and signage, gazebo with benches, picnic areas, and open space.

CAPITAL CONSIDERATIONS:

- Repair and Replacement — Park and playground signage, landscape surrounds and beds, accessible route paths and access points, parking area and pathway system level, replenish and repair, playground equipment, playground surfacing, adjacent curbing, bocce court leveling and maintenance and curbing, picnic area pads and benches, gazebo structure and roof, receptacles, parking lot and pathway crack filling, sealcoat and repair, landscaping trimming, pruning and thinning, watershed monitoring and potential dredging needs, controlled burns of wetlands and natural areas.
- Development/Visioning — Overgrown landscaping needs to be thinned, trimmed, and pruned to open site lines for safety and functionality of playground areas and paths. Significant silting in ponds is apparent and will need consideration for dredging and water flow integrity as well as wildlife habitat preservation, boardwalks flood during heavier rain events causing significant infrastructure issues and replacement of materials with large costs, playgrounds take significant challenges with painting, splintering, and surfacing gaps and issues from a safety standpoint and meeting national playground safety standards. May need to memorialize the original playgrounds and install state-of-the-art equipment that could still be themed with commerce activities but be safe, more modern, and easier to inspect and maintain. Also, a significant effort to sustain the integrity to heavily used soft and hard inner loop path system in conjunction with boardwalks with varied materials that can withstand wet and submerged infiltration. Repurpose unused bocce court area for other outdoor and picnic types of activities such as corn hole.

MODE/STANDARD OF CARE MAINTENANCE CONSIDERATIONS:

- Routine turf mowing weekly in season.
- Playground safety inspection and rake, level and replenish surfacing or pour in place maintenance.
- Playground curbing inspection, repair, and replacement needs.
- Playground surface inspections, repair, and replacement.
- Path inner loop inspection, leveling and repair as needed.
- Boardwalk's inspections, integrity testing, repair, and replacement as needed.
- Picnic area inspection, cleaning, and pad maintenance.
- Landscaping beds/areas with trimming, weeding, and pruning and thinning overgrowth.
- Path and parking area crack sealing and periodic sealcoating.
- Controlled burns of wetlands and natural areas.
- Maintenance and winterization of solar pond aerators.
- Gazebo inspection, cleaning and pad maintenance and repair.
- Bocce court and curbing (if kept) inspection, leveling and repair as needed.
- Interpretative area inspection, maintenance, and signage integrity.
- Coordination and communication with Village and Army Corp of Engineers on watershed quality, movement, erosion, structure integrity and need for potential dredging of waterway and ponds.

Lakewood Park

2526 Penn Boulevard

SIZE: 1.61 acres

ACQUIRED: 1991

CLASSIFICATION: Neighborhood

HISTORY OF RENOVATIONS: 2007. Included new accessible playground, swing bays, sand play area, permanent picnic table pad, rock climber, shade structure, landscaping.

DESCRIPTION: Neighborhood classified park site mainly serving the adjacent subdivision. Mainly a walking access park with public sidewalk frontage but it is limited to street parking. Good balance in design and use of active play areas and open turf play. Programming use in park is limited to the open turf area but relatively small gatherings due to parking limitations.



MAIN AMENITIES:

- Active — Playground, rock climber, sand play area, swing bays, open turf area.
- Passive — Benches, picnic pad and table.

CAPITAL CONSIDERATIONS:

- Repair and Replacement — Park and playground signage, landscape surrounds and beds, accessible route path, benches, picnic table and pad, shade structure, playground equipment, swing bays, rock climber, sand play area equipment, play area curbing, landscaping.
- Development/Visioning — Potential connecting path with possible lease or easement in the back portion of park to provide connection to Independence Park and trail system – would provide connectivity and walkable community assets. Potential expansion of park site if private wooded property to the north became available and master plan for a larger park site.

MODE/STANDARD OF CARE MAINTENANCE CONSIDERATIONS:

- Routine turf mowing weekly in season.
- Playground safety inspections monthly in season.
- Rake, level and replenish swing bay surfacing – weekly in season.
- Landscaping beds/areas with trimming, weeding, and pruning.

Lewis Park

310 North Beck Road

SIZE: 1.70 acres

ACQUIRED: 1990 from Village

CLASSIFICATION: Neighborhood

HISTORY OF RENOVATIONS: Year 1992 complete renovation includes playground, picnic pad with table, swing bays, sand play area full court for basketball, tennis and pickle ball courts. Year 2008 the playground equipment was updated and replaced.

DESCRIPTION: Neighborhood classified park site that has many active park amenities and recreational opportunities. The park site is heavily used but has challenges with elevation changes, watershed requirements and safe and level playing surfaces for hard court activities. It has a large and popular playground area with main play area and shade structure as well as swing bays and other small play activities. The site is supported by a street frontage parking lot and connectivity pathways through park and to main use areas.



MAIN AMENITIES:

- Active — Playground, swing bays, sand play area activities and equipment, full court for basketball, two tennis/pickle ball courts, pathway with connectivity, bike rack.
- Passive — Benches, picnic pad and table, open green space.

CAPITAL CONSIDERATIONS:

- Repair and Replacement — Park and playground signage, landscape surrounds and beds, accessible route path, parking lot, sand play area and equipment and curbing, hard court surfaces inspection, surface repair, sealcoating, paint and lining, basketball standards, tennis nets, tennis fencing and posts, benches, picnic tables and pads, shade structure, playground equipment, swing bays, bike rack and pad, receptacles, water fountain and pad, and landscaping.
- Development/Visioning — Besides current playground area and equipment, the remaining user areas of the park are in poor condition or have elevation issues that pose a hazard for users. The park and courts are used heavily so there is value in renovations. This site is an ideal application for the state OSLAD program for total park redevelopment project. The site will need to be engineered to address level court surfacing needs on a challenging elevation site.

MODE/STANDARD OF CARE MAINTENANCE CONSIDERATIONS:

- Routine turf mowing weekly in season.
- Park sign surround maintenance, weeding, pruning and sign maintenance.
- Playground and sand play area safety Inspections monthly in season.
- Playground area shade structure inspection, maintenance and repair as needed.
- Rake, level and replenish swing bay surfacing and sand play area – weekly in season.
- Landscaping beds/areas with trimming, weeding, and pruning.
- Parking lot and path system maintenance, inspection, crack filling, sealcoating and repair as needed.
- Hard court surfacing inspections, repair, sealing, paint and lining as needed.
- Water drainage structure inspection and cleaning to avoid flooding.
- Tennis and pickle ball court inspection and repair with netting, posts, and fabric with fencing.
- Basketball court inspection and repair and goal standards maintenance.
- Drinking fountain inspection, repair, and winterization.

Linden's Landing Park Site

2100 Sprucewood Lane

SIZE: 0.74 acres

ACQUIRED: 1990 from Village

CLASSIFICATION:
Neighborhood/Specialty

HISTORY OF RENOVATIONS: Year 1998 purchased adjacent vacant lot next to original park parcel and installed sand volleyball court and street frontage parking lot. Other improvements over the years were made for safety and better utilization of park.



DESCRIPTION: Neighborhood classified specialty park site with another lakefront beach and swim area on Lake Linden. Cooperative venture with Village and Lakes Commission with on-site non-motorized public boat launch which is not staffed or monitored. Site also includes street frontage parking lot, sand volleyball court and larger shelter which is a popular rental opportunity.

MAIN AMENITIES:

- Active — Beach and shoreline, designated swim area, fishing dock, sand volleyball.
- Passive — Shelter and picnic area, benches, open green space.

CAPITAL CONSIDERATIONS:

- Repair and Replacement — Accessible drive pavement, dock and seawalls, shoreline, beach and swim area inspection and replenishment, landscape surrounds and beds, accessible route path, parking lot inspection, surface repair, sealcoating, and repair as needed. Storage and life preserver inspection and maintenance, shelter structure inspection, pad, roof, and infrastructure, drinking fountain and shower tower, volleyball court perimeter fencing posts and fabric inspection and repair.
- Development/Visioning — Coordination with Village on current IDOT grant for access drive and boat launch improvements. Tie into and compliment future improvement of dock area and seawalls. Consider improvement, renovation and/or expansion of shelter structure due to heavier inquiries for rental opportunities and revenue generation on-site. Base of shelter pad is in poor condition.

MODE/STANDARD OF CARE MAINTENANCE CONSIDERATIONS:

- Routine turf mowing weekly in season.
- Park sign surround maintenance, weeding, pruning and sign maintenance.
- Pavement and shoreline maintenance.
- Dock and seawall infrastructure inspection, repair, and replacement as needed.
- Volleyball area inspection, rake, level and replenish as needed.
- Fencing inspection and repair as needed.
- Shelter structure and pad inspection, cleaning and repair as needed
- Landscaping beds/areas with trimming, weeding, and pruning.
- Parking lot and path system maintenance, inspection, crack filling, sealcoating and repair as needed.
- Drinking fountain and shower tower inspection, repair, and winterization.
- Coordination of inspection and maintenance with Village and Lakes Commission on boat launch, seawall infrastructure and drainage pipe structures adjacent to swim area.

Mallard Ridge Park

110 Robincrest Lane

SIZE: 4.70 Acres

ACQUIRED: 1990

CLASSIFICATION: Community

HISTORY OF RENOVATIONS: Year 2005 renovation included pedestrian pathways and improvements made to make formal configuration and connect to the Lake County Forest Preserve's Hasting's Preserve path system. Also, the playground area and equipment were updated.



DESCRIPTION: Larger neighborhood sized park site but is really a community park due to the variety of amenities and opportunities within the park site. It is a popular and heavily used park by many different segments. Includes a large pavilion used a lot for picnic rentals with washrooms and grilling stations available. On-site parking is available along with solid path connectivity to the adjacent residential developments and regional trail system.

MAIN AMENITIES:

- Active — Accessible playgrounds and swings, sand play area, half-court for basketball, soccer field(s), sand volleyball court, baseball/softball field, tennis and pickle ball courts, and path system with connectivity to forest preserve.
- Passive — Pavilion, picnic areas, benches, gazebo, detention area, open space.

CAPITAL CONSIDERATIONS:

- Repair and Replacement — Park and playground signage, landscape surrounds and beds, accessible route paths and access points, parking area and pathway system, playground equipment and curbing, sand play area and curbing, hard court surfaces with tennis, pickle ball, and basketball, shelter structure, roof and pad, benches, receptacles, bike rack, grilling stations, ballfield fencing and dugouts, picnic tables, volleyball sand and net equipment.
- Development/Visioning — Tennis and pickle ball court resurfacing needed as higher priority, along with parking lot and roadway. Also need for renovation of washrooms (more vandal proof), shelter and pavilion new roofing materials, and no consideration for new development due to abundance of current amenities. Key will be maintaining current inventory and related infrastructure of this park site.

MODE/STANDARD OF CARE MAINTENANCE CONSIDERATIONS:

- Routine turf mowing weekly in season.
- Playground safety inspection and rake, level and replenish surfacing.
- Playground curbing inspection, repair, and replacement needs.
- Hard court surface inspections, repair, recoating, lining and net replacement.
- Court and field fence posts and fabric repair and replacement as needed.
- Shelter inspection and washroom cleaning and repair as needed.
- Picnic area inspection, cleaning, and pad maintenance.
- Landscaping beds/areas with trimming, weeding, and pruning.
- Path and parking area crack sealing and periodic sealcoating.
- Periodic trimming and pruning of trees and related landscaping.
- Sand areas inspections and replenish, level and raking.
- Gazebo inspection and cleaning.

Meyer's Beach Park

325 High Point Drive

SIZE: 0.71 Acre

ACQUIRED: 1990

CLASSIFICATION: Neighborhood/
Specialty

HISTORY OF RENOVATIONS: None.
Maintained since deeded over from
Village.

DESCRIPTION: A narrow lot specialty
park site with access to Lake Linden.
Street access to park site with small
parking area. Pathway to the beach
and swim area centers the parcel.
Sand beach with sandy bottom and
designated swimming area by buoys.



MAIN AMENITIES:

- Active — Swim area (seasonal).
- Passive — Open space, accessible route, picnic area.

CAPITAL CONSIDERATIONS:

- Repair and Replacement — Pavement and parking area inspection and maintenance, crack filling, sealcoating and repair as needed, beach cleaning, leveling and replenishment, swim area sand replenishment, bike rack, receptacles, shoreline maintenance and repair, storage unit inspection and repair.
- Development/Visioning — None.

MODE/STANDARD OF CARE MAINTENANCE CONSIDERATIONS:

- Routine turf mowing weekly in season.
- Pavement and shoreline maintenance.
- Pavement and parking area inspection, maintenance, crack filling, sealcoating and repair as needed.
- Beach and swim area sand cleaning, leveling and replenishment.
- Landscaping beds/areas with trimming, weeding, and pruning.

Millennium Park

201 Country Place Lane

SIZE: 13 acres

ACQUIRED: 1999

CLASSIFICATION: Community

HISTORY OF RENOVATIONS: 1999 development. Included shelter/pavilion with bathrooms, picnic bays and areas, accessible playground, sand volleyball courts, baseball/softball fields, irrigated soccer field(s), half-court basketball (2), one-mile inner loop path system with connectivity to forest preserve farm property and adjacent subdivision developments.



DESCRIPTION: Large, active, and heavily used park site which also closely serves the Country Place and Cross Creek subdivisions. Adjacent to the forest preserve Bonner Heritage Farm property. Diverse and abundance of active recreational amenities and opportunities. Unique differentiators with pavilion and rentals, sand volleyball, elevated playground configuration and significant one-mile inner loop pathway.

MAIN AMENITIES:

- Active — Accessible playground and swings, half-court basketball courts, soccer fields, baseball field (multi-use), sand volleyball courts, pathways, one-mile inner loop, and connectivity.
- Passive — Pavilion, picnic bays and pads, open green space.

CAPITAL CONSIDERATIONS:

- Repair and Replacement — Park and playground signage, landscape surrounds and beds, accessible route paths and access points, playground equipment and curbing, pavilion, grilling stations, benches, basketball hard surface and goals, baseball fencing, sand volleyball courts, curbing and nets, drinking fountain and shower tower, parking lots, spectator pads and bleachers, picnic bays and pads, restroom fixtures, irrigation system, receptacles, bike rack.
- Development/Visioning — Significant need for pavement replacement throughout the site along with upkeep on hard court surfaces. Potential use of unique elevation changes to playground for new equipment design including a zip line play feature. Future consideration to renovate popular pavilion structure to make three seasons for rentals and revenue generation opportunities.

MODE/STANDARD OF CARE MAINTENANCE CONSIDERATIONS:

- Routine turf mowing weekly in season.
- Irrigation system set up and winterization (seasonal).
- Playground safety inspection and rake, level and replenish surfacing.
- Landscaping beds/areas with trimming, weeding, and pruning.
- Hard court inspection, sealing and resurfacing.
- Baseball infield edging, lip reduction and crowning.
- Parking lot crack filling, sealing and line painting.
- Sand area replenishing and inspection.
- Pavilion roof and exterior maintenance.
- Grilling station inspection, maintenance, and cleaning.
- Water fountain inspection set up and winterization.
- Infield edging, crowning, and maintenance.

Oak Ridge Park

600 Independence Boulevard

SIZE: 18.1 acres

ACQUIRED: 2007

CLASSIFICATION: Community

HISTORY OF RENOVATIONS:

2015. Included splash pad/spray park, disc golf course, soccer fields, mechanical, storage and bathroom structure, shelter and picnic area, interpretive areas, parking lot, extended and improved paths and trail system connectivity with underpass to forest preserve property and Forest View Park site.



DESCRIPTION: Large community classified park site closely serving the Heritage Trails subdivision. Both walking and driving access park site with public sidewalk frontage and parking lot. Property acquired for development via OSLAD State Grant Program and collaboration with The Trust for Public Land. Unique specialized use areas with strong connectivity within park and connectivity with forest preserve land and other park sites. Mature oak savannah highlights the aesthetics of the parcel.

MAIN AMENITIES:

- Active — Splash pad, soccer fields (4) multi-use/size, disc golf course, connecting path, access points and underpass connection.
- Passive — Shelter, interpretive areas/signage, conservation areas and wetlands, benches, picnic area, open green space.

CAPITAL CONSIDERATIONS:

- Repair and Replacement — Park and playground signage, landscape surrounds and beds, accessible route paths and access points, underpass infrastructure, parking lot, benches, receptacles, picnic shelter, disc golf goals and signage, splash pad mechanical equipment, site well, structure upkeep with roof, exterior, washroom fixtures.
- Development/Visioning — Key site for collaborative initiative to a Bike/Walk Community mapping and promotional campaign for connectivity to forest preserve and other sites. Use of well to gain irrigation infrastructure for athletic fields or artificial turf development. Last, street frontage landscaping to complement the site aesthetics and noise reduction.

MODE/STANDARD OF CARE MAINTENANCE CONSIDERATIONS:

- Routine turf mowing weekly in season.
- Splash pad water chemistry, pump, and mechanical inspections.
- Disc golf course equipment inspections, clearing and trimming hole configurations.
- Wetland mitigation and controlled burns.
- Landscaping beds/areas with trimming, weeding, and pruning.
- Soft trail leveling and replenishing.
- Parking lot and path inspections, sealing, and line painting.

Sedgewood Cove Park

334 Crooked Lake Lane

SIZE: 0.51 Acres

ACQUIRED: 1994

CLASSIFICATION: Neighborhood/Tot

HISTORY OF RENOVATIONS: Year 2011 includes accessible playground, swing bay, tennis/pickle ball hard court, picnic area, landscaping, small street frontage parking lot, pedestrian accessible route to park and private neighborhood lake access.



DESCRIPTION: Small neighborhood size park site mainly serving the Sedgewood Cove subdivision. Main amenities include playground with swings, picnic area and a hard court for multi-use tennis and pickle ball. A street frontage small parking area helps with users for tennis and pickle ball who do not live close by. Pathway assists with accessible route to park amenities, however, homeowner signage states private access beyond park site. Coordination with homeowner association on maintenance and future improvements is critical since it serves no public value or access and gives perception as a private park to some.

MAIN AMENITIES:

- Active — Accessible playground and swings, tennis/pickle ball court.
- Passive — Benches, picnic area.

CAPITAL CONSIDERATIONS:

- Repair and Replacement — Park and playground signage, landscape surrounds and beds, accessible route paths and access points, playground equipment and curbing, hard court surface, lining and fencing, parking area surface and lining, picnic table and pad, benches, receptacles, bike rack, retaining walls, path system and connectivity to homeowner association areas.
- Development/Visioning — Due to size, scope, configuration, and elevation challenges, no new develop considerations are suggested. Challenges with homeowner's association with court lining, resurfacing and pathway continue to plague staff with maintenance issues and coordination of path and park amenity expectations. Due to many higher priority capital needs for the District, this would be a low priority for any development or significant renovation.

MODE/STANDARD OF CARE MAINTENANCE CONSIDERATIONS:

- Routine turf mowing weekly in season.
- Playground safety inspection and rake, level, and replenish surfacing.
- Playground curbing inspection, repair, and replacement needs.
- Hard court surface inspections, repair, recoating, lining and net replacement.
- Court fence posts and fabric repair and replacement as needed.
- Picnic area inspection, cleaning, and pad maintenance.
- Landscaping beds/areas with trimming, weeding, and pruning.
- Path and parking area crack sealing and periodic sealcoating.
- Periodic trimming and pruning of trees and related landscaping.
- Retaining wall inspections and maintenance as necessary.

Slove Park

2301 East Sand Lake Road

SIZE: 2.3 Acres

ACQUIRED: Intergovernmental Agreement with Village executed in 1990. Village owns property and Park District maintains and improves as needed.

CLASSIFICATION:
Neighborhood/Community

HISTORY OF RENOVATIONS:
Year 2000 updating that included new accessible playground, swing bays, landscaping, pedestrian accessible route between Village Hall and park site/playground.



DESCRIPTION: Neighborhood size park site adjacent to Village Hall and open space agreed upon with intergovernmental cooperation with Village. Open green space sets forth opportunity for soccer programming and host for annual community-wide special event. Future sustainability as being kept as a park site is unknown due to recent dedication of village owned parcel within a Tax Increment Financing (TIF) District and potential master planning with community development and commercial improvements.

MAIN AMENITIES:

- Active — Accessible playground and swings, bike rack, and trail connectivity.
- Passive — Benches and table, adjacent wooded area with conservation.

CAPITAL CONSIDERATIONS:

- Repair and Replacement — Park and playground signage, landscape surrounds and beds, accessible route paths and access points, playground equipment and curbing, benches, receptacles, bike rack.
- Development/Visioning — None. The wooded area adjacent for potential expansion and use not large enough to consider with current site and costs to do so would outweigh any benefits.

MODE/STANDARD OF CARE MAINTENANCE CONSIDERATIONS:

- Routine turf mowing weekly in season.
- Playground safety inspection and rake, level, and replenish surfacing.
- Landscaping beds/areas with trimming, weeding, and pruning.
- Path crack sealing, seal coating
- Periodic trimming and cleaning out wooded areas.

Capital Planning Analysis and Visioning

An organization's physical plant and inventory of assets are vital to a Park District as these tangible assets often help support operations and functions that generate revenue streams or a critical component to the residents and users aligned with their interests and participation. Asset management and finding the balance between existing infrastructure and potential new developments and assets is critical to the integrity of an organization and a means to the end to ensure that needs are being met while living within the constraints of a budget and taxpayer tolerance of expenses.

This section addresses the capital needs of the District and best practices on how to manage the asset inventory and aging infrastructure that the District is facing. This plan will assist the District in structuring, organizing, prioritizing, and locating accessible and effective funding sources for both the short-term and long-term. Capital Plan involve big ticket item expenses and can be very visible (good or bad) to residents and active participants. If not done correctly and with the proper due diligence, any "community equity" and support for future financial asks of your residents and users will be difficult at best to gain support. Therefore, it is critically important that this strategic plan illustrates the due diligence required and the best practices to ensure success.

Many aspects and components go into a comprehensive capital planning process and the key stakeholders involved in the process need to be informed, engaged, and committed to the entire process over the course of many years.

This section will cover, address, inform and provide insight and best practices for a successful capital plan campaign to move the District into the future. The components covered are as follows:

- Key Terms and Definitions
- Key Parameters of a Capital Plan
- Core Components of a Capital Plan
- Impacts of Asset Inventory, Capitalization and Depreciation
- Structure and Organization of a Capital Plan
- Management and Prioritization of a Capital Plan
- Scheduling and Rolling Year Program – Complete a Year, Build a Year
- Capital Plan Funding and Financial Projection Modeling
- Capital Plan Administration, Forms and Next Steps

Capital Planning Visioning And Analysis

Introductory

Capital planning for development, improvement, repair, replacement, expansion, and renovation is an integral part to having a comprehensive and effective strategic plan for future visioning. Regardless of the size of an organization or funding capabilities, a capital plan creates an accountability and assurance to the residents that the current infrastructure will be maintained and kept up-to-date to ensure all parks, facilities, and the related programs and services supported by these assets will be safe and provide high quality delivery of park and recreation services to them and their families.

A comprehensive look into the District's current infrastructure is necessary to gauge the age and life expectancy of its respective assets and is specifically critical in the evaluation and development of a capital repair and replacement program, which is a sub-component of an overall capital plan. The District should utilize its asset reporting and inventory reporting (Asset Max) to gain insight and perspective into the age and condition, as well as the life expectancy left on each main asset category. The District should also set forth a capitalization policy and asset threshold with regard to the value of an asset that will be recorded and considered within the capital plan and repair and replacement component. This level may be determined or recommended by the District's auditor vendor or even required by the underwriters who insure the District's assets. While it is not always required from a capital plan standpoint to use these capitalization level suggestions or mandates, it does provide consistency when planning for future capital-based improvements within the parks system.

In the end, a capital plan must focus on how the assets currently owned, operated and maintained by the District will be kept in a safe and well operating condition. The residents of tax-supported organizations typically expect, and in many cases demand, that the current infrastructure and experiences thereof provided by the agency are maintained at the existing level of service before additional and new amenities, parks and facilities are purchased. Important to focus on when making capital plan decisions is the guiding principle that one needs to take care of what they currently have before adding more.

The following sections will illustrate the main components of a best practice platform in a capital plan structure, how these components are structured and the uses of said plan to ensure a solid footing to what, where when and how much is critical to a capital improvement program.

Purpose and Intent

The physical assets of a park and recreation service delivery organization are a critical part of the operations whether they are land holdings, facilities, vehicles, amenities, or equipment. They provide unique and important recreational opportunities and also are directly supportive to host an array of year-round programming and events to the community.

The purpose of this section is to provide the Park District leadership with the realization of the importance of an effective and comprehensive capital plan and how such a plan will assist in the future visioning, implementation and evaluation in the development, expansion, and maintenance of the physical assets of the organization.

The intent of this section is to provide the leadership with the core factors involved with the development of a capital plan. In addition, to suggest the best practices necessary for the effective and proper administration in capital planning, along with key fiscal responsibility since items found in a plan are significant cost centers. The following sub-sections will cover and illustrate the best practices for capital planning:

- Definitions and Parameters
- Core Components
- Asset Inventory, Capitalization and Depreciation
- Structure and Organization
- Management and Prioritization
- Scheduling and Rolling Year Program
- Funding and Financial Projection Modeling
- Administration, Forms and Next Steps

Definitions

Capital Plan

A component to an overall vision through a comprehensive strategic master plan used to identify the existing and future fixed assets of an organization in order to effectively serve its constituents and develop a feasible forecast, schedule, and funding plan to implement the strategic plan effectively.

Fixed Assets

Procurement of items that includes land, buildings, vehicles, and equipment which are purchased for long-term use and are not likely to be converted quickly into cash. Fixed assets are critical to the physical plant of an organization to have the infrastructure necessary to effectively support the operations, services, programs, and events offered by the District.

Assets Inventory

This a full indexing of all capitalized assets of the organization. The inventory is typically maintained through a software platform and organized by the main types and classifications of assets.

Asset Classification

The core designations of fixed assets based on the type of tangible asset a capitalized item would be defined. Main classifications include land, buildings, vehicles and fleet and equipment. These classifications are typically organized within the organization's asset inventory database and are helpful in the structure, organization and reference for an effective capital plan forecast and schedule.

Useful Life

Every fixed asset has a useful life where over time the asset deteriorates, no longer can be maintained and evolves with age to contribute to supporting the operations and mission of the organization. This is also commonly referred to as the life cycle and is a determined number of years that an asset would be expected to be replaced. The determination of a useful life for an asset is influenced by several factors. These include how often the asset is used, ability to perform preventative maintenance, weather if outdoors and the quality of asset procured. Another significant contributing influence is the useful life asset determination, whether the available funding mechanisms and levels of funding an organization can commit to an asset replacement. The duration designated to each asset is critical to the proper and effective development of a repair and replacement program throughout the agency's physical plant.

Research of these factors to determine useful life of common classified assets have evolved over time. There is no single source nor industry standard for useful life asset determinations and each agency must take the contributing factors aforementioned to develop feasible determinations that fit the agency's resources so they can be committed to and funded appropriately. Included in [Exhibit A](#) is a guideline for some of the more typical assets within a park and recreation delivery system. In addition, the Illinois Department of Natural Resources (IDNR) have set forth a statewide guidance for asset useful life determinations and is also included in [Exhibit B](#).

Capitalization

Capital assets are an economic resource an organization relies on to operate and thrive for the long term. Long-term assets, also known as tangible or fixed resources, include land and equipment. The key attribute of an asset is that it will serve in a company's operating activities for a long time. Capitalization of assets mainly deals with accounting practices and a large influence on the related financial reporting and balance sheet of the organization. Capitalization entries are processed via accounting principles by debiting the asset account and crediting the expense account. Crediting an expense account lowers its value, so this entry effectively lowers overall corporate costs and increases net income. Debiting an asset account increases its worth, and therefore the capitalization entry strengthens the corporate balance sheet.

Depreciation

Is the systematic reduction of the recorded cost of a fixed asset? Mainly an accounting function in a capital plan, the net effect of depreciation is a gradual decline in the reported carrying amount of fixed assets on the balance sheet.

Capital Expenditures

The funds and related funding mechanisms used to acquire or upgrade a company's fixed assets, such as expenditures towards property, plant, or equipment (PP&E). By definition, these expenditures are not readily consumable and must have a useful life at least 3 years and meet the Generally Accepted Accounting Principles (GAAP) and the organization's capitalization policy, if applicable. Related costs to upgrade a company's capital assets through improvements (such as a new roof on an old building) are also considered a capital expenditure.

Capital Development

This is a core component of a Capital Plan. These include projects and related assets procured to acquire and develop new park property and facilities or redevelop existing park property, facilities, and park amenities.

Capital Improvement

This is a second core component to the structure of a Capital Plan. These include projects and related procurement of assets to add and enhance the user experience within current inventory of District property and facilities that would include equipment and park and facility amenities.

Repair and Replacement Program

This is a third core component of an effective Capital Plan. This program is the forecast and projected schedule using useful life designations of existing assets within parks and facilities and is part of a comprehensive capital improvement plan.

Surplus Property

Fixed assets of the organization that have exceeded the useful life or use for public enjoyment of the organization's value in service. Surplus property must be declared as no longer of use or value to the District since technically these assets were procured by tax supported funding for public use. The property must be declared surplus by passage of an ordinance by the governing body as required by state statute within the Illinois Park District Code.

Key Parameters

One key parameter within the capital plan structure and organization is the classification of assets. As previously illustrated within the definitions section, the classification of assets provides a differentiation in unique attributes and related value to the organization.

There are several asset classification designations, and eight examples are listed below:

Land: This accounts for the acquisition of land. Land is always a capital asset.

Land Improvements: Anything that improves the land. Examples of land improvements include draining and waterways, utilities and irrigation, fencing, asphalt repair, among others.

Building: This accounts for the acquisition of a building. As is the case with land, this does not happen too frequently. A new shelter would be an example of a building.

Building Improvements: Anything done to improve a building, either on the inside or the outside, can qualify as an improvement. Examples include repairing permanent items within the building such as skylights or roofs, repairs to underground pipes, or building a pool in a building owned by another entity. This last item will be discussed further in the next section.

Vehicles: This includes any motorized item that is eligible to be ridden on local streets and does not include such items as Golf Carts. Golf carts can still be capitalized but would be treated as equipment.

Furniture and Fixtures: This is for smaller items that enhance a facility but are on a smaller scale. Upgrades to furniture or the purchase of banquet chairs are examples of Furniture and Fixtures.

Equipment: Included in equipment would be things such as new playground equipment, fitness center equipment, and various items needed by the Parks and/or Facilities Departments to maintain the District's facilities and parks.

Construction in Progress: The District tracks Construction in Progress for those items started in the prior year but unfinished prior to the start of the current year.

A second parameter is the preparation or initial scope of work often required to see if such a project, development and/or improvement is feasible and create a slate of data points and information that can lead to defining the necessary scope and related estimated costs to complete a development or improvement. Likewise, costs are often incurred prior to the commencement of a capital project. These costs such as engineering, architectural fees, and other studies are costs that can be added to a project if the project materializes. These costs are certainly eligible to be incorporated into a capital plan forecast, however not required, and can be accounted for within the agency's annual operating budget as well.

Core Components

There are four (4) core components of an effective Capital Plan. The first three listed are further defined in the previous section. Each component in and of itself provides an organizational structure and are important to the overall direction set forth in a comprehensive and strategic master plan. It also lends itself to ensuring that the priorities of setting forth a balance between maintaining current assets and infrastructure and having a plan when strategies and opportunities present themselves for future and new development and delivery systems to its constituents.

The core components are as follows:

- Capital Development — new acquisition, enhancement, renovation
- Capital Improvement — new enhancement, park amenity, vehicles, fleet, and equipment
- Repair and Replacement — existing infrastructure and equipment with expiring useful life
- Financial Forecast and Funding Mechanisms — financial projection model and funding plan

Asset Inventory, Capitalization And Depreciation

Each and every plan involves and typically requires data points, information, supportive rationale, controls, and systems to develop and set forth strategies and opportunities that creates a direction and vision. Three of these important data and supportive factors are the asset inventory, capitalization policy and depreciation when it comes to fixed assets of the District.

These three items were defined in the previous section, however in this section each is illustrated on how it aligns and supports the development, management, and reporting of a capital plan.

Asset Inventory — The inventory is a key database for the capital plan especially when it comes to a repair and replacement program. This inventory is also typically required by the organization's underwriting with insurability parameters, as well as the annual audit report for accounting purposes. The inventory will also illustrate date of procurement, purchase price and depreciation values.

Capitalization — Capitalization also seeks the useful life designation and ties into how a particular asset is capitalized. This also requires a policy stating how and to what level a new asset procured is capitalized. Again, the development, revision or update to a capitalization policy is typically driven by the organization's insurability platform and/or the District's appointed auditors. The District should consult with both these vendors to gain a sense of how and at what level the assets are or should be capitalized. Last, this policy and the related designations also assist greatly in the preparation and ongoing fiscal management of the organization and is an essential element that helps department heads and leadership record and report accurate financial statements.

Depreciation — There are three factors to consider when you calculate depreciation, which are:

- *Useful life.* This is the time period over which the company expects that the asset will be productive. Past its useful life, it is no longer cost-effective to continue operating the asset, so it is expected that the company will dispose of it. Depreciation is recognized over the useful life of an asset.

- *Salvage value.* When a company eventually disposes of an asset, it may be able to sell it for some reduced amount, which is the salvage value. Depreciation is calculated based on the asset cost, less any estimated salvage value. If salvage value is expected to be quite small, then it is generally ignored for the purpose of calculating depreciation.
- *Depreciation method.* You can calculate depreciation expense using an accelerated depreciation method, or straight-line method spreading evenly over the useful life of the asset.

Again, the District should consult with auditors and be incorporated into the asset inventory and useful life factors accordingly when forecasting assets for repair, replacement, or procurement within the capital plan.

Structure And Organization

This section will address the modeling and best practices with regard to structuring and organizing a capital plan. This is an important factor to address with the development and preparation of capital improvement programs and the structure and organization of capital plan is essential to its success for any organization.

Efforts must be focused on the nature and approach and not be arbitrary to ensure the best value and largest benefit for every dollar spent on capital development and improvement. A guiding principle must include a philosophy of prioritization between needs and wants. However, it must also strike a balance between targeted and focused and innovative to ensure the structure and organization do not dominate and squelch visioning and creativity.

Best Practice — Tier Structure

Between an organization's current inventory of assets and the need to maintain and replace them, as well as new development and improvement assets that arise out of the strategies and opportunities in an agency-wide comprehensive strategic master plan, the list of projects and related improvements is extensive. Typically, the cost related to this exhaustive list is larger than the funding mechanisms and levels available to an organization especially a parks and facilities service delivery system such as Park Districts.

Therefore, it is imperative that assets within a plan are evaluated and prioritized in a manner that sets forth the unique factors each one brings to the table. In addition, many may be earmarked as required while others may be from a wish list. While both of these are important to have in a comprehensive plan, the structure can categorize them while still assisting in a rationale and a sound prioritization system.

One of the best practices within the structure of a capital plan is a tiered classification. The Tier System is suggested to assist the Park District in prioritizing each year's capital needs. In this modeling there are four tiers in the system with the philosophy being that items in the lower numbered tiers should be addressed prior to moving on to the next tier thus setting forth a preliminary prioritization.

The four tiers are listed and defined below:

Tier I — Tier I is for those items for which the District has a legal obligation. This can include items for which there is an intergovernmental agreement or previous contractual obligations. It could be relative to complying with laws or mandates such as the Americans with Disabilities Act (ADA) and other mandates whether anticipated or not. Last, it may involve committed matching funds to secure a grant.

Tier II — Tier II is for items that were not completed in the original year it was initiated. This may include projects tied to a grant application and cycle, or construction and weather-related delays. While it is not the preference for projects and related assets to carryover year to year, this tier accounts for delays and sets priority to complete an already established project before starting new ones. Projects that require pre-construction efforts and costs such as planning, engineering or other pre-project costs are not considered carryover eligible prioritization.

Tier III — Tier III is for those items that appear on the District's capital repair and replacement plan. This tier sets forth the guiding principle and prioritization to maintain current assets and related infrastructure before adding new ones. It also underlies the importance of keeping the plan updated as prices often can change substantially in a forecasted plan of at least five (5) years or more.

Tier IV — Tier IV is for new projects and capital ideas. The District continues to look to the future but must balance the needs of the future with the need to take care of existing infrastructure.

Each identified project and/or related asset to be incorporated into the capital plan must first be designated into its appropriate tier designation based on the definitions for eligibility thus providing the first filter of prioritization and what projects and items will be funded in front of others. An example of the tiered system is included for reference in [Exhibit C](#).

By Asset Classification

Further breakdown and organization of the capital plan can be accomplished by identifying the designated asset classification by either tier or by park site and facility.

Land and Land Improvements:

- Capitalized value to include the purchase price plus costs such as legal and filing fees.
- Improvements such as parking lots, fences, pedestrian bridges, landscaping.

Building and Building Improvements:

- Costs include purchase price plus costs such as legal and filing fees.
- Improvements include structures and all other property permanently attached to, or an integral part of the structure. These costs include re-roofing, electrical/plumbing, carpet replacement, and HVAC.

Vehicles:

- Costs include purchase price plus costs such as title and registration fees, accessory purchases such as lift gates, attached toolboxes or caps.

Machinery and Equipment/Furniture:

- Assets included in this category are heavy equipment, traffic equipment, generators, office equipment, phone system, and kitchen equipment.
- Costs include purchase price plus any costs such as title and registration fees, installation, initial inspection, and any permitting fees.

Infrastructure Assets:

- Are long-lived capital assets that are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets?

Useful Life Designations

These are key to the District's Tier III – Repair and Replacement Plan for capital planning. Again, the useful life designation is the number of years a newly procured and reported asset will last until it is determined to need to be replaced. Several models and national and state standards are available to determine the durations, but the organization must also recognize its available resources to fund repair and replacement assets as this will be a core component for how long an asset can be drawn out in use before becoming obsolete or not of value and use anymore.

The guiding principle for useful life designations is whether or not the agency wants to take the approach of repair and replacement as a proactive measure or as a reactive measure when an asset is no longer functional. The proactive approach is easier to forecast and plan and assets are always available and still have use and value but does require higher levels of funding. The reactive approach is difficult and maybe impossible to forecast, however stretching out the useful life requires fewer funding mechanisms. Many organizations that use a reactive approach find themselves relying on reappropriation requests or deferral of other items or projects when assets not scheduled for repair or replacement become unfunctional and require repair or total replacement sooner than the stretched out useful life designation.

When organizing the capital plan with useful life designations, it can be done one of two ways. First, the plan can have an additional column to list the useful life designation either by number of years or by the actual year the designation of the useful life would end. Second, the useful life year can be listed and then when the forecast schedule indicates the year it is to be replaced, the cost of the replacement asset can be placed in the corresponding year column of the forecasted plan.

List by Park Site/Facility

Another effective technique to organize a capital plan is to also list each park site and facility the District owns, operates, and maintains. This can be for all tier asset designations and provides a solid perspective on how much each site or facility is using in resources for capital needs. This too can be accomplished in a couple of organizational techniques. First, within the tier system structure and in a spreadsheet, a column can be added to indicate the park site or facility each asset within the plan is located. These can then be grouped together and create a subtotal in the cost column to illustrate the capital plan needs for each site/facility. Second, the agency could develop a separate spreadsheet via Excel where each park site or facility is listed separately and then a full summary can be formulated from each tab spreadsheet. Either way this is a great technique to aid in organizational structure of the plan, cost estimates per site/facility and also in prioritization efforts where it may indicate that resources should be shifted to other sites where one site may be dominating funding needs. In the end, there is always a direct correlation to the age of an existing asset and its amenities, and the level of resources needed to maintain the current infrastructure. A sample of this type of organization and structure is in [Exhibit D](#) for reference.

List of Amenities — Repair and Replacement Items

Supplementing the previous section another organizational technique for the capital planning platform is to also list the capitalized assets by site and facility under the park site and/or facility section or separate spreadsheet. This is also a great approach to inventory current assets by location and the useful life designations as well. These can further be listed as part of the park and facility profiles also illustrated in this strategic plan.

Playground Replacement Program

Neighborhood outreach through local parks and playgrounds is a critical component in the effective delivery of park and recreation services. A playground replacement plan and schedule should be incorporated into a capital plan through the Tier III – Repair and Replacement Plan and can also be a standalone schedule as well.

Typical useful life standards for playgrounds are 15 years; however, several factors can influence the duration designation of playground equipment. This is with the assumption that routine inspections and related maintenance and necessary repairs are part of the District's preventative maintenance efforts. First influencing factor is the quality of the playground equipment procured as well as proper installation. The second factor is the type of equipment selected with respect to moving parts and natural wear and tear play activities incorporated into the design of the playground equipment. Third, is the location of the playground area and equipment and if it is subjected or has experienced vandalism as well as the need for proper and effective drainage. The last factor and one of the more influential ones are the level of use the equipment receives from the general public. Playgrounds near picnic areas, ballfields and other heavy use parks and amenities will have a direct correlation to the amount of use it experiences.

Organizing a playground replacement schedule can be incorporated into the overall spreadsheet by any of the aforementioned organization approaches and should be placed into the forecasted schedule using the designated useful life determination.

The standalone plan should include the following information points to provide a comprehensive inventory and status of each site and the equipment involved:

- Park or Facility Name/Location
- Date Installed/Replaced
- Useful Life Designation
- Date to Replace Based on Useful Life Designation
- Cost to Purchase/Install

Other data points for the playground repair and replacement schedule can also include the following:

- Age of Appropriate Users
- Size of Playground Area
- ADA Compliant
- Ground Surface Type – engineered fiber, poured in place
- Complementary amenities adjacent – shade structures, shelter, seating, water fountain, etc.

Based on the current inventory and data points supplied by District staff, a proposed Playground Replacement Program and Prioritization Schedule is illustrated in [Exhibit E](#) for consideration and future capital planning.

The District should also consider a paying it forward opportunity by entering in a partnership with a non-for-profit organization named Kids Around the World <https://kidsaroundtheworld.com> as this organization will dismantle playgrounds that are being replaced, ship them to third world countries that have a need for disadvantaged areas and youth to have a playground. They then travel with key staff and a team of volunteers to take the playground and install it in the other country in need. A great way to pay it forward and also a feel good and image builder for the Park District.

Management and Prioritization

Capital planning requires a keen sense of management with respect to the tangible assets, infrastructure and spaces acquired, operated, and maintained by the District. These physical assets are in large part the support system for the District when it comes to developing and offering programs and services to its constituents. Forward and focused thinking and attention should be committed to in order to ensure that the needs, interests, and attitudes of its constituents are aligned with current and future planning for capital improvements thus allocating the appropriate resources in capital expenses to support the strategies and opportunities identified within the Comprehensive Strategic Master Plan.

Key Players

Any strategic planning requires visioning from management and board members, adoption and buy-in from elected officials and key leadership to manage an ongoing capital investment platform. Many key players are required to accomplish this task and commitment. First, is the Executive Director as the leader responsible to plan and implement the adopted plan and direct and allocate both human and fiscal resources effectively to facilitate all processes involved? Second, is a Parks Superintendent responsible for the asset inventory, repair and replacement schedules and project management if not contracted out? Next is a Facilities Superintendent responsible for the asset inventory within the facilities and repair and replacement schedules for equipment and infrastructure within each facility. A Superintendent of Finance is next as someone needs to set forth the financial reporting of all capital related requests, projected and forecasted estimated costs, and handling deferrals and re-appropriations. In addition, finance is also responsible for setting forth the tax levy, funding mechanisms and budget development impacts. Last, finance staff must create and maintain a financial projection model to gain insight into the balance of capital planning needs and related costs vs. available debt service and funding mechanisms.

Request Process

One other key area that must be developed and defined by management is how staff and/or elected officials submit a capital project/item for consideration into an upcoming year and related plan. This needs to be a formal and documented process to ensure that all funding allocated is focused and driven by the needs and vision of the District and not added arbitrarily or become “pet” projects by only certain individuals.

First, a focus on requests for each projected year should be considered with Items listed as priorities, strategies and opportunities identified within the master plan. Second, default items in the first three tiers need to be included which will then naturally provide perspective on how many items and costs can be considered each year for new developments and improvements.

The process begins with the development and distribution of a capital plan schedule with expected steps and deadlines for participants in the process to follow. One of the key first milestones in this schedule is the submission of capital items request forms. The Request Form elements are as follows:

- Project Name — reference number, origin of requestor and department
- Project Information — budget, tier designation, project needs and identifiers
- Project Description — scope, rationale/value benefit, quotes, other supportive documents
- Project Components — breakdown of items/phases and costs
- Project Review and Approvals
- Bidding Requirements and Information — contractual relationship, bid schedule

It is expected that, at the time of submission that the project manager notifies all individuals or department heads whose assistance, knowledge and/or cross-departmental cooperation of the project's existence will be critical to its success.

A template of a form is available for reference and potential use in [Exhibit F](#).

Plan Maintenance

One of the last items to consider and accomplish in the management of a Capital Plan is what and how the Plan is maintained once each fiscal year is developed and/or implemented. Over the course of a fiscal year or within the 3-5 year forecasted schedule, many changes, updates and shifts will likely occur with both internal and external influences and situations. Assets may be added or removed from inventory schedules under various circumstances. One main principle in the maintenance function of a capital plan is that the department that the asset is assigned to is responsible for updating their inventory schedule at the time of an asset addition or deletion and to notify the finance department of such an update.

Inventory updates should occur when assets:

- are acquired
- are donated to the Park District
- are transferred from the Park District to another party
- become obsolete
- are declared as surplus property (refer to Declaration of Surplus Property Ordinance)

Starting the project - Once the project has been accepted into the capital plan for the current year it is the responsibility of the Project Manager to obtain a project number from the Capital Plan Manager assigned to manage the Capital Plan. Once that number is assigned, it will stay with the project until its completion. (Note: There may be instances when projects are combined. In that case, the old projects will be closed out and replaced by one project.)

Upon receiving an assigned project number, the project data will be entered into the software platform or Excel spreadsheet used to track budget/financial performance and tracking for capital fund and related projects. All related costs will be posted accordingly to the District's general ledger system. As a result, while the general ledger is closed annually, those projects that are not fully completed or fully paid for will remain open in the module. This can be extremely helpful for projects related to grant reporting as well as understanding those projects that are incomplete at year's end. It should also be common practice to ensure timely distribution of the project and financial/budget performance to all capital project managers so they have key information regarding the status of each project and proportion to budget which may prompt

deferral and/or reappropriation needs and requests due to exceeding to budget costs or savings during the process of project management efforts and/or unforeseen situations.

Accounting for the Project Costs

Submitting payments — As part of the submission of a warrant request or when using the Park District Procurement Card, it is incumbent on the requestor to provide the project number provided at the beginning of the process along with the rest of the support normally required for an unpaid expenditure or warrant request.

Many capital projects involve costs above the current legal threshold of \$25,000, which triggers the required sealed bid process as a public works improvement. In these cases, the Project Manager(s) as a best practice should complete a Project Accounting and Bid Form to acquire a project number and obtain placement on the District's project calendar. An assigned manager of the Capital Plan and related projects should be assigned and work with project managers to ensure budgeted projects are appropriately bid and all required documentation is completed.

The assigned Capital Plan Manager should also be responsible for assigning numbers to all projects that utilize capital dollars. These include capital projects that require public bidding, vehicle and equipment purchases, consulting and professional services, and other purchases that reach a monetary threshold as determined by the District's purchasing policies. Project numbers should be organized and assigned based on the fiscal year, the nature of the project, and its monetary value. Staff would then be required to include the project number on all invoices and other documentation submitted to the Finance Department for processing. The next section will address the best practices, structure and processes involved with a sound and effective prioritization focus to each capital plan cycle.

Prioritization Process

Prioritization is a key and critical factor when it comes to the development and ongoing forecasting with a capital plan. While the guiding principle of taking care of current assets and infrastructure before new items, as well as the structure of the tiered system provide default filters to setting forth priorities amongst capital items, the organization must still prioritize each project/item even within each tier, especially Tier IV.

Each agency is different and unique and there is no clear-cut template to use when it comes to setting forth protocol and criteria to use when defining prioritization. However, a best practice and suggested protocol is to use the culture that is instilled into the organization when it comes to discussion and related decision-making processes. For example, if the culture used is an inclusive one, then prioritization of capital plan initiatives should be inclusive as well.

In this case, each department should be allotted one vote per ranking priority amongst all listed assets and projects. This also includes administration or Director's office. The rankings per department can then be averaged to make the inclusive protocol even more equitable. In situations where the average between two or more projects/items is identical, the breaking tie factor can be the higher ranking by the Director/CEO.

If the organizational culture is truly inclusive and respectful, then each vote must be taken with the spirit and intent of what is best for the overall organization rather than specific and biased to each department. This inclusive approach can be very effective and create support and buy-in by all levels of staff. Consideration can also be given to provide the elected officials with a

vote; however, many times the elected officials do not have the full insight and details of each proposed project. If this approach is favorable to consider, then extra effort and focus must be made to ensure the officials are fully informed of each proposed project including a detailed description and especially the rationale on how it will benefit and impact the District.

In the end, all those with a vote must think globally and the facilitator of the capital plan must emphasize and reiterate the importance of not being biased to the respective individual and/or department priorities submitted for the capital plan. A simple Excel sheet can facilitate a ranking approach and calculate averaging and prioritization thereof.

Tiers 1-3 become the higher priorities before new requests in Tier 4 can be considered. The amounts in the first three tiers will dictate what level of funding is left for other project considerations based on the fiscal budget for each year within the 3-5 year forecasted schedule. It will also provide valuable insight for the leadership to gain insight into the level and timing of borrowing mechanisms and future debt service necessary to properly allocate the resources needed to fully implement the Capital Plan.

Scheduling and Rolling Year Program

Timing and Budget Correlations

The development of each capital year plan shall coincide with annual operating budget document schedule. A master budget schedule should be developed and distributed by the finance staff and include milestone goals and timing considerations when it comes to the capital plan. Whether or not the actual capital plan is incorporated into the actual annual budget document or if it is a standalone strategic plan, it must include and directly correlate to the budget from a funding standpoint.

Capital planning is recommended to be one of the first tasks in budget development schedule due to lead times for request forms, cost estimations, quotes, etc. The request forms, other required information, and backup paperwork to properly submit a capital item for consideration takes time to complete properly. In addition, the various organizational designations, useful life determinations and forecasting also take significant time to accomplish.

Budget Planning

Anticipating the needs of the District as it pertains to capital is an ongoing and fluid process. Besides the development each year, staff must initiate new projects, monitor costs, adapt to unforeseen costs, and schedule changes and deal with potential reallocation needs. However, it is also imperative that there be considerable planning to ensure that adequate resources exist. The official process for the succeeding year's capital plan should be considered to commence during the middle of the fiscal year where all proposed capital items are presented. What ultimately gets selected correlates to the available funding mechanisms and related levels and is dependent on several factors:

- The current year's financial operations and performance of the operating budget. One of the potential funding mechanisms can be surplus and savings experienced by the fiscal responsible efforts made to the prior year's annual operating budget.
- Level and related costs incurred with Tier II carryover from the previous year.
- Level and related estimated costs for Tier III and the District's repair and replacement plan forecasted for the upcoming year.
- Level and costs or savings from project management and/or need for reallocation efforts.
- Presence and need for unforeseen and/or emergency repair, replacement, or safety issues.

One other important factor and consideration as it relates to the level of projects being considered for the upcoming plan is being reasonable about the staff time it will take to properly project manage or procure the capital items proposed in a plan. Many organizations purely focus on funding levels as the core to what can be proposed and accomplished within a defined capital plan year and underestimate or do not consider the human resource necessary to meet all capital items within the plan.

3-5 Year Forecast

It is important to plan and seek information on a longer-term basis to make sure proper plans and the expected lead times to prepare the plan and the necessary funding is significant. Thus, a forecast of a 3-5 year duration is suggested in order for planning lead times to be incorporated into the approaches and decisions well ahead of the time of actually implementing the items and projects in the plan. The duration should not extend too far in advance as factors and influences can occur in more long-term durations.

The forecast duration is also contingent on the type, level and nature of designated funding mechanisms and options. If approaches are more geared towards short-term borrowing, then the forecast duration should align and be shorter in duration and vice versa for more long-term borrowing options. Organization should consult with financial advisor or broker with regard to options and appropriate aligned levels and durations in borrowing. The organization's fund balance policies and best practices, if applicable, will be a significant factor in this approach and decision as well.

Best practice for capital planning, with exception of repair and replacement programs due to useful life designations typically outpacing in duration for capital forecasting, should remain within the 3–5-year time period for several reasons.

- Internal influences and factors that occur within a planning year including unforeseen repairs, emergency and contingency planning and staff changes.
- External influences within community or purchasing world including new providers and competition, supply and demand shifts with market pricing, competitive bidding environment.
- Beyond 3-5 years, the price quotes, submittals and estimated costs can become obsolete or outdated that would significantly affect and influence prioritization already completed, or level of deferrals or reappropriations required to fully implement or tweak the original forecast.
- A manageable size of project and cost considerations for both funding allocations as well as staffing resources to administer and manage the capital list items and projects.

Complete a Year, Build a Year — Rolling Program

A best practice in forecasting and developing a capital plan is to have a 3-5 year rolling year platform. Thus, as a fiscal year of a current planning cycle is completed, the team develops the next year within the rolling year plan, so that at any point the organization has a forecast of the next 3-5 years. It is in the District's best interest to understand not only its current needs but future needs as well. This is important from an operation, debt management and a capital needs standpoint.

The rolling year planning approach is beneficial for several reasons, but most importantly it provides the opportunity for the District to assess the past year and what priorities were fully observed, what was deferred or re-appropriated and how that will trickle down into the next 2-3 years depending on the forecast duration selected for the capital plan. It also provides real time and audited financials on how the capital plan performed to budget and available funding so changes to the next year and beyond can be made with solid, sound and trending data.

Funding and Financial Projection Modeling

The District can invest in all of the greatest ideas and plans to better serve its constituents and provide an ongoing park, amenity, and facility portfolio of opportunities through a well thought out capital plan, but in the end the plan is only as large and effective as the available funding to support it.

Park Districts in Illinois have an array of borrowing options through debt service obligations it can adopt in the municipal bond market. Levels of debt service are capped and legislated through the Illinois Park District Code and the related state statutes within the Illinois legislation in Springfield.

The available short- and long term borrowing mechanisms available to the Park District are as follows:

Types of General Obligation Bonds

Types	Security	Referendum Required	Max. Term	Subject to Debt Limit	Notes
Unlimited Tax General Obligation (“UTGO”) Bonds	Ad valorem property tax unlimited as to rate or amount	Yes	20 Years	Yes	Strongest security and lowest cost option.
Limited Tax General Obligation Bonds (“LTGO”)	Debt service extension base (“DSEB”). Ad valorem property tax unlimited as to rate, but limited as to amount	No	20 Years or limited to DSEB	Yes, Non-referendum debt limit referendum debt limit	Similar cost as UTGO bonds. • DSEB grows at lesser of change in CPI or 5%
General Obligation Alternate Revenue Bonds	Dedicated revenue stream that will generate a minimum of 1.25x debt service coverage	No, but subject to 30-day backdoor referendum period	40 Years or 125% of avg. annual life of project	No, unless property tax levy is not abated.	Similar cost as UTGO bonds. • Most common revenue sources pledged: • Water, sewer or electric utility revenues • Sales or income taxes • Annual issuance of LTGO's - DSEB • Tax increment revenues • Levy is abated each year provided the pledged revenue is sufficient
Installment Contracts/ Debt Certificates	Payable from any legally available revenue source. No dedicated property tax levy.	No	20 Years	Yes	Weaker than GO bonds due to lack of property tax pledge, therefore higher borrowing cost. • First budget obligation with a pledge of the Issuer's general obligation. • Payable from general operating funds. • Generally rated the same as GO bonds.

Revenue Bonds	Payable solely from the revenues pledged. May pledge one or a number of revenue sources.	No	Limited to average life of the project being financed	No	<p>Could be weaker security due to lack of property tax and general obligation pledge.</p> <ul style="list-style-type: none"> • Investors like to see robust debt service coverage (e.g., 2x). • Typically requires a reserve fund to provide additional security to bondholders and receive a solid rating. • Rating outcome driven by revenue source, rated lower as GO Bonds.
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Funding Thresholds

By law and governed through the statutes within the State of Illinois and the Illinois Park District Code, Park Districts have their own authority through their respective tax levy system and process to sell municipal bonds and related debt service to borrow funding. This borrowing is secured by the collection of future property tax receipts to purchase capital development and improvement items that help support the mission and delivery of park and recreation services to its tax paying public.

The following thresholds are mandated by the state for Park District borrowing levels:

Debt Service Unit of Gov't	Non-Home Rule Municipality	Park District
Overall Debt Limit	8.625% of EAV	2.875% of EAV
Non-Referendum Debt Limit	0.500% of EAV	0.575% of EAV

Cost Estimates with Inflation Factor -

No matter what the duration of the capital plan is chosen, it will become apparent and necessary for the District to determine a cost escalation factor for items forecasted and projected to be implemented in the later years of the plan and replacement cost. Once quotes and cost estimations are determined from the due diligence covered by the proposed project manager and the request form information required to be considered in the plan, these prices over time will become obsolete or outdated from the time the original quotes were secured. Many factors can influence this cost escalation which include but are not limited to the following:

- Supply and demand
- Current economic and market driven influencers
- Inflation and cost of living index
- Consumer Price Index indicators
- Bidding competition and current market conditions

No matter which of these applies the organization must determine an acceptable and consistent cost escalation level that will be added to the original quote for each year after the quote was secured and is forecasted to be implemented in the capital plan. For example, if the District determines a 2% escalator factor and an item is expected/scheduled to occur in the third year of the capital plan, a 6% cost escalation would be equated and used to set forth an expected budget cost in year 3 of the plan.

There are several ways and best practices to make the level of a cost escalation factor which are as follows:

- A three-to-five year averaging and trend of the local consumer price index (CPI) indicators. This is a valid approach of using actual local data on what increases within the region that consumers are paying more for main expense categories. This can be recalculated and averaged after each year of the rolling year development of the plan is established.
- A flat percentage determination that the District may use as a budget principle for all costs related to the budget development document and levels used for operating expenses.
- Place original cost estimates into the plan year and adjust with the complete a year build a year format and add cost escalation for upcoming year based on previous year actuals in inflation or consumer price index factors.

Unbudgeted Capital

On rare occasions opportunities and/or unforeseen situations may arise that were not a part of the original planning. While the District has focused on insuring that adequate resources exist for the District to be nimble and address such opportunities, not all plans will go smoothly and may incur items that were not in the allocated resources and budget levels. Additionally, something unanticipated may arise that impacts safety and causes the Park District to expend unbudgeted resources. In situations such as this, it may be necessary for a deferral to be incorporated or if applicable and available reserve funds. In either case, it is imperative that the Executive Director, with the approval of the Board of Commissioners approve this type of expenditure and disclose the reappropriated item and amount for transparency. Once approved, it will then be required and prepared by the finance department head to have this be included on the District's Supplemental Budget and Appropriations Ordinance.

Cost Overruns

In general, due to the necessary lead time, the budget is prepared well in advance of commencing a project or purchase. For this reason, it is not common for a project's cost to exactly equal its budget and many times may be over or under its budget. When a project exceeds its budget the project manager has several options in acquiring the necessary funding:

- Determine if funds are available from another project that was completed under budget.
- Defer another project scheduled for later that year.
- Fund the project from existing reserves.
- Not initiate the original project due to lack of funding available.
- Combination of the first three listed above.

Best practice to follow when it is necessary to acquire any additional funding, the project manager must fill out a Capital Reallocation Request Form. The Finance Department also needs to keep the Leadership Team apprised of the Capital Plan's progress at specified times to provide insight to its financial progress, level of project completion and changes throughout the year.

Reallocation Process

Despite all great planning, due diligence, and best intentions the costs will from time to time have variances from the original plan. This may be due to unforeseen conditions and change orders, emergency needs, cost overruns or even savings experienced through project management efforts or reduction and change in required scope of a project.

In these cases, it is imperative that the District develop and implement a reallocation/reappropriation protocol to address when estimated costs, either above or below projection, are dealt with in a consistent and controlled basis.

- When a cost overrun is experienced and funding available is not sufficient to cover the overrun the following protocol should be implemented:
 - Project Manager informs capital plan assigned manager of the increase in cost and the reasons why.
 - Project Manager completed a reallocation/reappropriation form with required information. A template is included for reference in [Exhibit G](#).
 - Two Options — First, overrun may be covered by allocating available surplus in capital plan due to savings from previous projects OR second, defer a future capital item and project and use all or portion of the funding from the deferred project.
 - The Project Manager in either case must provide the amount and what project accounts will be used to fund the cost overrun and submit to the Finance Department head for review and tracking as well as the Executive Director for checks and balances, internal control measures and final approval.
 - Finance Department head must report and track all reallocation and reappropriation forms to ensure that no double dipping into already reallocated projects and related accounts occur.
- When a savings is experienced
 - In the likelihood a favorable performance to a capital item or project falls under the projected cost estimate and/or escalated forecast these funds can be made available for other projects including ones that are experiencing cost overruns, was deferred or can expand or improve on an existing capital item.
 - It is not necessary to automatically reallocate savings as it is good practice not to use savings until the majority of the capital plan year is completed. If savings are incurred by the end of the year and not reappropriated, the balance can assist in increasing the funding and possibly the project priorities for the subsequent year. It can also be placed in a capital reserves fund for future consideration.
 - In either case with savings the same protocol as it relates to cost overrun options applies to savings as well. The options still remain to use savings for other projects or place in reserves. The Project Manager needs to still communicate with the capital plan manager and finance staff to report and track any savings so it can be identified for future reallocation or reappropriation needs. This too will also ensure that savings are not used twice, and all leaders have the accurate and timely information of what funding in savings may be available as additional capital items and related projects commence.

Financial Monitoring and Reporting

Since capital plan implementation involves most departments, divisions, and various staff as project managers, it is absolutely imperative that all involved have timely and accurate information and data regarding the capital plan performance as compared to the budget. It is best practice to provide a financial report with current capital plan performance to all project managers and leadership. Progress financial monitoring and related reporting is best suited to be completed and distributed at the same time period and duration as the District does for the overall financial reports provided to the elected officials. For example, if the finance staff typically provides a financial statement/report each month, then a capital plan financial report on the same cycle is best.

Once a capital project has been approved and is ready to commence, the District must continue to monitor activities. As part of monitoring, staff will incorporate legal and fiduciary requirements such as compliance with Generally Accepted Accounting Principles and grant requirements. If the project is related to a debt issuance, the District must observe arbitrage regulations, bond covenants and other related matters. Finance staff should meet directly with project managers to better understand the scope, timing, and cost activity and, if necessary, help design reporting mechanisms to assist the project manager.

A project accounting software module, if available, is the best approach to take when developing capital plan financial progress and performance to budget. If not available in the information technology resources to the District, a simple formatted Excel spreadsheet can work just fine. Excel just involves more manual data entry and work than what a typical software platform in this context is capable of producing.

Forecasting and Financial Projection Modeling

The last main component within capital plan financial and funding context is setting forth a forecast typically in the 3–5-year timeframe with regard to future capital items, projects, and plans. Many of these items are already known each year via the first three tiers with the structure of the plan.

Developing a forecast with a financial projection model is both smart and provides several benefits to the District with regard to funding. These include but are not limited to the following:

- Each upcoming year will provide a summation to the total cost of the accepted and prioritized capital needs. This is especially important in the annual budget development process.
- It provides valuable information and data points of what level the current infrastructure is costing the District to maintain, repair and replace.
- It provides additional insight into the trends of the operating budget, needs and size of a related capital budget and greatly assists in visioning and critical decision-making that if made effectively now by staff and elected officials, will place the District in a more favorable position later in years within the designated plan and funding levels.
- It provides an analysis and identifies the timing for consideration towards when the need for additional funding and municipal borrowing mechanisms will be needed to meet the prioritized capital needs of the District.
- Knowing this timing issuance information can provide the District in collaboration with their respective financial advisor/broker to forecast issuance of borrowing and take advantage of favorable bond market conditions to reduce the interest rates to borrow ahead of the need.

One of the best tools to use to accomplish a forecast in capital planning is a Financial Projection Model. This model provides an array of data points, trends, and future financial positioning when it comes to sizing a funding level for capital development and improvement needs. The duration can be anywhere from 5-10 years and while it is not exact scientifically, it does provide ample forecasts to make better decisions as to the priority, timing, and level of funding along with navigating the path of capital expenditures and needs.

The modeling combines assumptions and trends of the organization's operating budget, debt service obligations and related amortization schedules, repair and replacement costs and filling the gap of capital available funding with potential funding levels. The core components within an effective financial projection model are as follows:

- Annual Operating Revenue Streams – taxes, fees, and charges, etc., are covered here and are broken out into main categories. The complete a year build a year principle mentioned previously is a solid best practice. Use previous actual amounts to project out a growth trend for the remaining years in the duration of the projection model chosen. For example, if the agency experienced a 2% average of revenue growth over the past 3-5 years, then revenue columns in model would be increased by 2% for every subsequent year within the modeling.
- Annual Operating Expenditures – wages, supplies, equipment, utilities, contractual, etc., are covered here and broken out into main categories typically same as they are broken out in the operating budget summary. Again, an averaging of the growth experienced in past 3-5 years is used to project out in the model the growth of expenditures.
- Operating net budget projection position is next. This is simply a calculation of operating revenue minus operating expenses.
- Annual Debt Service — this is listed and projected out of current bond proceeds or obligations currently on the books for the District as well as the net position of proceeds minus obligations.
- Capital Expenditures — this is the summary in costs for the capital planning. While new projects may not be projected out as far as the modeling does, the repair and replacement as well as tier 1 obligations if amortized over time can be entered into the year it is planned or obligated.
- Reserves — the next section illustrates, if applicable, the District's reserve funds with beginning balances, levels needed to meet capital plan needs and an ending balance after such use of reserves. In addition, it can also illustrate the variance of the reserve ending balance as it is compared to a reserve fund threshold or goal to maintain per policy of the District.
- The financial projection model can be used to forecast the operating budget, capital budget and borrowing levels, timing and need for future consideration in borrowing. Along with a cash flow analysis model and other strategic planning efforts the District takes on, this can be an invaluable tool in a variety of ways and yield an array of related benefits. An example of a 10 Year Financial Projection Model is illustrated in [Exhibit H](#) for future reference and consideration.

Administration, Forms and Next Steps

This concludes the best practices, how to and recommendations as it relates to developing, funding, implementing, and forecasting an effective and focused capital plan to ensure the best quality of park and recreation service delivery to the community.

The plan takes strong leadership and a team approach to be effective and the administration of the District must be smart, focused and committed to the vision of the plan and be able to communicate to the staff and board regarding the ability to pivot, adapt and accept change when the plan does not perform as expected.

The exhibits following this section provide a variety of forms and standards as reference to assist in the development, implementation, and funding of the capital plan. The consultant is also available to the leadership to provide a workshop training up to a half day in duration to assist in getting started.

The next steps are to get all key staff and elected officials orientated on capital planning, make the necessary designations and decisions suggested for developing a capital plan and consult with the District's auditors and financial advisor accordingly.

In the end, it is a large undertaking and will require focus, commitment, patience, and teamwork to accomplish. However, the long-term value and benefits far outweigh the effort and related costs. It also illustrates to your tax supporting residents that you are committed to excellence when planning and delivering safe and quality park, facility and recreation services to them and their families and that effective planning measures are in place to ensure that every tax dollar provided to the District is providing the best value and is aligned with the community's identified interests and needs.

Capital and Infrastructure Assessment Recommendations

The following operational and strategic priorities based on the park and facility tours, staff insight and visioning as well as industry and recreation expert consultant assessments, the following recommendations should be considered over the next five years with regard to maintaining current infrastructure and related operations.

Partnerships — Any sustainable and strategic initiatives must include the perspective of partnerships as an agency attempting to truly meet community needs and interests cannot accomplish it on their own. Thus, the following potential partnerships for suggested strategic opportunities and goals should be pursued by staff and elected officials alike.

- Expansion and promotion of a Walk and Bike Lindenhurst Campaign – Back in 2008 a Lindenhurst Community Pedestrian and Bicycle Comprehensive Plan was completed to identify potential improvements, expansion opportunities and linkage. It is suggested that this plan be re-visited amongst the village, forest preserve, Park District and schools to set forth plans for potential linkage, defined routes, underpass/bridge, and expansion again and develop a master mapping document to promote to the community all the path system opportunities within the community and links to other area and regional trails.
- Dedicated parks maintenance storage and space – It has been identified that there is a lack of space for staffing and equipment to properly maintain park property. It is recommended that the Park District consider a partnership with the Village with public works garage to expand the current garage/facility to the north with a bay or two of Park District space with access off of dead-end drive within Engle Memorial Park.
- Intergovernmental Cooperation with School District Use – The District is limited by its indoor programming space and schools can play a large role in additional space for programming. While the relationship with the schools is good a more formalized intergovernmental agreement with the entire school system is recommended and find value of what the Park District can provide to gain a win-win arrangement. One particular issue at the middle school site is a summer camp being hosted in the school site by teachers that competes directly with the District offered summer day camps where maybe the teachers can become District staff and operate all through the Park District.
- Use of the Kids Around the World non-for-profit Organization – with a large inventory of playgrounds the District will need to embark on an effective playground replacement program as part of the future capital plan. While the partnership will not yield a financial gain or opportunity for the District, it will provide goodwill and positive image branding for the District which may assist in the long run when residents are asked to add to the tax base to maintain current infrastructure needs.
- Develop and initiate an intergovernmental agreement with local police department with a formal Parks Watch Program. The Lindenhurst Police Department is responsible for enforcing the park ordinances and rules and regulations regarding the use and conduct of park visitors. Noted graffiti and negative behavior has been observed and managed by staff in the parks and a formal agreement with expectations with the police can assist in deterring these behaviors and also provide adjacent homeowners and park users an opportunity to report negative activity they observe even if anonymously.
- Develop and initiate an Affiliate, Parent and Special Interest Group platform with groups and organizations that use Park District properties, fields, and gymnasiums. These groups can provide fundraising opportunities and potential revenue sharing with the District which can then translate to capital funding to improve and enhance the properties and amenities they use to support their respective programs and related activities.
- Many park sites are adjacent or intertwined with residential subdivisions. It is recommended at selected sites where either expansion of an existing park site is a beneficial future development opportunity or easements where connectivity to other trails, paths and/or park sites is feasible that property partnerships with homeowner's associations and/or private landowners should be explored.
- The special recreation fund of the District's tax levy is underutilized at this time to assist in capital funding needs of projects that in part or in entirety have eligible components of American with Disabilities Act (ADA) improvements. This partnership and related fund is outside of the tax cap legislation and can be used for funding as long as the District is a member of a special recreation association which it is a member in good standing with the Special Recreation Services of Northern Lake County (SRSNLC) and that the improvement serves individuals with disabilities or access to participants of the SRSNLC.

Community Input Platform – Image building and branding the Park District is an important factor to consider when the opportunity for a long-term success of a strategic plan as residents and active users have confidence that the agency is committed to making their experiences positive and that they have a voice in the future direction. It is also critical for the grassroots baseline of support when the District needs to ask for additional funding and resources for that future direction via a bond issue, tax rate increase and/or referendum campaign. There are several strategies for future consideration and implementation to a comprehensive and focused effort towards an effective community input platform.

- The District has a significant inventory of playgrounds at all types and sizes of park sites, and many are adjacent or intertwined with residential neighborhoods. The District shall consider a Playground and Park Focus Group campaign when playground equipment is being replaced or a park site being redeveloped. This can be as simple as public invite and open house to show residents and interested users the plans for the park and/or a design contest with playground manufacturers where residents get to view and vote on elements identified within the park/playground design and budget to provide them with a sense of pride and ownership with their respective park. This can also result in value if and when the District forms and launches a Park Watch Program.
- The organization shall also consider a formation and engagement with a local grassroots outlet with a Friends of the Parks group. This type of opportunity can provide a platform of transparency, goodwill, and feedback especially when the District is planning for the future with the potential of long-term impactful decisions and resource development and securement. This group can be advisory in nature and also strong advocates for the Park District when support is needed by the community.
- A Friends of the Parks suggestion can also eventually lead to the formation and launch of a local Park Foundation. This would be a separate organization typically formed as a 501C3 not-for-profit organization with its own governing board that can provide the Park District with an advocate and fundraising arm that can assist in helping secure funds towards capital improvement projects that the Park District alone cannot fund within the internal budget and tax levy levels. A park foundation can also legally secure estate and large donations with tax benefits and can lead to the potential attraction of large donors to give back to their respective community. The National Association of Park Foundations (NAPF) headquartered in Addison, IL would be a great resource to get this opportunity started, formed, and launched.

Financial Platform and Short-Term Borrowing — The District has limited authority and structure in debt service both due to tax cap legislation and past borrowing practices. In 2017, current administration secured a restructuring of the District's debt service with bond counsel and was able to despite non-favorable bond ratings, however, such restructuring was completed with the advice that additional long-term bond debt service is not recommended for an additional 8-10 years. Thus, the earliest recommended longer-term bond issuance and borrowing is 2025. While this window of opportunity is within this strategic plan timeline, the first three years is flat funding levels at best. Therefore, the District shall concentrate the first three years (minimum) within the scope and intent of this plan with rollover and short-term borrowing bond issuance opportunities. The District should consult with its financial advisor and broker and bond counsel with what options are possible and feasible so funding beyond budget surplus can be considered and used.

Top Ten Priority Capital Spending Projects — The level and gap existing with the need to repair and replace existing assets and infrastructure is significant and can range in the millions of dollars. The aforementioned financial platform and current challenges for funding these needs creates a crossroads and need for prioritization and a suggested approach of a top ten infrastructure capital plan where the District can address key capital improvement needs now and wait until longer and larger term borrowing become readily available to consider. The Top 10 short-term listing of capital projects organized in coordination with District administration and staff is illustrated in [Exhibit I](#) of this section.

Playground Replacement Program — The District has an inventory of 15 playgrounds within its system. The useful life industry standard for playground equipment is 15 years which makes it a simple approach and goal of replacing one site per year. Due to the current financial platform this standard can be extended beyond the 15 years without any significant impacts as well as certain sites deferred that have little wear and tear impacts or is not a heavily used site. A suggested replacement program is illustrated in [Exhibit E](#) of this section and has started as a one playground per year goal. The issue at hand though is to be proactive in replacement before hazards or major repair work are present.

Referendum Climate and Consideration in Next Plan — Despite the Park District currently not having the opportunity for debt service issuance on a larger scale for most of the duration of this strategic plan window, the support and positioning of the Park District to consider a large bond issue or rate increase may come down to support of the community via a referendum question. This is a viable option to secure long-term funding for a comprehensive capital plan and the District will need to position itself favorably and also illustrate its diligence in assessing the assets, listening to the community and active users, and also performing well the strategies and opportunities within this master plan. It is never too early to begin the discussions and potential image and branding of the Park District if even just for the potential of a future referendum attempt and campaign. This is also where aforementioned partnerships can provide valuable supportive voting blocks, as well as advocate groups such as the Friends of the Parks or park foundation recommendations.

Exhibits

Much of the content within this plan and final report are supported by various data points, observations, feedback, and recommendations. Various resources were used during this process to ensure that best practices are used, followed, and committed while moving the master strategic plan in motion.

This Exhibits section will provide the details, data and best practices that assisted in the formulation of the report and related findings and recommendations. The following exhibits are included and illustrated as reference points as the strategic plan is implemented.

- A** Asset Useful Life Standard Designations
- B** IDNR State of Illinois Useful Life Asset Standards
- C** Example of Tiered Capital Plan Structure and Organization
- D** Example of Capital Plan Structure — Capital Assets by Site Worksheet
- E** Proposed Playground Replacement Program and Schedule
- F** Sample Template — Capital Project Request Form and Documentation
- G** Sample Template — Capital Project Re-Appropriation Form and Documentation
- H** Sample Template — Ten Year Financial Projection Model
- I** Short-Term Top 10 Park Equity Capital Project Listing
- J** Community-Wide Needs Assessment Compilation of Survey Results

Exhibit A — Asset Useful Life Standard Designations

Useful Life Schedule

Ground Amenities

- Playgrounds 15- 20 years depending on use and environment.
- Shelters 30 years depending on use and environment.
- Asphalt 15 to 20 years
- Drinking Fountains 20 years
- Fencing 25 years
- Park Signs 20 years
- Lighting poles & fixtures 20 years
- Pedestrian bridges 30 years
- Picnic tables as needed
- Benches/player benches as needed

Facilities

- HVAC 12 to 15 years
- Water heaters 15 years
- Roof's asphalt 15 to 20 years
- Roof's membrane 25 to 30 years

Aquatic Facilities

- At the 20 to 25 year mark a swimming pool should be evaluated as to its condition and need of replacement/renovation including buildings and need to change design of facility
- Pool Pumps 15 to 20 years or as needed
- Pool Heaters 10 years
- Swimming pool sand filters should have sand replaced 15 to 20 years
- Pool play features renovated every 6 to 8 years.
- Swimming pool slides replace or renovate on an 18 to 20 year cycle
- Shingle roofs 20 years including gutters soffit and fascia
- Chlorination equipment/Controllers 15 years
- Pool painting every fourth year with sandblasting every 15 years

Fleet Equipment

- Light duty trucks 8 to 12 years
- Heavy duty truck 15 to 20 years
- Front end loader/backhoe 15 to 20 years
- Utility tractors 15 years
- Large area mowers 10 years
- Zero-turn mowers 3 to 6 years
- Walk behind mowers 3 to 6 years
- String trimmers 2 to 5 years
- Leaf Blowers 2 to 5 years
- Ball field groomers 7 to 10 years
- Line painting machines 10 to 15 years
- Large equipment trailers 10 to 15 years, small equipment trailers 10 to 15 years

Exhibit B — IDNR State of Illinois Useful Life Standards

Useful Life Criteria

IDNR Grant Administration Division Per IPRA-Park & Natural Resource Management Section's Recommendations

Facility Type	Expected Useful Life	Evaluation Criteria - Factor
Baseball/Softball Fields	8-10 years	<ul style="list-style-type: none"> # Games/week, # Practices/week Grass infields? Maintenance Procedure/Standards Is site used for multiple uses, soccer, and football? Is space used for organized or programmed events? Spectator considerations — bleachers Concession stands
Baseball/Softball Field Lighting	20 years	<ul style="list-style-type: none"> Pole Type (wood, steel, concrete) Wiring type (aluminum, copper) HID or incandescent fixtures Existing FC vs. new standards Accepted grounding systems? Panel Capabilities/Technology Electrical Code compliance
Basketball Courts	12-15 years	Same as tennis courts
Resurface Total Renovation	20-25 years	
Bike Paths	Same as Parking lots	Same as Parking lots
Boathouse	10-15 years	<ul style="list-style-type: none"> Attached to Community Center Y/N Mechanical room connected? ADA compliance Y/N Local Code compliance? Preventive Maintenance record Location i.e., Lake Michigan
Boat Launch Ramps	15-20 years	<ul style="list-style-type: none"> Construction materials, gravel, concrete Location i.e., Lake Michigan Annual Usage Is facility fee generating? Region
Fishing Piers & Docks	15-20 years	<ul style="list-style-type: none"> Original construction materials plastic, wood, aluminum Location i.e., Lake Michigan Annual volume/usage Winter removal and storage? Preventive maintenance record
Interpretive Center	Same as Bathhouse	Same as Bathhouse
Irrigation System	20 years	<ul style="list-style-type: none"> Irrigated Y/N Usage # games per week Drainage considerations Maintenance standards/levels Is site used for organized or programmed events? To what extent? Is site used for multiple uses? Softball, baseball or football

Exhibit C — Example of Tier Capital Plan Structure for Organization/Prioritization

TEIR 1

Location	Description	Category	Tier	Cost
Birchwood Pool	Replace 10 wall drains (VGB Act)	Equipment	1	\$14,000
Community Center	Reconstruction Costs (VOP-IGA)	Building Improvements	1	\$133,358
Community Center	Facility/MPR office space payments (VOP - IGA)	Building Improvements	1	\$50,000
CSF/VOP	Preliminary Facility Design/study — ADA	Building Improvements	1	\$50,000
CSF/VOP	Purchase VOP Lift Truck Payment (VOP IGA)	Vehicles	1	\$10,000
District	District wide — asset evaluation (Audit Compliance)	Equipment	1	\$40,000
FAC Pool	Replace 6 wall drains (VGB Act)	Equipment	1	\$8,500
Hamilton	Install pathways to soccer fields (ADA)	Land Improvements	1	\$70,668
Harper	Repair and replacement (Harper IGA)	Equipment	1	\$45,000
Maple Park	Maple Park Redevelopment (Pending OSLAD Grant)	Land Improvements	1	\$433,500
Palatine Stables	Install sidewalk and one ADA parking spot (ADA)	Land Improvements	1	\$80,000
Palatine Trail	Replace two Bridges — west of Hicks underpass (Awarded Grant)	Land Improvements	1	\$481,000
School Dist. #15	School Equipment replacement (School Dist — IGA)	Equipment/Land Imp	1	\$15,000
Total				\$1,431,026

TEIR 2

Location	Description	Category	Tier	Cost
Birchwood	Replace Parking Lot 10% Retainage	Land Improvements	2	\$67,976
Celtic	Replace Pathway 10% Retainage	Land Improvements	2	\$14,306
Community Park	Shelter install new water line	Equipment	2	\$10,584
Community Park	Install Drainage surface/AMP	Land Improvements	2	\$14,696
Community Park	Replace Asphalt by ballfields 10% Retainage	Land Improvements	2	\$82,663
CSF	Replace 2009 Chevy Dump Truck 4X4 plow/salter	Vehicles	2	\$62,000
CSF	Replace 2010 Chevy Chipper Bed Utility Truck	Vehicles	2	\$47,000
Dutch Schultz	Replace Basketball Court	Land Improvements	2	\$43,494
Family Aquatic Center	HVAC Replacement retainage	Equipment	2	\$5,996
Hamilton	Expand Service Garage 10% Retainage	Building Improvements	2	\$221,000
Hummingbird	Replace Pathway, Parking lot, and Basketball Court	Land Improvements	2	\$128,272
Pal Trail BWS	Relocate trail southwest corner	Land Improvements	2	\$74,487
PHGC	Replace Irrigation Upgrades retainage	Land Improvements	2	\$2,000
PHGC	Driving Range 1 of 3	Land Improvements	2	\$9,500

Total \$783,974

TEIR 3

Location	Description	Category	Tier	Cost
Birchwood	Preliminary Engineering for Drive Replacement	Land Improvements	3	\$27,100
Birchwood pool	Sand blast and paint baby pool	Building Improvements	3	\$24,200
Birchwood South	Replace the Parking Lot	Land Improvements	3	\$402,000
Clayson House	Paint exterior and wood repair	Building Improvements	3	\$40,000
Community Park	Amphitheater Enhancements — Paint ceiling seams & Tuck point	Building Improvements	3	\$40,000
Community Center	Replace Gymnastics Bars/Straps/Mats	Equipment	3	\$20,000
Community Center	Fitness Center - Replace Cardio	Equipment	3	\$70,000
Community Center	Elevator Modernization	Building Improvements	3	\$100,000
Community Park	Amphitheater - Roof Replacement	Building Improvements	3	\$20,000
Community Park	Surface/Courts Improvements — Amp/Bball	Land Improvements	3	\$208,000
CSF	Replace 2009 Chev. 3500 Utility Truck w/similar	Vehicles	3	\$52,000
CSF	Replace 2010 Chev. 2500 Pick-up w/ similar	Vehicles	3	\$35,000
Cutting Hall	Audio and Lighting Replacements — mics/house lights	Equipment	3	\$30,000
Dutch Schultz	Replace tennis courts, lighting, and fencing	Land Improvements	3	\$655,000
Falcon Rec Center	Replace Indoor Turf	Building Improvements	3	\$200,000
Falcon Rec Center	Resurface gym floor, sand and re-line	Building Improvements	3	\$32,000
Palatine Trail	Replace Path Bridge Underpass to Bridge #3	Land Improvements	3	\$276,000
Palatine Trail	Replace trail along Dundee	Land Improvements	3	\$160,400
PHGC	Cart Path Hole #1 replacement	Land Improvements	3	\$35,000
PHGC	Irrigation Replacement — Phase 5 of 5	Land Improvements	3	\$130,000
PHGC	Replace PHGC Vehicle (Skidster)	Vehicles	3	\$65,000
Plum Grove Res.	Replace the Playground	Equipment	3	\$176,000
Plum Grove Res.	Replace the Shelter	Land Improvements	3	\$80,000
Stables	Engineering/Concept for Lobby/Tack Shop Renovation	Building Improvements	3	\$20,000
Stables	Replace Paddock fencing (Phase 1 of 2)	Land Improvements	3	\$10,000

Total \$2,907,700

TEIR 4

Location	Description	Category	Tier	Cost
Community Center	Office Space - Planning	Building Improvements	4	\$12,000.00
Community Center	Community Center — Key card door security — Phase 1	Building Improvements	4	\$43,000.00
Community Center	GYM HVAC Scaffolding /Platforms	Building Improvements	4	\$36,300.00
Cutting Hall	Purchase lift for Cutting and CC Gym	Equipment	4	\$28,000.00
Meadowlark Park	Park PDE (OSLAD)	Land Improvement	4	\$60,000.00
PHGC	Eng./Arch fees for new Maintenance Building (2021)	Building Improvements	4	\$15,000.00
Stables	Indoor Viewing Area — Lower Arena	Building Improvements	4	\$35,000.00
Stables	Hay Shed	Building Improvements	4	\$220,000.00
Total				\$449,300.00

Exhibit D — Examples of Structure/Organization of Capital Needs by Park Site/Facility

Download the full excell version of [Exhibit D](#).

Ashwood Park

Ashwood Park 710 N. Wren	Vendor	Year Installed	Cost	Replacement Scheduled	Est. Cost
Playground Equipment North	Play & Park Structures	2013	\$92,893	2028	\$140,508
Playground Equipment South		NA			
ADA Pathways	AllStar	2017	\$12,545.00	2032	\$18,975
Pathways		NA			
Pathways		NA			
Drive		NA			
Parking lot		NA			
Shelter (16' x 16')		2000	\$14,448	2030	\$29,368
Shelter		NA			
Park Sign East*	Openwood Studios	1997	\$833.00	2020	\$1,500
Park Sign West*	Openwood Studios	2018	\$833.00	2038	\$4,384
Park Sign		NA			
Park Sign		NA			
Park Sign		NA			
Park Sign		NA			
Lights		NA			
Lightning Detection		NA			
Water Fountain		2013	\$4,000	2023	\$7,014
Water Fountain	MDF	NA			
Well		NA			
Creek Bank Erosion		NA		2024	\$100,000
Irrigation		NA			
Fencing		NA			
Bollards		1990		2017	\$3,500
Gate		NA			
Total			\$125,552		\$305,249

Athletic Fields	Vendor	Year Installed	Cost	Replacement Scheduled	Est. Cost
Ballfield 1		NA			
Backstop 1		2011	\$3,927	2031	\$41,000
Ballfield 2		NA			
Backstop 2		NA			
Ballfield 3		NA			
Backstop 3		NA			
Ballfield 4		NA			
Backstop 4		NA			
Ballfield 5		NA			
Backstop 5		NA			
Lighting		NA			
Remote lighting access		NA			
Turf		NA			
Batting Cage		NA			
Total			\$3,927.00		\$41,000.00

Basketball	Vendor	Year Installed	Cost	Replacement Scheduled	Est. Cost
Surface		2017	\$43,713.00	2032	\$66,120
Fence		NA			
Lights		NA			
Total			\$43,713.00		\$66,119.83

Tennis Courts	Vendor	Year Installed	Cost	Replacement Scheduled	Est. Cost
Surface		NA			
Fence		NA			
Lights		NA			
Total			\$-		\$-
GRAND TOTAL			\$173,191.50		\$412,369.04

Ashwood Park 710 N. Wren	2018	2019	2020	2021	2022
Playground Equipment North					
Playground Equipment South					
ADA Pathways					
Pathways					
Pathways					
Drive					
Parking lot					
Shelter (16' x 16')					
Shelter					
Park Sign East*			\$1,500		
Park Sign West*	\$4,384				
Park Sign					
Park Sign					
Park Sign					
Park Sign					
Lights					
Lightning Detection					
Water Fountain					
Water Fountain					
Well					
Creek Bank Erosion					
Irrigation					
Fencing					
Bollards	\$3,500				
Gate					
Total	\$7,884	\$-	\$1,500.00	\$-	\$-

Athletic Fields	2018	2019	2020	2021	2022
Ballfield 1					
Backstop 1					
Ballfield 2					
Backstop 2					
Ballfield 3					
Backstop 3					
Ballfield 4					
Backstop 4					
Ballfield 5					
Backstop 5					
Lighting					
Remote lighting access					
Turf					
Batting Cage					
Total	\$-	\$-	\$-	\$-	\$-

Basketball	2018	2019	2020	2021	2022
Surface					
Fence					
Lights					
Total	\$-	\$-	\$-	\$-	\$-

Tennis Courts	2018	2019	2020	2021	2022
Surface					
Fence					
Lights					
Total	\$-	\$-	\$-	\$-	\$-
GRAND TOTAL	\$7,884	\$-	\$1,500.00	\$-	\$-

Ashwood Park 710 N. Wren	2023	2024	2025	2026	2027
Playground Equipment North					
Playground Equipment South					
ADA Pathways					
Pathways					
Pathways					
Drive					
Parking lot					
Shelter (16' x 16')					
Shelter					
Park Sign East*					
Park Sign West*					
Park Sign					
Park Sign					
Park Sign					
Park Sign					
Lights					
Lightning Detection					
Water Fountain	\$7,014				
Water Fountain					
Well					
Creek Bank Erosion		\$100,000			
Irrigation					
Fencing					
Bollards					
Gate					
Total	\$7,014.00	\$100,000	\$-	\$-	\$-

Athletic Fields	2023	2024	2025	2026	2027
Ballfield 1					
Backstop 1					
Ballfield 2					
Backstop 2					
Ballfield 3					
Backstop 3					
Ballfield 4					
Backstop 4					
Ballfield 5					
Backstop 5					
Lighting					
Remote lighting access					
Turf					
Batting Cage					
Total	\$-	\$-	\$-	\$-	\$-

Basketball	2023	2024	2025	2026	2027
Surface					
Fence					
Lights					
Total	\$-	\$-	\$-	\$-	\$-

Tennis Courts	2023	2024	2025	2026	2027
Surface					
Fence					
Lights					
Total	\$-	\$-	\$-	\$-	\$-
GRAND TOTAL	\$7,014.00	\$100,000.00	\$-	\$-	\$-

Birchwood Pool

Birchwood Pool 435 W Illinois Ave	Vendor	Year Installed	Cost	Replacement Scheduled	Est. Cost
Playground Equipment Spray Pad *repainted features		2006	\$54,000	2022*	\$34,559
Pool Water Slide		2006	\$98,000	2030	\$230,943
VGB Floor Drains		2010	\$10,000	2025	\$14,000
VGB Wall Drains(OPS)		2010	\$3,000	2020	\$5,000
Pathways					
Drive					
Parking Lot					
Shelter					
Shelter					
Park Sign					
Park Sign					
Pool Painting		2015	\$24,900	2018	\$26,500
Park Sign					
Pool Pump1		2006	\$57,400	2021	\$86,822
Pool Pump2		2006	\$57,400	2021	\$86,822
Lights LED Fixtures		2006	\$52,000	2019	\$10,500
Lightning Detection					
Water Fountain (Operation)		2006	\$2,500	2026	\$4,383
Water pumps					
Pool Heater		2017	\$9,821	2025	\$52,000
Irrigation (Operation)		2006	\$16,000	2026	\$5,000
Irrigation					
Fencing		2006	\$46,839	2031	\$95,214
Bollards (OPS)		2006	\$9,868	2019	\$5,000
Gate					
Total			\$441,728		\$656,743

Birchwood Pool 435 W Illinois Ave	2018	2019	2020	2021	2022
Playground Equipment Spray Pad *repainted features					\$34,559
Pool Water Slide					
VGB Floor Drains					
VGB Wall Drains(OPS)			\$5,000		
Pathways					
Drive					
Parking Lot					
Shelter					
Shelter					
Park Sign					
Park Sign					
Pool Painting	\$35,000			\$35,000	
Park Sign					
Pool Pump1				\$86,822	
Pool Pump2				\$86,822	
Lights LED Fixtures		\$10,500			
Lightning Detection					
Water Fountain (Operation)					
Water pumps					
Pool Heater					
Irrigation (Operation)					
Irrigation					
Fencing					
Bollards (OPS)		\$5,000			
Gate					
Total	\$35,000	\$15,500	\$5,000	\$208,644	\$34,559

Birchwood Pool 435 W Illinois Ave	2023	2024	2025	2026	2027
Playground Equipment Spray Pad *repainted features					
Pool Water Slide					
VGB Floor Drains			\$14,000		
VGB Wall Drains(OPS)					
Pathways					
Drive					
Parking Lot					
Shelter					
Shelter					
Park Sign					
Park Sign					
Pool Painting		\$36,000			\$37,000
Park Sign					
Pool Pump1					
Pool Pump2					
Lights LED Fixtures					
Lightning Detection					
Water Fountain (Operation)				\$4,383	
Water pumps					
Pool Heater			\$52,000		
Irrigation (Operation)				\$5,000	
Irrigation					
Fencing					
Bollards (OPS)					
Gate					
Total	\$-	\$36,000	\$66,000	\$9,383	\$37,000

Birchwood Park

Birchwood Park 435 W Illinois Ave	Vendor	Year Installed	Cost	Replacement Scheduled	Est. Cost
Playground Equipment North	Play & Park Structures	2011		2026	\$184,000
Playground Equipment South	Little Tykes	2010		2025	\$142,000
Pathways		1989		2018	\$25,000
Pathways to Courts	AllStar	2017	\$4,500	2032	\$6,807
Drive		2002		2020	\$150,000
Loading Dock/\$54,000		2016		2041	\$52,395
Parking Lot		2002		2020	\$150,000
Shelter		1987		2020	\$66,000
Shelter					
Park Sign * Refurbished 2011 (OPS)	Openwood Studios	2000	\$4,046	2021	\$7,094
Park Sign					
Park Sign					
Park Sign					
Park Sign					
Park Sign					
Lights 1989 \$80,947 Glow Electric Co.		2014*	\$25,000	2034	\$43,837.00
Lightning Detection	Strike Guard	2010	\$6,054		
Water Fountain (OPS)	MDF	1994		2018	\$5,500
Water Fountain					
Well					
Irrigation					
Irrigation					
Fencing	NA				
Bollards					
Gate		1992			
TOTAL			\$39,600		\$832,633

Athletic Fields	Vendor	Year Installed	Cost	Replacement Scheduled	Est. Cost
Ballfield 1				2021	\$12,000
Backstop 1	Tru-Link	2011	\$45,609	2036	\$82,000
Ballfield 2				2021	\$12,000
Backstop 2	Green-Up Landscaping	2010	\$34,697	2035	\$71,000
Ballfield 3	NA				
Backstop 3	NA				
Ballfield 4	NA				
Backstop 4	NA				
Ballfield 5	NA				
Backstop 5	NA				
Lighting	NA				
Remote lighting access	NA				
Turf	NA				
Batting Cage	NA				
TOTAL			\$80,306		\$177,000

Basketball	Vendor	Year Installed	Cost	Replacement Scheduled	Est. Cost
Basketball Surface		2017	\$53,238	2032	\$80,527
Fence					
Lights		2013		2023	\$3,500
TOTAL			\$133,544		\$261,027

Tennis Courts	Vendor	2013	Cost	Replacement Scheduled	Est. Cost
Surface	AllStar	2017	\$62,116	2032	\$93,956
Fence		2017	\$14,190	2042	\$28,845
Lights	NA				
TOTAL			\$343,394		\$644,856
GRAND TOTAL			\$596,844		\$1,915,516

Birchwood Park 435 W Illinois Ave	2018	2019	2020	2021	2022
Playground Equipment North					
Playground Equipment South					
Pathways		\$25,000			
Pathways					
Drive	\$5,000	\$150,000			
Loading Dock/\$54,000					
Parking Lot	\$5,000	\$150,000			
Shelter			\$66,000		
Shelter					
Park Sign * Refurbished 2011 (OPS)					
Park Sign					
Park Sign					
Park Sign					
Park Sign					
Park Sign					
Lights 1989 \$80,947 Glow Electric Co.					
Lightning Detection					
Water Fountain (OPS)					
Water Fountain					
Well					
Irrigation					
Irrigation					
Fencing					
Bollards					
Gate					
TOTAL	\$10,000	\$325,000	\$66,000	\$-	\$-

Athletic Fields	2018	2019	2020	2021	2022
Ballfield 1				\$12,000	
Backstop 1					
Ballfield 2				\$12,000	
Backstop 2					
Ballfield 3					
Backstop 3					
Ballfield 4					
Backstop 4					
Ballfield 5					
Backstop 5					
Lighting					
Remote lighting access					
Turf					
Batting Cage					
TOTAL	\$-	\$-	\$-	\$24,000	\$-
Basketball	2018	2019	2020	2021	2022
Basketball Surface					
Fence					
Lights					
TOTAL	\$-	\$-	\$-	\$-	\$-
Tennis Courts	2018	2019	2020	2021	2022
Surface					
Fence					
Lights					
TOTAL	\$-	\$-	\$-	\$-	\$-
GRAND TOTAL	\$10,000	\$325,000	\$66,000	\$24,000	\$-

Birchwood Park 435 W Illinois Ave	2023	2024	2025	2026	2027
Playground Equipment North				\$184,000	
Playground Equipment South			\$142,000		
Pathways					
Pathways					
Drive					
Loading Dock/\$54,000					
Parking Lot					
Shelter					
Shelter					
Park Sign * Refurbished 2011 (OPS)					
Park Sign					
Park Sign					
Park Sign					
Park Sign					
Park Sign					
Lights 1989 \$80,947 Glow Electric Co.					
Lightning Detection					
Water Fountain (OPS)					
Water Fountain					
Well					
Irrigation					
Irrigation					
Fencing					
Bollards					
Gate					
TOTAL	\$-	\$-	\$142,000	\$184,000	\$-

Athletic Fields	2023	2024	2025	2026	2027
Ballfield 1					
Backstop 1					
Ballfield 2					
Backstop 2					
Ballfield 3					
Backstop 3					
Ballfield 4					
Backstop 4					
Ballfield 5					
Backstop 5					
Lighting					
Remote lighting access					
Turf					
Batting Cage					
TOTAL	\$-	\$-	\$-	\$-	\$-

Basketball	2023	2024	2025	2026	2027
Basketball Surface					
Fence					
Lights	\$3,500				
TOTAL	\$3,500	\$-	\$-	\$-	\$-

Tennis Courts	2023	2024	2025	2026	2027
Surface					
Fence					
Lights					
TOTAL	\$-	\$-	\$-	\$-	\$-
GRAND TOTAL	\$3,500	\$-	\$142,000	\$184,000	\$-

Exhibit E — Lindenhurst Park District Proposed Playground Replacement Program and Schedule

Lindenhurst Park District Proposed Playground Replacement Plan

Park Site/Name	Last Replaced	Target Replace	Age	Sq. Footage	ADA	Surface	Use	Shade	OE Cost	Forecast Cost
Auburn Meadows	1995	2023	5-12	2588	Yes	woodchips	low	trees	\$36,780.00	\$57,375.00
Country Place	1997/2013	2033	5-12	2773	Yes	woodchips	medium	none	\$30,537.00	\$42,750.00
Elmwood Tot Lot	1994/2012	2032	2-5	2420/595	Yes	woodchips	medium	trees	\$49,779.00	\$69,700.00
Emerald Ridge	2006	2029	5-12	2885	Yes	woodchips	low	trees	\$55,634.00	\$80,100.00
Engle Memorial	2019	2035	5-12	3700	Yes	woodchips	high	trees	\$193,811.00	\$238,300.00
Engle Junction	2020	2036	2-5	2500	Yes	Poured in Place	high	canopy	\$45,692.00	\$60,300.00
Forest View	1997	2024	5-12	3929	Yes	woodchips	high	none	\$23,507.00	\$36,200.00
Heritage Trails	1997	2025	5-12	3792	Yes	woodchips	high	none	\$17,910.00	\$27,900.00
John Janega Memorial	2009	2031	5-12	5020	Yes	tile/chips	medium	trees	\$32,577.00	\$46,900.00
Lakewood	2007/2016	2034	5-12	4060	Yes	woodchips	medium	canopy	\$104,170.00	\$141,700.00
Lewis	2008	2030	5-12	5665	Yes	woodchips	high	canopy	\$107,032.00	\$154,125.00
Mallard Ridge	2004	2028	5-12	4230	Yes	woodchips	high	trees	\$76,264.00	\$112,800.00
Millennium	1999	2026	5-12	4940	Yes	woodchips	high	none	\$28,235.00	\$43,500.00
Sedgewood Cove	1994	2022	5-12	2349	Yes	woodchips	low	none	\$27,525.00	\$42,900.00
Slove	2001	2027	5-12	5311	Yes	woodchips	high	none	\$28,235.00	\$42,800.00

Exhibit F — Sample Template Form for Capital Requests

PAGE | 1

Capital Project Request Form

 PARK DISTRICT
Project Number:

Project Name:

(include project location and project type - name should be specific)

Department:

Requested By:

Previous Project Number:

Project Manager/Contact Person:

PROJECT INFORMATION: Budget Request:

Fiscal Year:

 Multi-year Project? Yes ☐ No ☐ Tier: 1 ☐ 2 ☐ 3 ☐ 4 ☐

Project/Equipment Is:

New ☐ Replacement ☐ NEEDS: Architect ☐ Engineer ☐ Consultant ☐Permit(s) ☐ Other:

 Grant Component? Yes ☐ No ☐
(forward paperwork)

DETAILED PROJECT DESCRIPTION

(attach support documents/quotes). Include justification/benefits:

ITEMIZED PROJECT COSTS:

Project Component	Estimated Cost/Quote	Fund/Account
Project Total:		
10% Contingency:		
Total Budget Request		

TOTAL COST BY ACCOUNT/FUND:

Account: <hr/>	Total Budget: <hr/>
----------------	---------------------

PROJECT APPROVALS:

Finance: ☐Executive Director: ☐

PAGE | 2

Capital Project Request Form

PARK DISTRICT

BIDDING INFORMATION:**Bid Packets:** Digital

(person who is handling and tracking distribution)

☐ Email contact:☐ Hard Copies

Cost: \$ _____

Pickup Location: _____

Contract Proposal:	<input type="checkbox"/> Lump Sum Bid	<input type="checkbox"/> Itemized Bid <input type="checkbox"/> 1 year	<input type="checkbox"/> Alternate Item(s) <input type="checkbox"/> 2 years
If applicable, include option for contract extensions: <input type="checkbox"/> Include Prequalification Submittal for references			

DATE:	*TIME:	**LOCATION:
Bids Available	NA	
Pre-Bid Meeting		
Bid Opening		
Board Meeting		
Project Start		
Estimated Completion		

* 10:30 is suggested default time — it allows for a.m. delivery services.

** Submit a request to the Facility Manager or other appropriate party to reserve room for pre-bid meeting and/or bid opening; notify reception/registration of bid opening date.

Name of Consultant(s): _____

Name of Vendor/Contractor: _____

Please Note: Project Numbers must be included on all invoices, certificates for payment, change orders and/or purchase orders when submitted to Finance.

Contact Capital Plan Manager for Contract preparation and return a signed contract to Manager.

Exhibit G — Sample Template Form for a Capital Plan Project Reallocation/Reappropriation Request

Park District Capital Reallocation Request Form

 PARK DISTRICT

Date of Request
Project Name/Number
Original Capital Account #
Brief Description of Project and Need for Additional Funds:

Project Status	<input type="checkbox"/> Over Budget <input type="checkbox"/> Unbudgeted
Budget Impact (cost)	\$
Board Approval Needed?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Reallocated Funds Account Number(s)	

FOR OFFICE USE ONLY

Project Approval Status	<input type="checkbox"/> Approved <input type="checkbox"/> Not approved for reallocation
-------------------------	--

Print Name	Signature	Date
Requested by		
DH Approval		
Underspent		
Executive Director		

Exhibit H — Sample Template of a 10 Year Financial Projection Model

	Actual		Budget											
	FYE 4/30/08	FYE 4/30/09	FYE 4/30/10	FYE 4/30/11	FYE 4/30/12	FYE 4/30/13	FYE 4/30/14	FYE 4/30/15	FYE 4/30/16	FYE 4/30/17	FYE 4/30/18			
REVENUE														
Property Taxes	4,068,604	4,638,357	4,753,328	4,877,995	5,006,335	5,138,525	5,274,681	5,414,922	5,559,369	5,708,150	5,861,395			
Replacement Taxes	50,536	43,000	44,290	45,619	46,987	48,397	49,849	51,344	52,885	54,471	56,105			
Sales and Rental	83,920	84,200	86,624	89,119	91,686	94,328	97,048	99,847	102,727	105,692	108,743			
Fees and Charges	1,691,099	1,992,690	2,044,902	2,098,663	2,154,020	2,211,021	2,265,257	2,330,147	2,392,376	2,456,453	2,522,433			
Interest Earned	204,173	184,000	185,680	187,394	189,141	190,924	192,743	194,598	196,490	198,419	200,388			
Grants/Donations	559,559	898,395	112,500	112,500	112,500	112,500	112,500	112,500	112,500	112,500	112,500			
Impact Fees	48,573	20,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000			
Other	96,060	11,100	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500			
TOTAL OPERATING REVENUE	6,802,524	7,871,742	7,255,824	7,439,790	7,629,171	7,824,196	8,020,578	8,231,858	8,444,847	8,664,186	8,890,064			
EXPENSES														
Administrative	2,917,719	3,232,673	3,282,372	3,332,878	3,384,204	3,436,368	3,489,383	3,543,267	3,598,037	3,653,709	3,710,302			
Programs	627,366	645,820	655,507	665,340	675,320	685,450	695,732	706,168	716,760	727,511	738,424			
Maintenance & Operations	330,606	364,764	370,235	375,789	381,426	387,147	392,954	398,849	404,831	410,904	417,068			
Fund Transfers	0	0	0	0	0	0	0	0	0	0	0			
Other	555,328	637,770	661,907	686,968	712,989	740,008	768,062	797,192	827,439	858,847	891,460			
TOTAL OPERATING EXPENSES	4,431,019	4,881,027	4,970,022	5,060,975	5,153,940	5,248,972	5,346,131	5,445,475	5,547,067	5,650,972	5,757,254			
OPERATING SURPLUS (DEFICIT)	2,371,505	2,990,715	2,285,801	2,378,815	2,475,231	2,575,223	2,674,447	2,786,382	2,897,780	3,013,214	3,132,810			
Bond Proceeds	0	0	1,673,000	0	0	1,673,000	0	0	1,673,000	0	0			
Less — Debt Service Obligations	1,350,599	1,675,271	1,718,125	1,763,677	1,825,572	1,843,247	1,877,983	1,918,366	1,679,328	951,920	961,560			
Less — Capital Improvement Plan (Sustaining)	52,986	125,500	115,000	115,000	115,000	115,000	125,000	125,000	125,000	125,000	125,000			
Less — Capital Development	1,457,729	947,160	0	0	0	0	0	0	0	0	0			
SURPLUS (DEFICIT)	(489,809)	242,784	2,125,676	500,138	534,659	616,976	671,464	743,016	1,093,452	1,936,294	2,046,250			
FUNDS AVAILABLE														
Beginning of Year	3,784,080	3,294,271	3,537,055	5,662,731	6,162,869	6,697,528	7,314,504	7,985,968	8,728,985	9,822,436	11,758,730			
Surplus (Deficit)	(489,809)	242,784	2,125,676	500,138	534,659	616,976	671,464	743,016	1,093,452	1,936,294	2,046,250			
End of Year	3,294,271	3,537,055	5,662,731	6,162,869	6,697,528	7,314,504	7,985,968	8,728,985	9,822,436	11,758,730	13,804,980			

Exhibit I – Short-Term Top 10 Park Equity Capital Project Listing

Park Sites

- Auburn Meadows: Playground replacement
- Elmwood Tot Lot: Remove and make passive area
- Heritage Trails Park: Playground replacement
- John Janega Memorial Park: Boardwalk replacement, playground surfacing replacement, retention pond improvements
- Lewis Park: Playground, tennis, and basketball court replacements with landscape improvements
- Linden's Landing: Shelter replacement and potential seawall replacement
- Mallard Ridge: Parking lot replacement
- Millennium Park: Parking lot replacement, walking/bike path partial replacement
- Sedgewood Cove: Remove and make passive area or give to HOA

Community Center

- Continue to replace flooring in rooms
- Partition wall replacement in senior/dance room
- Lighting replacement in Phases 1 and 2
- Preschool Rooms A and B restroom replacement
- Gym partition replacement
- Gym light replacement

