

DRAFT

Quincy Park District Comprehensive Plan 2012-2016 Executive Summary

Introduction

Over the past eighteen months, the Quincy Park District Board and Staff have been conducting a thorough review of all of its assets, and have sought the input of its citizens in a number of ways. The purpose of this effort was to create a five year plan which will chart the course of its actions through the year 2016. This Comprehensive Plan does not answer all questions or issues, nor does it intend to imply that everything for which it has set goals will be accomplished. Rather, this plan intends to give a structure by which the Quincy Park District hopes to accomplish as much as it possibly can with the resources it has available.

In fact, part of the comprehensive planning process has involved the Board's review of the Quincy Park District Mission. Leading into this process, the park district's mission was:

Within available resources, the Quincy Park District will strive to enhance the quality of life for all residents of the Quincy Park District through the provision of a well planned, developed, maintained and accessible system of public parks, facilities and programs which will serve to perpetually preserve and protect the integrity of cultural, historical, and environmental resources within the community.

As the Board and Staff conducted a SWOT Analysis (see Appendix) and looked at its mission, commissioners felt a slight revision in that mission was essential. From Board recommendations, a new Mission Statement was drafted and adopted:

Within available resources, the Quincy Park District will enhance the quality of life for all its residents through the provision of a well planned, developed, maintained and accessible system of public parks, facilities and programs.

As part of the planning process for the next five years, the park district Board of Commissioners has authorized substantial assessments of its current situation, and reviewed:

- Focus Group Findings (Appendix A)
- A Community Wide Survey (Appendix A)
- Studies of the Bull House, Log Cabins, Natural Areas, Emerson Recreation Center (Appendices C, D, and F)
- Park Audits, Facility Audits, Equipment Replacement Schedules, Westview Audit (Appendices D and E)
- Americans with Disabilities Act Audit (Appendix B)
- Interviews with Business and Community Leaders (Appendix A)
- Equity Maps and OSHA Audits (Appendix D and F)
- Recreation Program Analysis, Position Audits, Emerson Use Audit, and Survey Findings (Appendix C)
- Technology Assessment (Appendix E)

The findings of all of these items are found in the Appendices of the Comprehensive Plan.

In addition, the entire Board conducted a tour of its parks and facilities to assess the condition and amenities of all the district's resources.

The context of this process has been in the midst of a significant recession, and both the Board and Staff understand that times are difficult for everyone. Nonetheless, the park district has a responsibility to maintain its resources for current and future generations. In the short-term, the park district has, over the last few years:

- Balanced its operating budget.
- Delayed issuing a bond issue.
- Made program and service cuts of over \$200,000.
- Instituted cost saving measures that will save the district hundreds of thousands of dollars over the next five years.
- Established a reasonable fund reserve policy to manage for emergencies.
- Re-established full funding of its liability insurance budget.
- Eliminated 6 seasonal park maintenance positions.
- Eliminated a full-time marketing position.

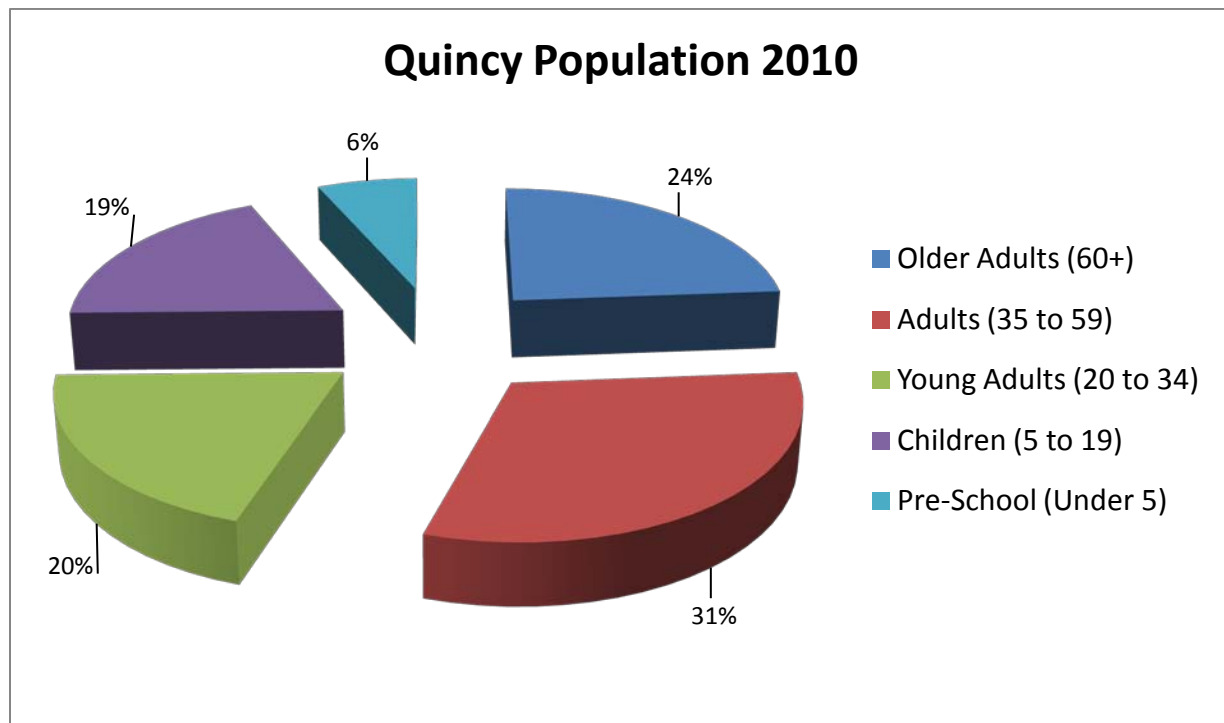
The result of these actions has had two effects. The first is to necessarily have the district look very closely at where it can find efficiencies, or better ways to do things. The second effect has been the deterioration of our level of care for our parks, programs, and facilities. Some areas were already falling behind. Nonetheless, this introspection, through the comprehensive plan will make us stronger moving forward.

So who are we, and where are we going?

Quincy Park District Demographics

To better understand who we are serving, it is important that we understand some of the demographic data about the Quincy population. Some things have not changed much. For example, we are still roughly a 53% Female, and 47% Male population. Furthermore, we are still predominantly a White population, but that has dropped from 93%, to just over 90%. The increase has come in our Black, Asian and Hispanic populations.

The change in Total Population has only increased by 277 individuals. Quincy's population in 2010, according to the US Census, is 40,633. The breakdown by age group is demonstrated in the pie chart, below:



It is unfortunate, but at the time of the creation of the Quincy Park District's Comprehensive Plan in 2011, the data related to income, poverty, and related economic data was not yet released by the US Census Bureau. One indicator of the economy is housing by rental or ownership. While not a lot has changed in this category, there is a slight increase in the number of households who are renting. Some would suggest that this is a sign that people are on more limited or fixed incomes. Quincy, however, has tracked well below the national averages for

unemployment over the last two years, and has weathered the economic downturn better than most in the state of Illinois or nationally.

Perhaps what is most significant besides a growing Asian and Hispanic population is the shift in ages. The chart on the next page shows:

- A sharp drop in Children Ages 5 to 19;
- A growing Young Adult population; And
- A surge in Pre-School Age (under 5) population considering that group only measures a 4 year age range.

Implications

Clearly the implications have several manifestations. Some of those might include:

- Any new programming may want to be sure it focuses on pre-school age, and/or young adult age.
- Playgrounds will continue to be important.
- The young adult age population is more independent, and seeks “self-directed” activities. These are often focused on trails and in parks.
- The young adult and adult populations have a “greener” focus, and tend to support environmental education programs, natural area restoration, and neighborhood park use.
- Programs geared toward school-age groups may see shrinking participation—QPD focuses our programming for this age group on sports and after-school activities.

Public Input

Besides understanding the demographic make-up of the community, the Board and Staff used a number of opportunities to gather input from various sectors of the public. These included:

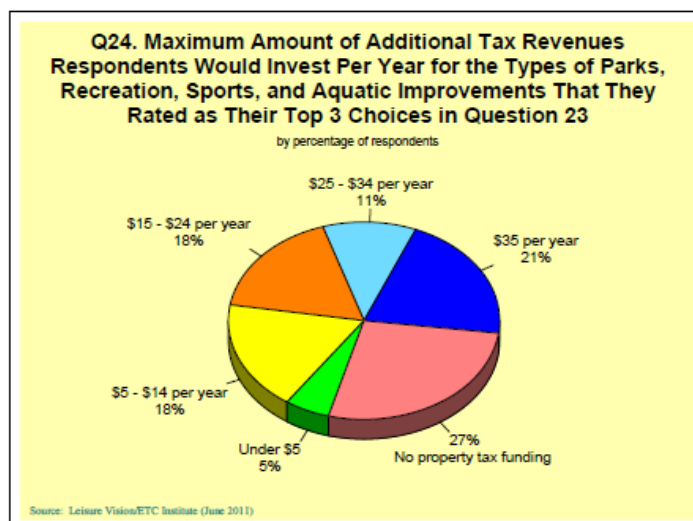
- In January and February of 2011 four focus groups were conducted with about 15 people attending each session (See Appendix A). The individuals were randomly selected from four geographic areas: Northeast, Northwest, Southeast, and Southwest Quincy. Attendees were asked to focus on their perspectives on the current park district system, their thoughts/ideas/visions for the future of the Quincy Park District, and funding for the future park system.

- In March and April of 2011, the district used the findings of the focus groups to guide a detailed, community-wide survey which was distributed to a random sample of Quincy residents, achieving a 95% level of confidence with a margin of error of +/-4.7% (See Appendix A).
- Interviews with Community Leaders in Business and Public sectors (See Appendix A).
- A Public Hearing on the draft version of the Comprehensive Plan.

Key Conclusions

From the data and assessment found in detail in the Appendices of this Comprehensive Plan, and review of the information, some issues are very clear:

- Park usage is extremely high. The national average is 72%, while Quincy is at 95%.
- Quincy residents have a high need for picnic areas, riverfront parks, and scenic views.
- Overall satisfaction with the Quincy Park District is high. The national average for satisfaction is 61%, while Quincy ranked its satisfaction with their park district at 77%.
- People from all regions of Quincy strongly support the renovation of Wavering Aquatic Center and the extension of Cedar Creek Trail.
- People want us to take care of what we have.
- The public is willing to pay more for the work of the park district:



Goals and Objectives

Upon completion of all of the assessments mentioned on page two, and found in the Appendices of this Comprehensive Plan, the Board of Commissioners reviewed the material on several occasions as part of study sessions. Then, in July 2011 the Board met in retreat to discuss the setting of goals for the next five years – 2012 through 2016. In addition, staff recommended a small group of additional items as goals for those years.

The result of that process created the following set of goals and objectives:

GOALS

The numbered items in this document represent the goals of the organization. These goals are based upon consensus statements adopted by the Board of Commissioners at their July, 2011 Board Retreat. A few of the goals were recommended by staff based upon park and facility audits and other items in the appendices of this plan.

Administration

1. To establish a plan of action to address the need to catch up with deferred maintenance, and improve on taking care of what the Quincy Park District currently manages.

Objective A: The Executive Director and the Director of Business Services will develop a five year projection of equipment, park, and facility capital needs by fall 2011, and review it with the Board.

Objective B: The Director of Business Services will develop a financial plan for bonding for these projects to review with the Board by the fall of 2011.

Objective C: The Board will adopt a bond issue, each year, at its January meeting, and will pay those bonds within a year.

Objective D: The Director of Parks will prioritize and divide into phases all the actions required for ADA compliance over the next 5 years with approximately equal costs per year, by September 2011.

Objective E: The Director of Parks will prepare bids or quotes for each phase of ADA work by April of each year with all work to be completed for each phase by November of that year.

2. To work with the foundation on establishing their goals and working toward their accomplishments for projects.

Objective A: The Executive Director will coordinate the work of producing the foundation website with the foundation appointee during the winter of 2012.

Objective B: The Executive Director will provide updates on a quarterly basis to the foundation on design development, grant opportunities, and construction timelines for various projects throughout 2012-2016.

Objective C: The Executive Director will serve as a spokesperson, if needed by the foundation, for presenting goals/project information to interested individuals, donors, groups, or organizations.

3. Develop concept plans and possible locations for a Universal Access Playground and present it to the board for review and/or approval.

Objective A: The Director of Parks will develop a list of example systems with estimated costs and present example systems with at least 3 price points to the Board and the Foundation at study session in the fall of 2012.

Objective B: The Director of Parks will begin an assessment of possible park sites/locations for each of the three possible options in Objective 3. A. There should be at least two site recommendations for each option presented in Objective 3.A. These will be presented at the same study session.

Objective C: A final recommendation of option and site will be presented by the Director of Parks at the December 2012 regular board meeting, with a request that the Board ask the foundation to consider it for a fundraising alternative.

4. To complete a professional assessment of the conditions of Wavering Aquatic Center, and from that develop a concept plan using a group of citizens, staff and board members that will also give the board, staff, and foundation a cost estimate for renovation of the facility.

Objective A: The Executive Director will work with a professional aquatic engineering firm to complete a professional assessment of the current conditions at Wavering Aquatic Center by September, 2012.

Objective B: The Executive Director and the Director of Recreation will lead the process of developing a concept plan using the public, board, and staff with the result of the professional assessment completed by April, 2013.

Objective C: The Executive Director will work with the foundation on the fundraising campaign for this project, with timing to be determined by the foundation pending foundation approval.

Objective D: Working with an aquatic facility design firm, the Executive Director will develop a phased plan for renovation work by the end of 2013.

Objective E: Working with staff and the Board, the Director of Recreation will recommend to the Board a plan for beginning the phased renovation of Wavering after the Summer 2014 season.

5. Work with staff of all departments to improve the marketing of the Quincy Park District, which includes the programs, parks, facilities and events.

Objective A: Finalize plans for the re-establishment of a position that includes marketing as part of the position's responsibility (the other part in recreation), and reports to the Executive Director, by Spring 2012.

Objective B: Finalize plans for the establishment of a position in recreation that includes marketing as part of this position's responsibility. For recreation programming the position will report to the Director of Recreation. To be completed by Spring 2012.

Objective C: Re-establish the funding for printing, promotion, advertising, and other functions of marketing in the 2012 budget.

Objective D: Revise the website and registration procedures by March, 2012.

Objective E: To create and distribute three program brochures a year by 2013.

6. To develop a plan for moving out of Emerson Recreation Center in the next three to five years which addresses:
 - a. The value that might be gained from the sale of Emerson.
 - b. The ability to legally sell Emerson.
 - c. Whether there are lower cost alternatives for space including office space and recreation space, but not necessarily in the same location.
 - d. Walk-away costs.

Objective A: By the end of 2011 determine costs of moving out of Emerson to a new location.

Objective B: By end of 2011 inform tenants that they will have to move out by end of 2012.

Objective C: By April, 2012 determine what programs we will not be able to offer when we leave Emerson.

Objective D: By June, 2012 determine locations we could move to or costs of building a new facility on park property.

7. To develop a complete analysis of value, costs, and options for selling/trading/developing the Bull House, Lenane Park, Emerson/Emerson Park, and the southwest corner of South Park.

Scotty Glasgow's Westview Golf Course

1. To develop a standardized price structure for golf outings and large groups to promote increased rounds at the course.

Objective A: The Director of Golf will create a new competitive fee structure, by Spring 2012, for outings and groups to help attract new outings to Westview.

Objective B: The Director of Golf will work with marketing staff to promote the outing structure throughout 2012 and 2013 with a target of adding five new outings by the end of 2014.

Objective C: The Director of Golf will re-assess the new fee structure in the fall of 2014 for modification, if necessary, in the spring of 2015.

2. To review the current pass structure, and determine if there is an alternative approach for charging course fees, by the summer of 2013.

Objective A: The Director of Golf and marketing staff will research/benchmark how other park district golf courses or public golf courses offer season passes or how they assess fees during 2012.

Objective B: The Director of Golf will develop two or three specific options/alternatives by the fall of 2012 to review with the Westview Focus Group in the winter of 2012.

Objective C: The Director of Golf and marketing staff will conduct a survey of pass holder in the winter of 2012-2013 on options.

Objective D: If appropriate, the Director of Golf will propose a new fee structure early in 2013 for Board review and approval.

3. To look at ways to promote use on slow days with specials or group outings.

Objective A: The Director of Golf will determine a special rate to target slow times and/or days for the remainder of 2011 season.

4. To continue to seek ways to save labor, water, utilities, and other regular operating costs.

Objective A: The Director of Golf will assess staff levels in relation to club house traffic during 2012.

Objective B: The Director of Golf will conduct an assessment of the viability of contracting the concession operation at the club house during 2012.

Objective C: The Director of Golf will work with the marketing staff in 2012 to develop a promotional campaign to expand rentals of the club house for receptions, seminars, workshops, parties, etc.

Objective D: Working with the Executive Director, the Director of Golf will analyze the data from Objective 4.A. in the winter of 2012, and develop a budget to address the findings.

Objective E: The Director of Golf will work with the Executive Director to assess the findings of Objective 4.B., and, if desirable, draft a RFP to seek contractors for 2013.

Objective F: The Director of Golf will conduct an assessment of the viability of contracting the golf equipment sales at the club house during 2013.

Objective G: The Director of Golf will work with the Executive Director to assess the findings of Objective 4.F., and, if desirable, draft a RFP to seek contractors for 2014.

Objective H: The Director of Golf will budget for and initiate the promotion campaign developed in Objective 4.C. during 2013.

5. To complete the Audubon certification process.

Objective A: Finalize and submit steps 2 and 3 of the certification process by November of 2011.

Objective B: Finalize steps 4 and 5 of the certifications process during the winter months of December 2011 and January and February of 2012 and submit in the spring of 2012.

Objective C: Finalize step 6 of the certification process during the fall of 2012 and submit during the winter of 2012.

6. To develop plans for the renovation of the bathrooms at Westview, to be completed by 2014 at the latest.

Objective A: With guidance from the Director of Parks, establish checklists, in 2012, of what is needed and in what order, to help me develop a timeline for RFQ's.

Objective B: Develop a design concept with preliminary cost estimates by fall 2012.

Objective C: Begin final plans and bid specifications 2013.

Objective D: Bid project in summer 2013 with work to begin in fall/early winter 2013.

Objective D: Complete renovation by spring 2014.

7. To develop fundraising tournament for capital improvements at Westview Golf Course.

Objective A: The Director of Golf will form a committee in 2012 to start up, organize, promote and conduct golf tournament to raise funds for capital

improvements.

Objective B: The Director of Golf will work with the marketing staff during the fall of 2012 and winter 2013 to promote the tournament.

Objective C: The Director of Golf will hold the tournament in the spring of 2013, with a target of raising \$5,000 for capital projects at Westview.

Objective D: The Director of Golf will hold the tournament in the spring of 2014, with a target of raising \$6,000 more than the prior year for capital projects at Westview.

Objective E: The Director of Golf will hold the tournament again in 2015 and 2016, with a target of increasing funds raised by 10% over the prior year.

8. To construct a new putting green on hole #4 in house by the Westview maintenance staff.

Objective A: The Director of Golf will work with the Superintendent of Golf to create plans and guidelines for the construction of the new green by the fall of 2012.

Objective B: The Superintendent of Golf will have a final set of plans and design for the demolition and construction of the new green by August of 2013 so that the Board of Commissioners can review and approve by September of 2013.

Recreation

1. To seek to expand programming in areas identified by the program analysis and the community-wide survey.

Objective A: The Director of Recreation will work with his program staff to develop programs in the area of environmental education, nature, adult education, summer camps, seniors, and special events throughout the 2012-2014.

Objective B: The Director of Recreation will work with his program staff to maximize the use of the Emerson Recreation Center in 2012-2014, capitalizing on down-time and non-peak use times for new programming.

Objective C: Research and develop at least two new special events by April, 2013.

Objective D: Research and develop at least two more new special events by April, 2015

Objective E: Expand the number of programs to be offered to its citizens by 25% above 2011, with a net gain of revenue of 15% by 2015.

Objective F: The Recreation Supervisors will develop a minimum of eight new fee-based programs, which will include nature, adult education and special events, for the next three years, and offer them to the public for participation by April, 2014.

2. To expand winter programming.

Objective A: By March, 2012 create a list of possible new programs and investigate what new winter programs we could offer.

Objective B: By Winter 2012/2013 add 3 new winter programs.

Objective C: By Winter 2014/2015 add 2 new winter programs.

3. To develop a program fee structure which sets parameters for cost recovery.

Objective A: The Director of Recreation will present a proposed fee structure for review and approval by winter of 2011-2012.

Objective B: By spring 2012, recreation staff will compose a list of all the current programs and where they fit in the fee structure/fee level.

Objective C: To move a majority of the current programs to program fee levels of III, IV, V and VI by March, 2013.

Level I: Free Programs – Programs entirely supported by tax dollars, grants, donations, or sponsorships and are offered to the public free of charge.

Level II: Up to 75% of Direct Costs – Programs in which fees recover up to 75% of direct costs.

Level III: Direct Costs Only – Programs in which income (fees, donations, grants) equals direct costs.

Level IV: Direct Costs Plus – Programs in which income covers direct costs plus some but not all indirect costs.

Level V: Self Supporting – Programs in which income covers all direct and indirect costs.

Level VI: Revenue Producing – Programs in which income generated exceeds direct and indirect costs.

Objective D: Research and obtain sponsorships, donations and grants to offset half of the free program expenses by December, 2012.

Objective E: Research and obtain sponsorships, donations and grants to offset the second half of the free program expenses by December, 2013.

Objective F: The recreation department will bring 75% of the programs offered to the program fee levels of IV, V and VI by the year 2014.

4. The Director of Recreation will work with the Director of Parks to transition the responsibility of working with groups who are using the parks for special events/special permits.

Objective A: By the end of 2012, recreation staff will develop a plan and process of working with a permittee from the first contact through to the conclusion of the event, acting as a liaison between the group and the park district, and as a first contact for all their needs, communicating maintenance needs to the Parks Dept.

Objective B: The Director of Recreation, consulting with the Director of Parks, will by the spring of 2013 draft a list of job duties to be added to a designated job description that will fulfill the needs of this change in duties.

Objective C: The designated recreation employee who takes on these duties will by the summer of 2013 conduct a number of meetings with the Director of Parks and the two Maintenance Supervisors to be trained on details of the recurring events in the parks.

5. To develop a list of basic cosmetic improvements to WAC to keep it looking presentable until renovation.

Objective A: By March, 2012 staff will compile a list of improvements that need to be made.

Objective B: By March, 2012 staff will create a schedule of when improvements will be made.

Objective C: By March, 2012 staff will identify funding to make improvements.

Marina

1. To assess ways that we might move the day-to-day operation of the marina to the Recreation Department staff while keeping the maintenance/upkeep in the hands of the Parks Department.

Objective A: The Director of Recreation, consulting with the Director of Parks, will by June of 2013 draft a list of job duties to be added to a designated job description that will fulfill the needs of this shift in duties.

Objective B: The recreation department will participate in and review all action related marina operations during the 2014 season.

Objective C: Should the Emerson Recreation Center close, and its recreation program space not be replaced, the transition would be enacted in 2015.

2. Develop a plan for replacing “E” and “F” docks with a single modern dock within the most needed slip size. Plans will include consolidation of ramps/stairs and improved accessibility.

Objective A: Director of Parks selects replacement dock slips size by March 2012 using data from use over last three years.

Objective B: Director of Parks prepares preliminary dock and access plan that meets ADA standards determines an initial cost estimate and presents them for board approval in the fall of 2012.

Objective C: Director of Parks completes bidding process and initiates construction of the replacement dock with final completions by November 2013.

3. Develop a plan for replacing or upgrading the current restroom/shower facility with an improved facility that includes a patio/deck space.

Objective A: Director of Parks reviews and updates previously completed replacement plans and updates cost estimates by June 2014.

Objective B: Director of Parks prepares preliminary restroom/shower facility plans, that meets ADA standards and determines an initial cost estimate and present them for board approval in the fall of 2014.

Objective C: Director of Parks completes bidding process and initiates construction of the replacement dock with final completions by November 2015.

Parks

1. To establish a board adopted set of park categories and standards which define basic amenities to be found in each park, and minimum levels of maintenance for each park category.

Objective A: The Director of Parks will, by the summer of 2012, create categories for each type of park in the QPD system, along with definitions for each category, and have them adopted by the Board.

Objective B: The Maintenance Supervisor II will, by the fall of 2012, have a final set of minimum maintenance standards for each park category in written form, with definitions, so that the Board can review them in the fall, and approve them no later than December 2012.

2. To consider adding a park in Southeast Quincy, but only if it is at little or no cost to the district for acquisition, and the district gains outright ownership of the park.

3. To contain any further development of Bob Mays Park over the next five years to expansion of the existing parking lot, and integrate the cost of that expansion into the Park Audit.

Objective A: The Director of Parks will include the cost in the park audit and bring detailed information to the Board in the winter of 2011.

4. The Quincy Park District will, over the next five years, seek to construct the 12th to 5th Street section of Cedar Creek Trail with significant funds raised to pay for the work, and remaining funds derived from grants.

Objective A: Staff will continue to seek ITEP and other funds for trails that are available on an annual basis.

5. To work with the Friends of the Log Cabins (FLC) on achieving significant progress toward the renovation of all existing cabins on the site for the Log Cabin Village by 2015, with no cost to the park district. Should the FLC complete the renovation of a number of cabins by 2015, but still have cabins to be renovated, this deadline may be extended.

Objective A: The Executive Director will enter into a “License Agreement” with the FLC for the renovation and care of the log cabins. This must be approved by the FLC and the QPD Board no later than December 2011.

Objective B: As with other licensees, the Executive Director will work with the FLC to establish an operating structure by December 2011, whereby only one or, at most, two individuals from their group report to or request information, approvals, etc. from the Quincy Park District.

Objective C: The Director of Parks will work with the FLC on a site plan that must be completed with the Quincy Park District by March 2012.

Objective D: The Executive Director will assure that the work on the cabins is supervised by an individual approved by the Quincy Park District, and who has prior, professional experience in restoring cabins of the era.

6. To not do any additional soccer fields at Boots Bush for the next three years, but develop plans and budget for renovation of the existing bathrooms at the site by the end of 2013.

Objective A: The Director of Parks will initiate a study cost which includes the difference in cost between renovation and replacement by September 2012.

Objective B: The Director of Parks will initiate the development of plans and specification and complete the bidding process for board approval at the June 2013 board meeting.

Objective C: The Director of Parks will complete the contracting process and initiate restroom work with all work to be completed by November 2013.

7. To look into locating a dog park in the undeveloped southwest corner of South Park by 2016.

Objective A: The Director of Parks will develop a site plan with preliminary cost estimates to be presented for board approval in the fall of 2014.

Objective B: (If approved). The Director of Parks will complete development of specifications and bid documents for the approved Dog Park plan by winter 2014-2015.

Objective C: The project will be bid in spring of 2015, for completion by fall of 2016.

8. To clearly communicate that the Board does not plan to take any action to develop or renovate any of the following facilities in the next five years:

Skate Park

Indoor Ice Arena

Dog Park at any other site (other than the South Park possibility)

A park on the site of John Wood Community College

The Quinsippi Island Bridge

9. To work with the Antique Auto Museum on finding a new location for their museum, and the possible removal of their building from All-America Park by 2015.

10. Develop plans for renovating or replacing the shelters in Moorman Park by 2014.

Objective A: The Director of Parks initiates an engineer's evaluation of the shelters and makes a recommendation to the board at the October 2011 Board Meeting.

Objective B: The Director of Parks initiates renovate or replace the shelter in three phases, with all costs included in the park audits. One shelter will be completed per phase starting in 2012, with a project completion date by November 2014.

11. Develop a concept plan/feasibility study for an enclosed shelter/pavilion that could be used year round and provide programming space.

Objective A: The Director of Parks develops plans and cost estimates for an enclosed shelter either as an addition to a current shelter or as a replacement shelter by July 2012.

Objective B: The Director of Parks presents concept plan to Executive Director in August 2012.

Objective C: If determined to be feasible and useful, the Director of Parks presents concept plan to the board at the September 2012 regular board meeting.

12. Establish a tree replacement program for the 120+ trees lost in the storm of the summer of 2011.

Objective A: The Director of Parks will establish a two year prioritized list of tree locations and species for planting by Winter 2012.

Objective B: The Director of Parks will bid the first half of that list in 2012, and the dollars will be funded by the Capital Budget.

Objective B: The Director of Parks will bid the second half of that list in 2013, and the dollars will be funded by the Capital Budget.

13. Develop plans for and seek grant dollars to support the beginning of the renovation of Bob Bangert Park.

Objective A: The Director of Parks will work with professional services to create a phased plan for initiating the natural area improvements for Bob Bangert Park to fit with the concept of having this park serve as a trailhead for the Cedar Creek Trail at some point in the future. This plan will be completed with cost estimates no later than Winter 2013.

Objective B: The Director of Parks will work on tracking down grant sources for this project during 2013.

Objective C: The Director of Parks will make application for grants for this project during 2014, with the matching funds budgeted in the 2015 Capital Budget.

Objective D: Construction will take place in 2015. In the interim, the park will be a low mow area to conserve funds.

Business Office/Technology

1. To complete VSI recreation software implementation by March 1, 2012.

Objective A: Director of Business Services will oversee the complete implementation by March 1, 2012.

Objective B: Director of Business Services will oversee the resolution of any problem issues during 2012.

2. To develop and have online a new Quincy Park District website that ties into the Quincy Park Foundation website by May 1, 2012.

Objective A: Director of Business Services will assemble a “Web Development Team” for this project.

Objective B: Director of Business Services, by November 1, 2011, will have RFPs from vendors for the team’s review.

Objective C: Director of Business Services will coordinate with third party vendor for the development of the district’s final draft version of the website by March 15, 2012.

Objective D: Director of Business Services will coordinate with a representative of the foundation and third party vendor for the development of the foundation’s web site by May 1, 2012.

3. To seek and investigate options to improve staff communications efficiency, reduce the communications operational costs of the district, and replace antiquated equipment by fall 2013.

Objective A: The Director of Business Services will work with vendors to seek Voice Over IP (VOIP) options by July 1, 2013.

Objective B: The Director of Business Services will prepare a cost benefit analysis, compile a timetable, and make a recommendation to the board by October 1, 2013.

Objective C: If feasible and funds available, new system is to be fully implemented within the time frame laid out in Objective 3. B.

4. To seek and investigate options to automate and centralize the district’s timecard system for integration with MSI accounting system to accomplish by the fall of 2013.

Objective A: The Director of Business Services and the Director of Parks will work with vendors to seek options by April 1, 2013.

Objective B: The Director of Business Services and the Director of Parks will prepare a cost benefit analysis, compile a timetable, and make a recommendation to the board by August 1, 2013.

Objective C: If feasible and funds available, new system is to be fully implemented within the time frame laid out in Objective 4.B. The intent would be for this system to be in place for the 2014 calendar year.

5. To increase the number of public Wi-Fi hot spots within the district by 2015. Currently provided at Emerson, Washington Park (by the Quincy Historic Business District), and Westview.

Objective A: The Director of Business Services will work with vendors to establish public Wi-Fi hot spots at Indian Mounds Pool, Wavering Aquatic Center, and the Batting Cage/Mini-golf by fall 2012.

Objective B: The Director of Business Services will work with vendors to seek options and compile a timetable and recommendation to the board to establish

public Wi-Fi hot spots at 5 major parks (South, Moorman/Wavering, Reservoir, Madison, and Bob Mays) by September 30, 2015.

6. To seek and investigate options to improve board communications efficiency and to reduce the operational costs associated with the production and distribution of information to the commissioners by fall 2015.

Objective A: The Director of Business Services will seek options to implement a website login for commissioners to obtain electronic documents to include board packets and to install an enhanced audio video system in the board room for viewing of electronic documents during the board meetings by June 30, 2015.

Objective B: The Director of Business Services will compile a timetable and make recommendations to the board by October 1, 2015.

Objective C: If feasible and funds available, new equipment and procedures are to be fully implemented within the time frame laid out in Objective 6. B.

7. To tie the entire district's surveillance systems into the administration building's IT network by December 31, 2016.

Objective A: The Director of Business Services and the Safety Supervisor will work with vendors to seek options by August 31, 2016.

Objective B: The Director of Business Services and the Safety Supervisor will prepare a cost benefit analysis, compile a timetable, and make recommendations to the board by November 1, 2016.

Objective C: If feasible and funds available, new system is to be fully implemented within the time frame laid out in Objective 7.B.

8. To seek and investigate options for the improvement of the customer reception area and to make the Director of Business Services office more conducive to an efficient working environment.

Objective A: The Director of Business Services and the Director of Parks will seek options to improve reception staff interactions with customers.

Objective B: The Director of Business Services and the Director of Parks will seek options to provide for discretion of personal information while processing financial assistance applications.

Objective C: The Director of Business Services and the Director of Parks will seek options to meet ADA requirements.

Objective D: The Director of Business Services and the Director of Parks will seek options to provide a self-service kiosk.

Objective E: The Director of Business Services and the Director of Parks will seek options to provide an efficient working environment for the Director of Business Service.

Objective F: The Director of Business Services and the Director of Parks will initiate an engineer's evaluation by spring 2014.

Objective G: The Director of Business Services and the Director of Parks will compile a timetable and makes a recommendation to the board by fall 2014.

Implementation

In order to accomplish these goals, financial alternatives were discussed, and options considered for paying the cost of achieving these modest goals. Costs were itemized, and then categorized by park. The result was the document that starts on the next page, and continues through page 26. The projects and items are assigned a description, a cost estimate, and a projected year of completion.

The Board of Commissioners, in their planning, recognized the need to increase the size of their General Obligation Bond issue in order to catch up on a delayed year of issuing bonds, but, more importantly, to achieve some “catch up” on maintenance that has been deferred for a few years. Buildings, facilities, parks, trees, understory, and equipment have fallen behind in care, and the financial plan that the Board has laid out will attempt, over a five year period, to accomplish this “catch up” while striving for two financial goals:

- To issue bonds to take care of what we have.
- To keep the bond issue as low as possible, so as not to have too great an impact on the taxpayer.

PARK	ITEM DESCRIPTION	ESTIMATED COST	PARK TOTALS
All America	Shelter Electrical Upgrade	\$5,000	
All America	Shelter- Replace Floor	\$40,000	
All America	Replace Water Line to Shelter & Auto Museum	\$15,000	
All America	Replace Drinking Fountain	\$4,500	
All America	Park Total		\$64,500
Batting Cage Complex	Mini-golf Boulders	\$10,000	
Batting Cage Complex	Mini-golf Carpet Replacement	\$15,000	
Batting Cage Complex	Park Total		\$25,000
Berrian	Replace Roof -Restroom	\$8,000	
Berrian	Shelter Electrical Upgrade-Timer/CFI	\$4,000	
Berrian	Repair/Replace Water Line	\$15,000	
Berrian	Add Drain Tile to Low Area Near RR	\$8,000	
Berrian	Replace Drinking Fountain	\$4,500	
Berrian	Playground-Replace Safety Surface	\$3,500	
Berrian	Resurface Tennis Courts (2)	\$18,000	
Berrian	Park Total		\$61,000
Bob Bangert	Repaint Park Signs	\$2,000	
Bob Bangert	Replace Drinking Fountain	\$4,500	
Bob Bangert	Prairie Restoration	\$100,000	
Bob Bangert	Prairie Restoration Stewardship	\$19,400	
Bob Bangert	Entrance Gates (2-Sets @ \$2,500)	\$5,000	
Bob Bangert	Park Total		\$130,900
Bob Mays	Playground-Replace Safety Surface	\$3,500	
Bob Mays	Prairie Restoration	\$32,000	
Bob Mays	Prairie Restoration Stewardship	\$11,640	
Bob Mays	Prairie Restoration Stewardship	\$11,640	
Bob Mays	Prairie Restoration Stewardship	\$11,640	
Bob Mays	New Parking Lot	\$45,000	
Bob Mays	Park Total		\$115,420
Boots Bush	Restroom-ADA Compliant	\$80,000	
Boots Bush	Restroom Engineering Study	\$6,000	
Boots Bush	Remove or Repair Brick Planter	\$8,500	
Boots Bush	Resurface Parking Area	\$23,000	
Boots Bush	Replace Drinking Fountain	\$4,500	
Boots Bush	Park Total		\$122,000
Clat Adams	Restroom-Replace Deck	\$40,000	
Clat Adams	Resurface Parking Area	\$40,000	
Clat Adams	Repair/Replace 400' (N. Seawall)	\$45,000	
Clat Adams	Resurface Road	\$75,000	
Clat Adams	Park Total		\$200,000

PARK	ITEM DESCRIPTION	ESTIMATED COST	PARK TOTALS
Emerson	Playground- Safety Surface Replacement	\$3,500	
Emerson	Community Ctr-Replace Flat Roof Section	\$75,000	
Emerson	Community Ctr-Replace Gutter/Downspouts	\$18,000	
Emerson	Community Ctr-Tuck Pointing	\$45,000	
Emerson	Community Ctr-Repair Parapet Wall SW	\$5,000	
Emerson	Community Ctr-Lighting Upgrades	\$15,000	
Emerson	Community Ctr-Foundation Sidewalk Replacement	\$30,000	
Emerson	Park Total		\$191,500
Gardner	Replace Drinking Fountain	\$4,500	
Gardner	Repair Capt Stones on Stone Bridge	\$6,000	
Gardner	Entrance Gates (3-Sets @ \$2,500)	\$7,500	
Gardner	Entrance Gates (2-Sets @ \$2,500)	\$5,000	
Gardner	Natural Overlook Restoration	\$14,000	
Gardner	Natural Overlook Restoration Stewardship	\$4,000	
Gardner	Natural Overlook Restoration Stewardship	\$4,000	
Gardner	Natural Overlook Restoration Stewardship	\$4,000	
Gardner	Park Total		\$49,000
Indian Mounds	Repair/Replace 200' Limestone Retaining Wall	\$30,000	
Indian Mounds	Replace Pool Deck Grates	\$62,000	
Indian Mounds	Entrance Gates (3-Sets @ \$2,500)	\$7,500	
Indian Mounds	Park Total		\$99,500
Johnson	Restroom-Replace Roof	\$8,000	
Johnson	Restroom-Repair Soffit/Fascia	\$6,000	
Johnson	Shelter-Update Electric-Timer/GFI	\$4,000	
Johnson	Shelter-Replace Floor	\$12,000	
Johnson	Replace Playground Safety Surface (5 to 12)	\$3,500	
Johnson	Soccer Field-Install Backstop Fence (North)	\$3,000	
Johnson	Park Total		\$36,500
Kesler	Restroom-Repair/Replace Railing	\$4,500	
Kesler	Shelter-Paint/Stain Surfaces-Exterior	\$400	
Kesler	Shelter-Paint/Stain Surfaces-Interior	\$400	
Kesler	Shelter-Electrical Upgrades GFI/Timer	\$2,500	
Kesler	N Parking Lot 66,000 Sq. Ft.	\$140,000	
Kesler	S Parking Lot 24,000 Sq. Ft.	\$60,000	
Kesler	Playground Sidewalk	\$3,000	
Kesler	Replace Single Dock (North)	\$15,000	
Kesler	Replace RR Courtesy Dock	\$15,000	
Kesler	Replace Fishing Dock	\$30,000	
Kesler	Repair/Renovate River Overlook Deck	\$12,000	
Kesler	Replace Drinking Fountain	\$4,500	
Kesler	Park Total		\$287,300

PARK	ITEM DESCRIPTION	ESTIMATED COST	PARK TOTALS
Leon Bailey	Replace Playground	\$25,000	
Leon Bailey	Replace 4 Benches	\$4,800	
Leon Bailey	Park Total		\$ 29,800
Log Cabin Village	Log Cabin Site Plan	\$5,000	
Log Cabin Village	Park Total		\$ 5,000
Madison	Shelter-Update Electric-Timer/GFI	\$4,000	
Madison	Resurface 2 Tennis Courts	\$14,000	
Madison	Repair Tennis Fence	\$5,000	
Madison	Park Total		\$ 23,000
Marina	Marina BB-Replace Metal Frame/Foam Floats	\$45,000	
Marina	Marina-E&F Dock Replacement	\$320,000	
Marina	Marina-G Dock-Refloat Dock	\$45,000	
Marina	Park Total		\$ 410,000
Moorman	North Restroom-Replace Flush Valves	\$4,000	
Moorman	Lg Shelter Replacement	\$120,000	
Moorman	Med Shelter Replacement	\$70,000	
Moorman	Sm Shelter Replacement w/Med	\$70,000	
Moorman	Upper East Restroom-Replace Flush Valves	\$4,000	
Moorman	Ballfield Restroom-Replace Flush Valves	\$4,000	
Moorman	Restripe Shelter/Fishing Parking Lots	\$5,000	
Moorman	Resurface 1500' (Dam to Large Shelter)	\$105,000	
Moorman	Resurface 1300' (Large Shelter to Dam)	\$95,000	
Moorman	Replace Railing-Fishing Docks	\$8,000	
Moorman	Replace Drinking Fountains at 2 Ballfields	\$8,500	
Moorman	Replace Drinking Fountain - Horseshoe Courts	\$4,500	
Moorman	Entrance Gates (1-Set @ \$2,500)	\$2,500	
Moorman	Entrance Gates (1-Set @ \$2,500)	\$2,500	
Moorman	Horseshoe Courts-Repair/Replace Fence	\$5,000	
Moorman	Replace 4 Benches-North Side of Lake	\$4,800	
Moorman	Park Total		\$ 512,800
Parker Heights	Slope Stabilization	\$8,000	
Parker Heights	Rock Wall Repair 100'	\$15,000	
Parker Heights	Natural Overlook Restoration	\$14,000	
Parker Heights	Natural Overlook Restoration Stewardship	\$4,000	
Parker Heights	Natural Overlook Restoration Stewardship	\$4,000	
Parker Heights	Natural Overlook Restoration Stewardship	\$4,000	
Parker Heights	Entrance Gates (2-Sets @ \$2,500)	\$5,000	
Parker Heights	Park Total		\$ 54,000

PARK	ITEM DESCRIPTION	ESTIMATED COST	PARK TOTALS
Quincy Park District	Computers/Technology	\$6,500	
Quincy Park District	Computers/Technology	\$15,855	
Quincy Park District	Computers/Technology	\$10,250	
Quincy Park District	Computers/Technology	\$6,850	
Quincy Park District	Computers/Technology	\$2,650	
Quincy Park District	District Equipment-Mowers, Vehicles, Etc.	\$190,000	
Quincy Park District	District Equipment-Mowers, Vehicles, Etc.	\$222,000	
Quincy Park District	District Equipment-Mowers, Vehicles, Etc.	\$324,000	
Quincy Park District	District Equipment-Mowers, Vehicles, Etc.	\$162,000	
Quincy Park District	District Equipment-Mowers, Vehicles, Etc.	\$110,000	
Quincy Park District	Per OSHA Study	\$25,000	
Quincy Park District	Per ADA Study 5/2011	\$146,250	
Quincy Park District	Per ADA Study 5/2011	\$139,550	
Quincy Park District	Per ADA Study 5/2011	\$131,300	
Quincy Park District	Per ADA Study 5/2011	\$159,900	
Quincy Park District	Per ADA Study 5/2011	\$136,750	
Quincy Park District	Tree Replacement	\$25,000	
Quincy Park District	Tree Replacement	\$25,000	
Quincy Park District	Contingency	\$80,000	
Quincy Park District	Contingency	\$80,000	
Quincy Park District	Contingency	\$80,000	
Quincy Park District	Contingency	\$80,000	
Quincy Park District	Contingency	\$80,000	
Quincy Park District	Cedar Creek Trail - Extension of 12th St Sidewalk	\$75,000	
Quincy Park District	Park Total		\$ 2,313,855
Quinsippi Island	Repair Road 100' x 24' E end of Bridge	\$10,000	
Quinsippi Island	Water Service-Add Curb Stop Valves (3)	\$9,000	
Quinsippi Island	Replace Drinking Fountain	\$4,500	
Quinsippi Island	Replace Playground Safety Surface (5 to 12)	\$3,500	
Quinsippi Island	Park Total		\$ 27,000
Reservoir	Shelter-Upgrade Electric GFI/Timer Outlets	\$3,500	
Reservoir	Replace S. Drinking Fountain	\$4,500	
Reservoir	Replace Playground Safety Surface (5 to 12 and 2to 5)	\$3,500	
Reservoir	Resurface 2 Tennis Courts	\$15,000	
Reservoir	Park Total		\$ 26,500

PARK	ITEM DESCRIPTION	ESTIMATED COST	PARK TOTALS
Riverview	Shelter-Update Electric-Timer/GFI	\$4,000	
Riverview	Replace 450' with Concrete on Bluff	\$15,000	
Riverview	Replace Playground System (5-12)	\$60,000	
Riverview	Replace 9 Benches	\$10,800	
Riverview	Entrance Gates (4-Sets @ \$2,500)	\$10,000	
Riverview	Natural Overlook Restoration	\$14,000	
Riverview	Natural Overlook Restoration Stewardship	\$4,000	
Riverview	Natural Overlook Restoration Stewardship	\$4,000	
Riverview	Natural Overlook Restoration Stewardship	\$4,000	
Riverview	Park Total		\$125,800
South Park	Repair 200' Sidewalk near Pond	\$5,000	
South Park	Walking Bridge By Pond-Repair/Replace	\$10,000	
South Park	Replace Drinking Fountains	\$13,000	
South Park	Sewer & Septic-Engineering Sanitary Replacement	\$5,000	
South Park	Large Shelter-Replace Sanitary	\$75,000	
South Park	Playground-Replace 5-12 System	\$70,000	
South Park	Road Repair-1000' Section	\$75,000	
South Park	Entrance Gates (2-Sets @ \$2,500)	\$5,000	
South Park	Entrance Gates (3-Sets @ \$2,500)	\$7,500	
South Park	Large Shelter-Upgrade Electric-Timer-GFI	\$6,000	
South Park	Bandstand-Repair/Replace Clay Tile Roof	\$30,000	
South Park	Park Total		\$301,500
Sunset	Natural Overlook Restoration	\$14,000	
Sunset	Natural Overlook Restoration Stewardship	\$4,000	
Sunset	Natural Overlook Restoration Stewardship	\$4,000	
Sunset	Natural Overlook Restoration Stewardship	\$4,000	
Sunset	Entrance Gates (3-Sets @ \$2,500)	\$7,500	
Sunset	Stone Wall-Repair 200' Section	\$20,000	
Sunset	Park Total		\$53,500
Washington	Sidewalk-Repair 100' Sidewalk (2 Sections)	\$5,000	\$5,000

PARK	ITEM DESCRIPTION	ESTIMATED COST	PARK TOTALS
Wavering	Large Shelter-Replace	\$15,000	
Wavering	Small Shelter-Replace	\$8,000	
Wavering	Repair Stone Pool Sign	\$7,000	
Wavering	Asphalt-Strip WAC Pool/Ballfield/39th	\$12,000	
Wavering	Resurface Tar/Chip Shelter Lot	\$25,000	
Wavering	Aquatic Engineering	\$65,000	
Wavering	Aquatic Ctr Design	\$120,000	
Wavering	Aquatic Ctr Upkeep Maint.	\$15,000	
Wavering	Aquatic Ctr Upkeep Maint.	\$15,000	
Wavering	Entrance Gates (1-Set @ \$2,500)	\$2,500	
Wavering	Sidewalk-Repair 200' -Bridge to Shelter Parking	\$2,000	
Wavering	Memorial Area-Repair Stone Monument	\$12,000	
Wavering	Replace Drinking Fountain	\$4,500	
Wavering	Playground-Replace Safety Surface	\$3,500	
Wavering	Repair Bridge Abutment	\$15,000	
Wavering	Repair Road at Bridge	\$40,000	
Wavering	Remove Walking Bridge	\$30,000	
Wavering	Park Total		\$391,500
Westview GC	Car Path-Average- Repair/Replace-Asphalt	\$150,000	
Westview GC	Car Path-Poor- Repair/Replace-Asphalt	\$184,000	
Westview GC	Green-Hole #4-Repair/Replace	\$35,000	
Westview GC	Equipment	\$153,000	
Westview GC	Equipment	\$211,500	
Westview GC	Equipment	\$149,500	
Westview GC	Equipment	\$75,000	
Westview GC	Equipment	\$25,500	
Westview GC	Clubhouse-Update Men's & Women's RR & Locker Rms	\$400,000	
Westview GC	Park Total		\$1,383,500
Women's City Club	Replace Porch - Add'l.	\$30,000	
Women's City Club	Repair/Replace Brick Sidewalk	\$12,000	
Women's City Club	Per Klingner's Report	\$24,000	
Women's City Club	Per Klingner's Report	\$15,000	
Women's City Club	Per Klingner's Report	\$28,750	
Women's City Club	Per Klingner's Report	\$16,000	
Women's City Club	Park Total		\$125,750

FIVE YEAR TOTAL **\$7,171,125**

FIVE YEAR AVERAGE CAPITAL COST **\$1,434,225**

Financial Plan

There are capital implications and annual operating budget implications from this plan. Each will be addressed, annually, by:

- Board approval of capital expenditures and bond issues.
- Board approval of the operating budget.

Capital Planning

As part of the planning process for the next five years, the park district Board of Commissioners authorized assessments of its current situation, and reviewed a number of tools which lay out the expenses for moving toward taking care of what we have. Those assessments included:

- Studies of all of our buildings, facilities, natural areas, and unique features.
- Park Audits, Facility Audits, Equipment Replacement Schedules, Westview Audit
- Americans with Disabilities Act Audit
- Technology Audits

Based upon those assessments, the following funds will be needed, each year, in order to catch up with taking care of what we have:

2012: \$1,484,350
 2013: \$1,950,045
 2014: \$1,906,740
 2015: \$1,148,890
 2016: \$ 681,100

Funding Options

The Board spent considerable time defining taking care of what we have. A good number of those actions can also help us reduce annual operating costs in the long term, plus take care of what we have.

With general obligations bonds as the Quincy Park District's main tool for defraying these costs, there are a few approaches the Board should consider for funding this work. In order to plan for these approaches, a few assumptions need to be made:

- Costs for renovating Wavering Aquatic Center will not be known for at least a year. Therefore, these costs are not included in these projections.

- Costs for moving out of Emerson and renting/leasing/purchasing alternate space will not be known for at least another six months. Therefore, these costs are not included in these projections.
- Interest Rates at 2.2%
- Pay off of GO Bonds will be in 12 months or less.
- Using the items in Appendix A as the guide for these figures.

OPTION A

There are two approaches to this option.

1. Fund all work with General Obligation Bonds: Fluctuating Issue Amount
Bond Issue Amounts Would Be As Follows:

YEAR	BOND ISSUE AMOUNT	ADDITIONAL COST/\$100K HOME
2012	\$1,484,350	\$32.42
2013	\$1,950,045	\$56.37
2014	\$1,906,740	\$54.15
2015	\$1,148,890	\$15.17
2016	\$681,100	\$(8.89)

This version allows for issuance of bonds in the amount needed to get all work done in the year projected by the audits, equipment replacement schedules, and on a schedule for when the work is most likely needed to be done.

Additionally, in the later years, as the amount of the issue goes down we would then begin to know what our WAC and Emerson Costs will be, and would have “room” to issue larger G.O. Bonds to do that work, once we have a grasp on the extent of work needed for those projects.

2. Fund all work with General Obligation Bonds: Levelized Issue Amount

Bond Issue Amounts Would Be As Follows:

YEAR	BOND ISSUE AMOUNT*	ADDITIONAL COST/\$100K HOME
2012	\$1,434,225	\$29.84
2013	\$1,434,225	\$29.84
2014	\$1,434,225	\$29.84
2015	\$1,434,225	\$29.84
2016	\$1,434,225	\$29.84

This version allows the taxpayer to know what they will be contributing to our effort of making up on the items we have fallen behind on, and to pay for taking care of what we have. It keeps the cost steady for five years, so there are no peaks and valleys on their bill.

It would require staff to come back to the Board with a revised schedule for all of the work, with some items being deferred longer than we may like. It may cause some closures of areas for short periods of time due to safety, and some items reaching a point where they really don't look very good any more.

In 2015 and 2016, when we would know the costs for, and be ready to begin significant work on Wavering Aquatic Center, and/or looking to spend money on a replacement for Emerson Recreation Center, we might have to increase the bond issue.

OPTION B

There are two approaches to this option.

Assumptions of this approach include:

- Using existing cash reserves in the Westview and Marina funds.
- Lending a small amount of funds from other sources with a pay-back schedule from the Westview and Marina funds.
- Possibly using a small alternate bond for cash flow purposes.
- See possible options below:

WV Restroom Renovation \$400,000	
Senerio #1: Issuance of 5 Year Alternate Bond	\$ 443,000.00
\$400,000 Amortized over 5 years Payment	\$ 88,600.00
Payment from Golf Operations	\$ (45,000.00)
Annual Shortfall to make annual payment	\$ 43,600.00
	x5
Total 5 years of payment shortfall	\$ 218,000.00
Estimated Cash Balance 12/31/11 *	\$ 300,000.00
Less Shortfall	\$(218,000.00)
Remaining Reserves after 5 Years	\$ 82,000.00
Senerio #2: Build Reserves to Pay Cash for Project	
Estimated Cash Balance 12/31/11	\$ 300,000.00
2 Years Cash Reserve of Payment @ \$45,000	\$ 90,000.00
Total Estimated Cash on hand 12/31/13	\$ 390,000.00
Cost of Renovation	\$(400,000.00)
Marina E/F Dock Replacement \$320,000	
Project Cost	\$ 320,000.00
Less ADA Accessible Ramp	\$ (80,000.00)
Net Cost of Project	\$ 240,000.00
Marina Estimated Cash 12/31/11	\$ 154,000.00
Riverfront Development Estimated Cash 12/31/11	\$ 86,000.00
Total Cash Available for Project	\$ 240,000.00

There are two versions of OPTION B:

1. Fund all work with General Obligation Bonds: Fluctuating Issue Amount
HOWEVER: Pay Cash for E/F Docks and Westview Bathrooms

Bond Issue Amounts Would Be As Follows:

YEAR	BOND ISSUE AMOUNT	ADDITIONAL COST/\$100K HOME
2012	\$1,484,350	\$32.42
2013	\$1,630,045	\$39.92
2014	\$1,506,740	\$33.57
2015	\$1,148,890	\$15.17
2016	\$681,100	\$(8.89)

This version allows for issuance of bonds in the amount needed to get all work done in the year projected by the audits, equipment replacement schedules, and on a schedule for when the work is most likely needed to be done.

In addition, it would lower the amount of the tax rate compared to OPTION A.

Additionally, in the later years, as the amount of the issue goes down we would then begin to know what our WAC and Emerson Costs will be, and would have “room” to issue larger G.O. Bonds to do that work, once we have a grasp on the extent of work needed for those projects.

2. Fund all work with General Obligation Bonds: Levalized Issue Amount

HOWEVER: Pay Cash for E/F Docks and Westview Bathrooms

Bond Issue Amounts Would Be As Follows:

YEAR	BOND ISSUE AMOUNT*	ADDITIONAL COST/\$100K HOME
2012	\$1,290,225	\$22.44
2013	\$1,290,225	\$22.44
2014	\$1,290,225	\$22.44
2015	\$1,290,225	\$22.44
2016	\$1,290,225	\$22.44

This version allows the taxpayer to know what they will be contributing to our effort of making up on the items we have fallen behind on, and to pay for taking care of what we have. It keeps the cost steady for five years, so there are no peaks and valleys on their bill. In addition, it would lower the amount of the tax rate compared to OPTION A.

It would require staff to come back to the Board with a revised schedule for all of the work, with some items being deferred longer than we may like. It may cause some closures of areas for short periods of time due to safety, and some items reaching a point where they really don't look very good any more.

In 2015 and 2016, when we would know the costs for, and be ready to begin significant work on Wavering Aquatic Center, and/or looking to spend money on a replacement for Emerson Recreation Center, we might have to increase the bond issues.

RECOMMENDATION

It is the recommendation of staff that Option B. 2. is the best approach, as it:

- A. Maintains a more steady amount without a lot of ups and downs.
- B. Will honor the commitment to take care of what we have.
- C. Keeps the tax rate for bond issues steady over time.
- D. Will help us catch up on a number of current conditions, facilities, and parks that have fallen behind in their care.

Conclusion

The goals are clear, and the estimated costs documented. It is now known what path must be taken. This Executive Summary intended to lay that out so current and future boards have a path by which they can guide the Quincy Park District over the next five years.

It is now up to staff and the board to work together to accomplish these goals.

ADOPTED

THIS _____ day of DECEMBER, TWO THOUSAND AND ELEVEN

JOHN FRANKENHOFF, President
Quincy Park District

DANIEL GIBBLE, Secretary
Quincy Park District