

**NWSRA Finance Committee Meeting
Friday, November 6, 2020, 10:00 a.m.**

Present: Christina Ferraro, Prospect Heights Park District; Bret Fahnstrom, River Trails Park District; Bob O'Brien, Hanover Park Park District; Jay Morgan, South Barrington Park District; Michelle Bins, PFM Investments; Tracey Crawford, NWSRA Executive Trustee; Miranda Woodard, Accounting Manager; Darleen Negrillo, Superintendent of Administrative Services; and Jessica Vasalos, Administrative Manager, as Recording Secretary.

The meeting was called to order at 10:10 a.m.

Investment Update

Michelle Bins, PFM Investments reviewed the NWSRA portfolio with the Committee and gave the projections for the upcoming year. Mrs. Bins, indicated that for the foreseeable future it is in NWSRA's best interest to look into longer term CD's.

Amended COVID 2020 Budget Memo

Executive Crawford gave an overview of the amended 2020 budget versus the actual 2020 budget. Director Crawford further explained some of the disparities reviewing all the steps that NWSRA took to keep expenses down since March of 2020

Trustee Talsma raised a question via email as follows:

My biggest question or concern is that the 2021 budget only reflects an increase in program revenue of \$50k. However, it appears we are budgeting an increase in payroll and taxes of \$800k? I would think there would be a better correlation of increased revenue to increased staff. I agree on the time line in return to normalcy for programming, but I would think wages would then follow that percentage as well?

Director Crawford provided the rationale for NWSRA's conservative budgeting approach and reminded the Board, along with Superintendent Negrillo the following:

There are several factors that weigh into the assumption for this budgeting approach:

Part-Time Staff

1. NWSRA programs run at a loss of revenue and in some cases a break even scenario occurs. This budgeting model is based on the parameters set forth by ADA, allowing the accommodation of the unique needs of NWSRA participants (see page 1 of the Amended COVID 2020 Budget memo) without charging additional costs which would exceed the costs of programs similar to what is offered at their community Park District.
2. Program revenues are based on a minimum number of participants, while PT staff expenses are based on a maximum needed to successfully run programs and support the needs of the individual participating.

- a. For example, one program may host a minimum of six participants. That program may require:
 - i. Three 1:1 staff members
 - ii. A program leader
 - iii. A driver
 - b. As this program would run at a loss due to the amount of staff needed, NWSRA budgets based on the maximum number of staff to support the minimum number of participants. Prior program participation history and staffing ratios are taken into account when budgeting for anticipated staffing needs.
3. In order to accommodate an anticipated increase in programming in the final six months of 2020, Part Time Staff must be brought in earlier than June for training and preparation of programs.

Director Crawford also reminded the Board that in April, 2020 NWSRA froze all staff salaries due to the unknown outcome of the COVID-19 pandemic. Staff salaries are presented to remain frozen for FY2021, resulting in no increases for staff for two years. The difference in the salary line item is due to one staff promotion that occurred in February of 2020 and Recreation Therapist salaries adjusted to meet the FLSA exempt wage minimum requirements of \$35,568 resulting in an amount of \$23,782.81. Trustee O'Brien asked why they would remain frozen. After some discussion, Trustee O'Brien indicated he would like to bring this before the Board at the November 18, 2020 meeting. The committee agreed to bring this issue to the Board.

Proposed Unaudited 2020 Summary of Reserves and Investment Fund

NWSRA will have less than 25% to put into the operating budget for 2020. According to NWSRA's fund balance policy, 25% of expenses go into the operating budget. Budget numbers will be adjusted, and the starting amount for the operating budget will be determined. The General Reserve account will begin with 25% of expenses. Money will be transferred to the Capital Reserve fund per the request for \$250,000 for Buffalo Grove. In May, the actual numbers will be presented.

The committee was adjourned at 12:00 p.m.



We exist to provide outstanding opportunities through recreation for children and adults with disabilities.

**Northwest Special Recreation Association
Finance Committee Meeting
Friday, November 6, 2020
10:30 a.m., Via Zoom
<https://us02web.zoom.us/j/86845892765>
Meeting ID: 868 4589 2765**

Agenda

1. Investment Update – Michelle Bins
2. Amended COVID 2020 Budget Memo
 - A. Revenue Analysis
 - B. Amended COVID 2020 Budget
 - C. Recommended Uses of Amended COVID 2020 Unaudited Net
3. Proposed FY2021 Budget Documents
 - A. FY 2021 Line Item Descriptions and Budget Assumptions
 - B. FY 2021 Proposed Budget Worksheet
 - C. Capital Replacement Plan
4. Proposed Unaudited FY2020 Summary of Reserves and Investment Fund Review



NWSRA Investment Update

November 6, 2020

PFM Asset
Management LLC

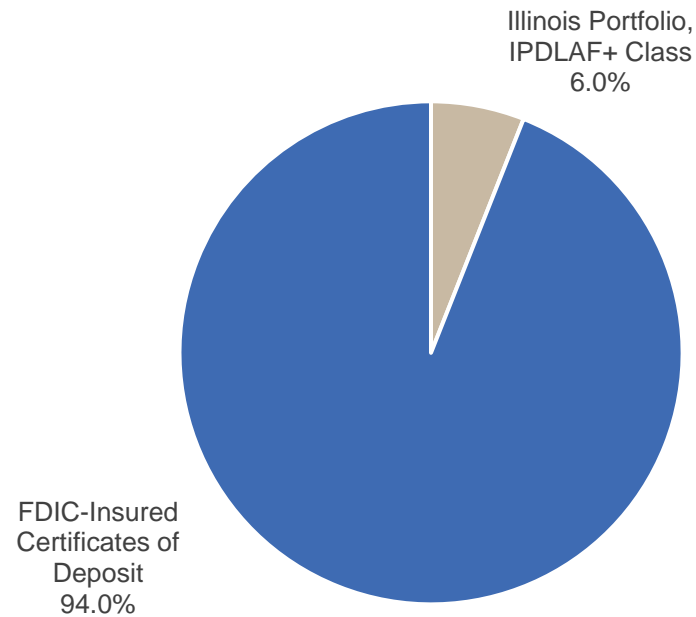
190 S LaSalle St
Suite 2000
Chicago, IL 60603

312-977-1570
pfm.com



NWSRA Investment Holdings as of September 30, 2020

Investment Type	Market Value	Yields as of 9/30/20	Yields as of 9/30/19
Illinois Portfolio, IPDLAF+ Class	\$80,752.24	0.02%	1.90%
FDIC-Insured Certificates of Deposit	\$1,265,000.00	0.25% - 2.75%	2.11% - 3.10%
Total	\$1,345,752.24		



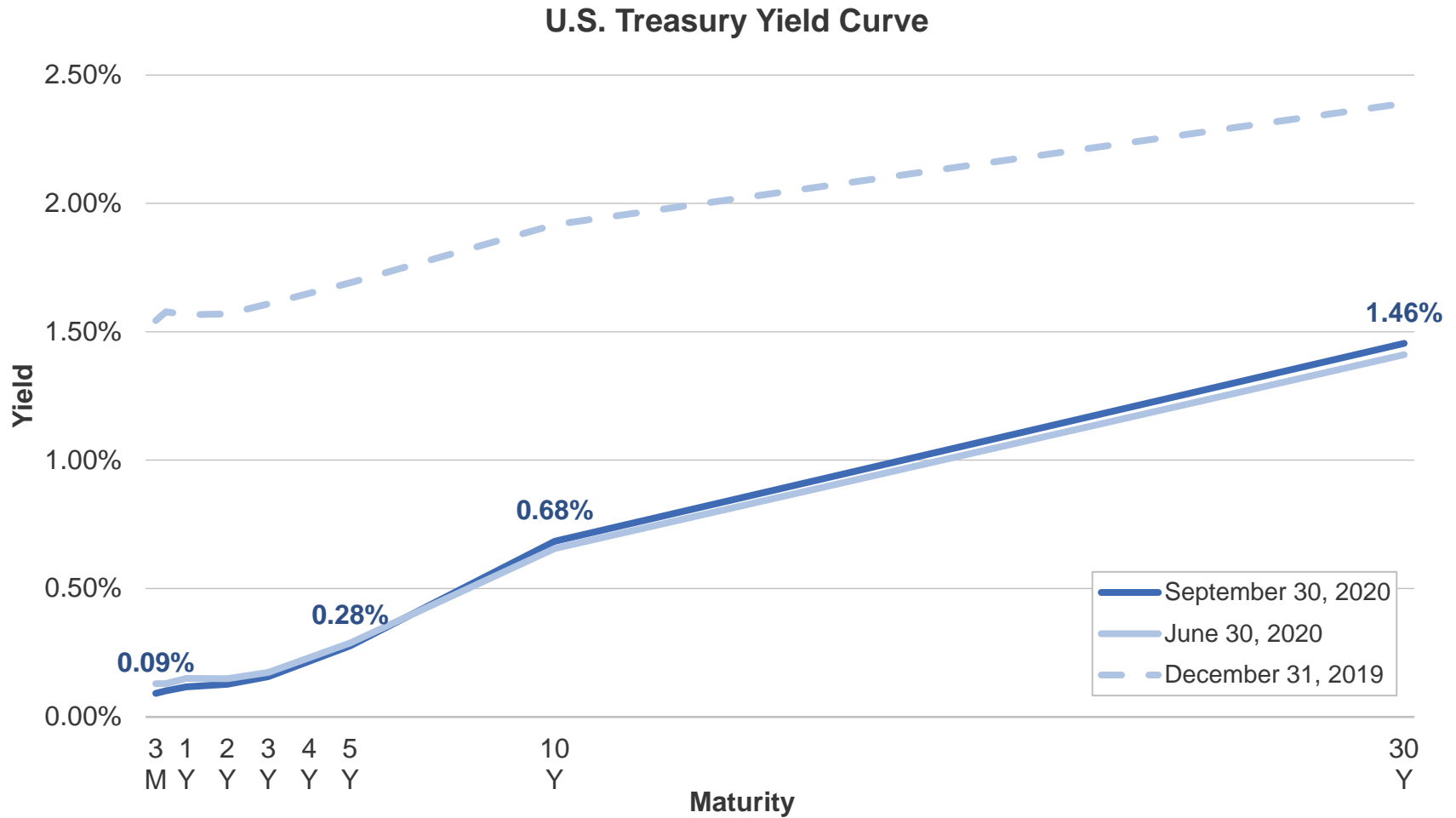


NWSRA Investment Holdings as of September 30, 2020

Institution	Settlement Date	Maturity Date	Rate	Investment Amount	Value at Maturity
East Boston Savings Bank, MA	1/15/2020	10/13/2020	1.75%	120,000	121,565
Financial Federal Savings Bank, TN	11/18/2019	11/17/2020	1.75%	100,000	101,750
First Internet Bank Of Indiana, IN	4/3/2020	12/29/2020	1.01%	135,000	136,009
Pacific Western Bank, CA	06/16/20	02/11/21	0.50%	210,000	210,690
Cit Bank, N.A., CA	09/16/20	03/15/21	0.25%	150,000	150,185
First Mid-Illinois Bank & Trust, N.A., IL	6/11/2019	6/10/2021	2.75%	200,000	211,000
Third Coast Bank Ssb, TX	6/11/2019	6/10/2021	2.65%	100,000	105,300
Cibc, MI	09/16/20	09/16/21	0.30%	150,000	150,450
Cornerstone Bank, Nebraska, NE	09/29/20	09/29/21	0.25%	100,000	100,250
Totals				\$1,265,000	\$1,287,199



Treasury Yield Curve Relatively Unchanged

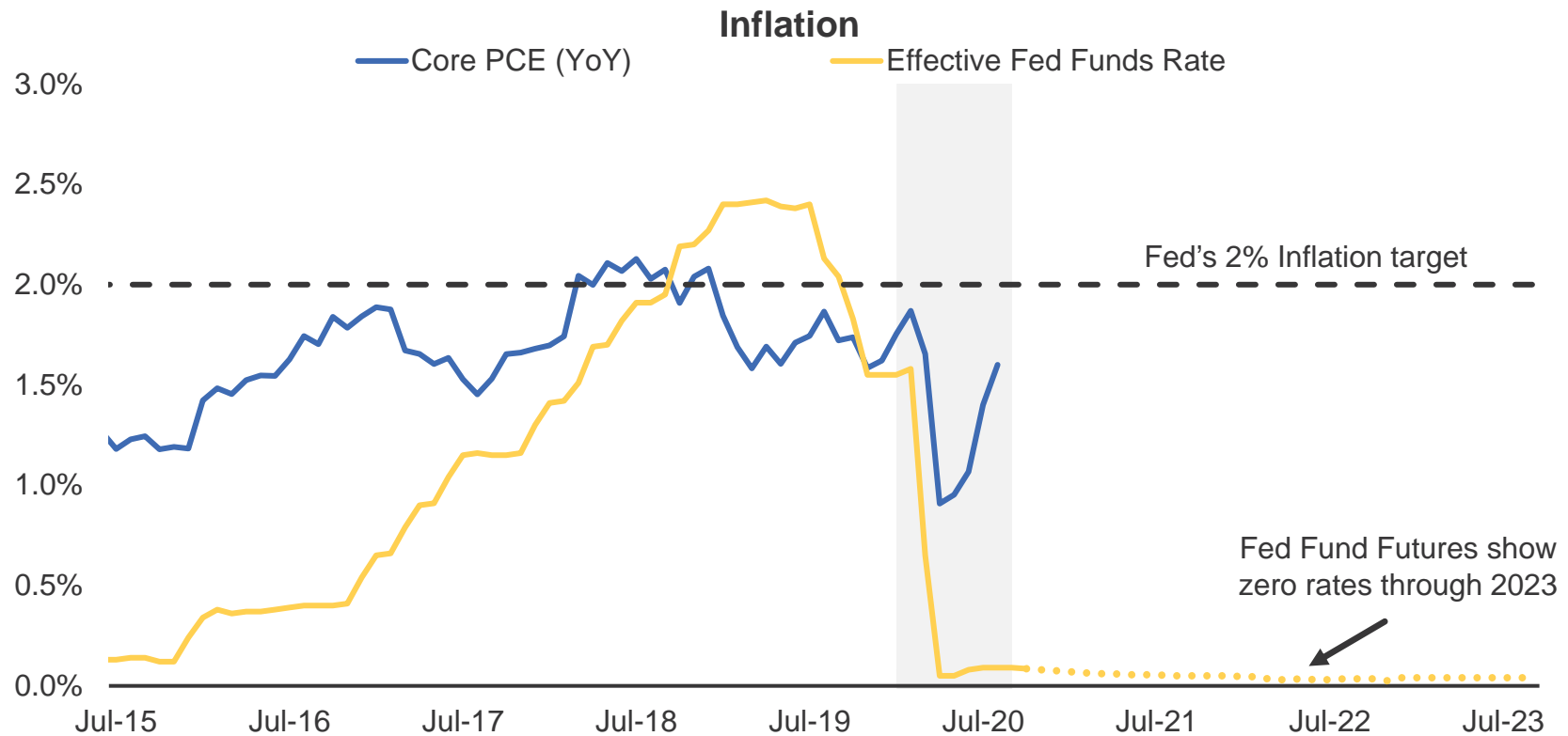


Source: Bloomberg, as of 9/30/2020.



Federal Reserve's New Inflation Policy Means Rates May Be Lower for Longer

"...the Committee seeks to achieve inflation that averages 2 percent over time... following periods when inflation has been running persistently below 2 percent, appropriate monetary policy will likely aim to achieve inflation moderately above 2 percent for some time."

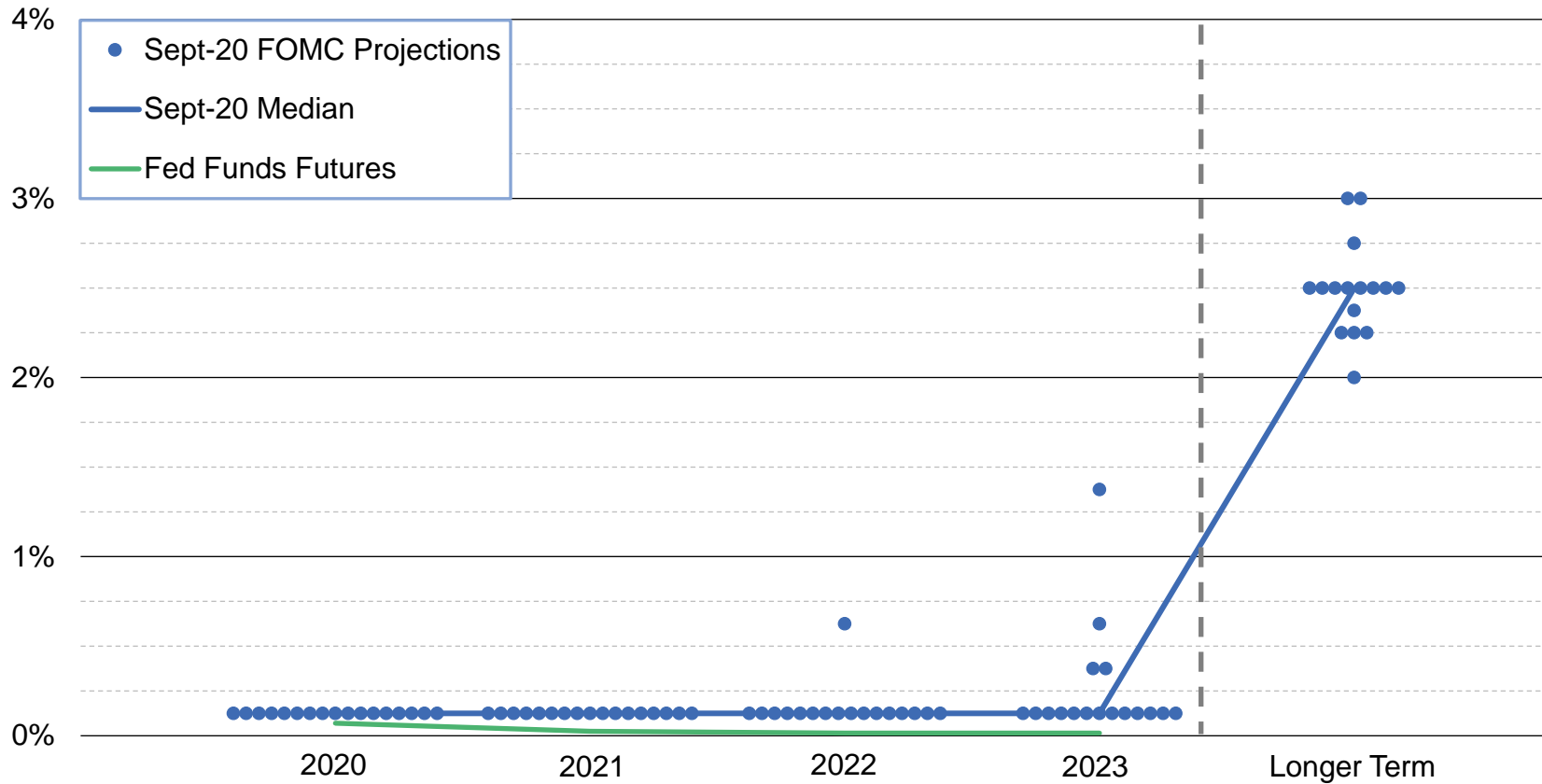


Source: Federal Reserve, as of 8/27/2020 (quote); Bloomberg, as of 10/02/2020 (chart). Fed Funds Futures projections as of 10/05/2020.



Federal Reserve Members Extend Duration of Zero Rates Through 2023

Fed Participants' Assessments of 'Appropriate' Monetary Policy



Source: Federal Reserve and Bloomberg. Individual dots represent each Fed members' judgement of the midpoint of the appropriate target range for the federal funds rate at each year-end. Fed funds futures as of 9/16/20.



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Thank You

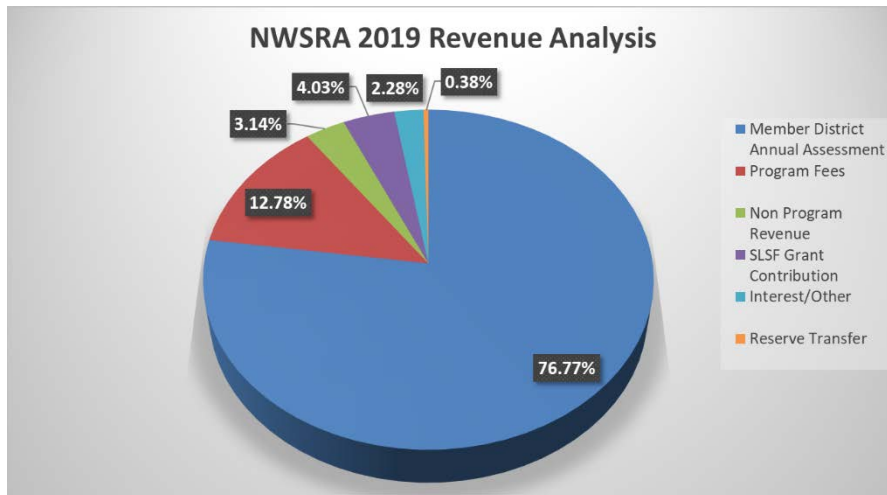


pfm

**Amended
COVID 2020
Budget Memo**

To: NWSRA Board
From: Bret Fahnstrom, Finance Committee Chairman
Date: November 6, 2020
Re: Amended COVID 2020 Budget

In order to meet the guidelines set forth by the Americans with Disabilities Act (ADA), while meeting the unique needs of families of individuals with disabilities, NWSRA provides recreational therapy programming with associated program fees consistent with those provided by Member Park Districts. While providing therapeutic recreational programming, the NWSRA program fees remain consistent with Member Park Districts program fees and cannot exceed published park district fees for similar programs and services. However, these program fees do not reflect the true costs to run recreational therapy programs for individuals with disabilities. The SRA model was created to ensure that programs and services for individuals with disabilities would always be available. Therefore, the funding for SRA's was established with the legislation which created a Special Recreation Tax Levy for cooperatives providing Special Recreation which allowed funding to be accessed through a joint agreement with an SRA. The majority of the revenue received by an SRA is through the Member District Annual Assessments.



NWSRA program expenses are related to:

- Increased staff to participant ratios
- The need to provide accessible transportation
- The use of adapted equipment
- The creation of specialized recreational therapy plans
- And the implementation of numerous other accommodations needed on an individual basis to support participation for individuals with disabilities

Addressing Program Revenue vs. Staffing Expenses

To further explain and as part of a discussion in advance of the Finance Committee meeting, the following question was posed:

My biggest question or concern is that the 2021 budget only reflects an increase in program revenue of \$50k. However it appears we are budgeting an increase in payroll and taxes of \$800k? I would think there would be a better correlation of increased revenue to increased staff? I agree on the time line in return to normalcy for programming, but I would think wages would then follow that percentage as well?

There are several factors that weigh into the budgeting approach toward NWSRA program revenue and corresponding staffing expenses:

1. NWSRA programs run at a loss of revenue and in some cases a break even scenario occurs. This budgeting model is based on the parameters set forth by ADA, allowing the accommodation of the unique needs of NWSRA participants (see page 1 of the Amended COVID 2020 Budget memo) without charging additional costs which would exceed the costs of programs similar to what is offered at their community Park District.
2. Program revenues are based on a minimum number of participants, while PT staff expenses are based on a maximum needed to successfully run programs and support the needs of the individual participating. Prior program participation history and staffing ratios are taken into account when budgeting for anticipated staffing needs.
 - a. For example, one program may host six participants. When budgeting for that program, NWSRA must provide the proper amount of staffing to ensure that the unique needs of the individual are being supported (behavioral, physical support, cognitive support, sensory and emotional support):
 - i. Three to four of the six participants will need 1:1 or 1:2 staffing ratio
 - ii. A program leader to lead the entire program (plan, lead, implement, supervise staff)
 - iii. A driver (participant pickup and drop offs)
 - b. A program that hosts six participants will have budgeted expenses for five to six staff. If the program leader is full time staff, who can also drive, this will reduce the staffing expenses. However, during COVID the budget

was based on full time staff supporting the entire program. During COVID, many of the individuals requiring a 1:1 ratio are not participating. However, once participation increases and more in person programs are offered, the need for part time staff and drivers will also increase.

3. In order to accommodate an anticipated increase in programming in the final six months of 2020, Part Time Staff must be brought in earlier than June for training and preparation of programs.

All of the expenses mentioned above are unique to Special Recreation Associations (SRAs) and the recreational therapy programs and services that have been provided to individuals with disabilities for over 50 years in Illinois. NWSRA's recreational programs and services have always either operated at a loss or they have broken-even. The Collaborative programs with Clearbrook were the first programs to produce measurable and consistent revenue for NWSRA.

Due to the restrictions introduced by the COVID-19 pandemic in March 2020, staff acknowledged the loss of program-related income and recognized the need for a reduction in operations, programming and salary expenditures. As a result, NWSRA immediately implemented furloughs of Part Time staff, reduced operational expenditures across the board, and re-imagined new ways of providing recreational therapy that would provide the continues programs and services during the pandemic.

The related expenditures saved, made a major impact on the Net Income within the Amended Budget. In addition, operational expenditure reductions further amplified the positive financial position of the agency. In order to recap the major impacts on the Net Income, following are the main expense reductions resulting in a positive Net Income between the Approved FY 2020 Budget vs. the Amended PYE 2020 Budget:

GL Code	Line Item	Approved FY 2020	Amended PYE 2020
	Operating Expenses Total	\$867,080.24	\$740,718.85
	Program Expenses Total	\$710,879.09	\$319,776.69
424100	Full-Time Salaries	\$2,014,708.53	\$1,649,411.18
424200	Part Time Salaries	\$660,199.28	\$80,406.16
442100	FICA	\$254,229.12	\$134,016.87
442200	IMRF	\$266,583.13	\$187,802.10
450000	Inclusion	\$488,408.31	\$157,982.85
460000	Capital Expense	\$858,987.49	\$453,157.66

The Finance Committee recommends that the NWSRA Board accepts the Amended COVID 2020 Budget as presented.

The Amended COVID PYE 2020 - FY 2020 currently shows a Net Income variation of \$1,682,180.79. As we plan for 2021, COVID-19 continues to pose challenges to NWSRA and our Member Districts. In an effort to be sensitive to the fiscal instability of our communities and financial challenges each Member District may have, NWSRA allowed members districts flexibility when paying their assessment payments during fiscal year 2021. To ensure that operations for NWSRA will not be interrupted during these uncertain times, staff recommend the Net Income be dedicated to the following purposes:

Proposed FY 2020 Net Income recommendations:	Amount	Purpose:
Operating Reserve Fund	\$617,316.05	Per the Fund Balance Policy, 25% of the expenses for the following fiscal year is to be put in Operating Reserve. For FY2021 staff recommends - 1.5 months of expenses to be transferred into the Operating Fund to start fiscal year 2021
General Reserve Fund	\$617,316.05	Per the Fund Balance Policy, 25% of the expenses for the following fiscal year is to be put in General Reserve. For FY2021 staff recommends - 1.5 months of expenses to be transferred into the General Fund to start fiscal year 2021
Capital Reserve Fund	\$265,612.46	Capital Expenses for FY2021 are focused on the infrastructure needs of the Association. These needs include: the ADA Transition Plan, which was not funded by the Grant from the state, joint condo expenses with the Rolling Meadows Park District to replace the roof, the firebox, security camera needs, HVAC and electrical/plumbing. These projects have been delayed in lieu of purchasing fleet vehicles and opening of five programming spaces over the last seven years. Ensuring functional IT hardware including laptops, iPads, hotspots, will enable NWSRA Staff to transition smoothly from working from home to the five NWSRA programming spaces to the NWSRA Administrative Office as we navigate through the NWSRA COVID phases. Funding 100% of the Capital Expenses for 2021.

Rent for all five NWSRA Programming Spaces (BG, WH, HPPD, RM, MP)	\$137,316.00	Due to the Collaborative Agreement with Clearbrook, NWSRA program space rental fees are budgeted in the Adult Day Program budget and reimbursed monthly by Clearbrook. In the event that the Governor moves the state back to Phase 3, the State of Illinois Department of Human Services will restrict in person programming for individuals with disabilities in the Adult Day Programs. Although participation will be virtual, Clearbrook will not pay NWSRA for rental expenses for the five programming spaces during this time. However, NWSRA will continue to conduct its own in person programming in the five spaces. In order to allow for no interruption in our contracted rental agreement payments, this amount has been set aside.
Strategic Planning Consultant for 2022-2026	\$10,750.00	Ten years ago NWSRA hired an outside consultant to perform a Comprehensive Strategic Plan. Five years ago NWSRA Administrative Staff updated the plan with the assistance from four Park District Executive Directors. As we approach the other side of the Pandemic, it is imperative that NWSRA evaluate the ever changing needs and interests of its participants, Member Districts and stakeholders. To assess these needs and objectively determine the future of programming and services it is essential that NWSRA conduct a Comprehensive Strategic Plan with an outside consultant.
Anticipated Total Remaining:	\$33,870.23	Recommended to investment transfer

The Finance Committee recommends that the NWSRA Board accept the proposed use of the unaudited Net Surplus for the purposes presented.

Motion:

Motion to approve the Amended COVID 2020 Budget as presented.

		2020 Budget	Covid Budget	Net Difference	2021 Budget
Line Item #	Description	Approved FY 2020	Amended PYE 2020	Amended PYE 2020 - FY 2020	Proposed FY 2021
Income					
310000	Member District Assessments	4,320,307.35	4,320,307.36	0.01	4,320,307.35
320000	Program Fees	679,280.02	201,093.83	-478,186.19	252,434.25
321000	Transportation - Door to Door	5,275.00	292.25	-4,982.75	1,227.80
321100	Transportation - Pick up Points	27,533.75	1,886.75	-25,647.00	10,793.00
340000	Non-Program Revenue	348,502.00	264,006.99	-84,495.01	314,616.20
350000	SLSF Grant Contributions	287,500.00	202,178.32	-85,321.68	260,000.00
360000	Sale of Fixed Assets	1,250.00	0.00	-1,250.00	500.00
370000	Interest	105,659.84	61,186.32	-44,473.52	12,175.11
380000	Revenue SLSF	200.00	141.00	-59.00	150.00
385000	Transfer of Reserve	500,000.00	500,000.00	0.00	269,612.46
	Total Income	6,275,507.96	5,551,092.82	-724,415.14	5,441,816.17
Operating Expenses-Administration					
421000	Professional Fees	18,190.15	15,480.43	-2,709.72	12,355.00
421100	Office Supplies	5,359.80	5,507.11	147.31	3,790.00
421150	Credit Card & Bank Fees	14,450.00	0.00	-14,450.00	11,772.00
421200	Postage	4,700.00	4,708.35	8.35	7,100.00
421300	Telephone/Fax	20,049.00	18,941.97	-1,107.03	21,257.00
421400	Conference/Education	54,511.00	24,209.02	-30,301.98	30,914.00
421500	Memberships	29,308.00	20,934.78	-8,373.22	21,743.00
421600	Health Insurance	424,140.38	360,388.20	-63,752.18	427,964.61
421700	Maintenance/Utilities	49,235.21	49,067.83	-167.38	46,397.71
421800	Rent	125,096.00	109,202.75	-15,893.25	120,186.00
421900	Computer	122,040.70	132,278.41	10,237.71	162,544.63
	Subtotal Administration Expenses	867,080.24	740,718.85	-126,361.39	866,023.95
Program					
422100	Rental Municipal	43,079.02	10,972.00	-32,107.02	30,674.00
422200	Rental Commercial	179,195.00	37,596.78	-141,598.22	34,271.68
422300	Program Development	28,882.00	16,852.11	-12,029.89	9,672.50
422400	Program Supplies	67,016.25	86,305.26	19,289.01	69,810.29
422500	Commercial Transportation	134,143.50	0.00	-134,143.50	0.00
422600	Mileage	23,000.00	5,905.49	-17,094.51	8,000.00
422700	Transportation Maintenance	83,900.00	93,315.24	9,415.24	62,154.08
422800	Gas/Tolls	73,000.00	14,015.39	-58,984.61	42,711.00
422900	Printing	60,759.60	44,919.00	-15,840.60	15,150.00
423100	Public Awareness/Subscriptions/Ads	17,903.72	9,895.42	-8,008.30	16,943.40
	Subtotal Program Expenses	710,879.09	319,776.69	-391,102.40	289,386.95
Salary					
424100	Full-Time Salaries	2,014,708.53	1,649,411.18	-365,297.35	2,087,011.89
424200	Part-Time Salaries	660,199.28	80,406.16	-579,793.12	293,430.97
424300	Payroll Processing	28,449.97	23,577.70	-4,872.27	12,850.00
424400	Independent Contractors	0.00	0.00	0.00	45,012.40
424500	Car Allowance	7,800.00	7,800.00	0.00	7,800.00
	Subtotal Salary Expenses	2,711,157.78	1,761,195.04	-949,962.74	2,446,105.26
Liability/Audit/IMRF					
441000	Liability	85,389.30	83,068.50	-2,320.80	124,807.26
442000	Audit	8,825.00	7,225.00	-1,600.00	6,625.00
442100	FICA	254,229.12	134,016.87	-120,212.25	215,421.88
442200	IMRF	266,583.16	187,802.10	-78,781.06	257,281.64
	Subtotal Liability/Audit/IMRF Expenses	615,026.58	412,112.47	-202,914.11	604,135.78
Inclusion/Capital Plan					
450000	Inclusion	488,408.31	157,982.85	-330,425.46	467,264.00
460000	Capital Expense	858,987.49	453,157.66	-405,829.83	265,612.46
	Subtotal Inclusion/Capital Expenses	1,347,395.80	611,140.51	-736,255.29	732,876.46
	Total Expenses	6,251,539.49	3,844,943.56	-2,406,595.93	4,938,528.40
	Net Income	23,968.47	1,706,149.26	1,682,180.79	503,287.77

**Proposed
FY 2021
Budget
Documents**

To: Bret Fahnstrom, Finance Committee Chairman
From: Tracey Crawford, Executive Director
Date: November 6, 2020
Re: FY 2021 Line Item Descriptions and Budget Assumptions

In October, the NWSRA Administrative Team discussed a variety of approaches toward budgeting for the upcoming fiscal year that would recognize the ongoing limitations of faced during the COVID-19 pandemic, while providing the financial resources necessary to restore operations when the restrictions are lifted. In 2020, staff created an Amended COVID 2020 Budget that included reduced income related to programs and services, as well as reduced program and operations expenditures.

Upon review of the Amended COVID 2020 Budget and discussion about how staff anticipate programs and services will look in 2021, staff propose the following approach to budgeting for FY 2021:

- January-May
 - Continuance of the approach provided by the Amended COVID 2020 Budget. Staff anticipate that full COVID-19 restrictions will remain in place. Proposed operations, programming and salary expenses remain at a bare minimum, and anticipated programming income remains at a consistent level with current conditions.
- June-August
 - Staff anticipate that some COVID-19 restrictions will be lifted during this period. As a result, an increase of 50% in programming income and related operations, programming and salary expenses are proposed.
- September-December
 - Staff anticipate a full lift of COVID-19 restrictions during these months. Programming income and related operations, programming and salary are proposed to return to pre-COVID-19 levels.

Within the FY 2021 Budget, the proposed Net Income of \$499,722.77 for FY 2021 will provide the agency with the financial resources necessary to pay Full and Part Time staff, should restrictions lift earlier than anticipated. The February 2020 for a month of payroll for Full and Part Time staff prior to COVID was \$213,889.90. This means that NWSRA would cover 2.34 months should the restrictions lift earlier than anticipated.

The following pages list the assumptions used throughout the budgeting process for FY 2021.

Income

310000 Member District Annual Assessment (MDAA)

The NWSRA Member Districts approved the Member District Annual Assessments in July 2020 to take to each of their individual Boards for approval. In September of 2020, the NWSRA Boards together with their individual Boards approved the MDAA for FY 2021 in the amount of \$4,320,307.35. The total MDAA was determined at a rate of 0% increase and a formula including the following two variable factors:

- 75% based on the equalized assessed valuation
- 25% based on the gross population of each member district

320000 – Program Fees

This line item includes fees collected for Clubs, Weekly programs, Leisure Ed., Summer Camps, Special Events and the Adult Day Program. Program fee revenue is calculated from individual program budgets, with adjustments made for previous year's results.

Program Revenue is lower in the Proposed FY 2021 amount due to:

- Clubs: The bulk of Clubs offered in the past have been Group Home participants, who are still unable to participate in In Person Clubs. Most of these participants are anticipated to return in the Summer or Fall.
- Leisure Education: NWSRA follows the School Year budget, and is anticipating that registrations will stay on track due to registrations being received in the Fall. Anticipating that by next Fall, NWSRA will be offering In person programming for Leisure Education.
- New Initiatives: All virtual programming has been added into this line item, and all new revenue from monthly passes, activity boxes and other specialty programs will bring in new revenue. Staff anticipate that Virtual programs will continue to bring in revenue regardless of when COVID-19 restrictions lift. This also includes new programming at the Community Sensory Garden.
- Special Events: From January-August, Virtual Special Events will be highly limited at the beginning of the year, with Special Events increasing as COVID-19 restrictions lift. Subsequently, income will be lower due to less program offerings and participation. This line item also includes revenue for two additional Special Events (i.e. Trunk or Treat held in 2020).
- Day Camp: Revenue will be lower due to a decrease in day camp programming in order to meet safety requirements. Staff anticipate serving 12 participants per camp versus a typical 20 participants for 9 weeks during the summer. In addition, NWSRA will host only 8 camp sites compared to the traditional 15 camp sites. Staff do not anticipate hosting School District camps in the summer.

- General Programs: NWSRA typically offers approximately 1,385 In Person programs per year. However, due to COVID, only 920 programs will be offered in 2021, resulting in less revenue in this line item.
- Trips: NWSRA will not be offering trips in 2021.
- PURSUIT: Through conversations with Clearbrook regarding the re-opening and re-implementation of PURSUIT programming in conjunction with the fluctuation of re-opening through the phases and State regulations. Staff predict lower reimbursements for Virtual programming from the State of Illinois due to the restrictions for In Person programming that may occur throughout 2021.
- STAR: Due to the fluctuating circumstances of In Person vs. Hybrid vs. Remote learning through the schools, many parents have found other means of child care. Many of the clients in STAR Academy have been unable to participate due to an inability to pass the pre-program assessment due to behaviors and inability to follow safety protocols.
- Athletics: Athletic programs are following CDC recommendations to run only lower risk sports offerings, with sport skills related to high risk activities only being offered as individualized trainings. Many adult athletes live in group homes and are still unable to participate due to COVID-19.
- Program Credits: Staff anticipate a lower unused program credits because participation is anticipated to be lower across all program categories. Because programs are held on a monthly basis, there are also not as many program credits being provided.

321000 Transportation- Door to Door

This line item includes fees collected for participants receiving transportation from their residence and then dropped off at the same location at the end of the program.

In 2021, NWSRA will review the Door to Door transportation eligibility requirements, and offer Door to Door transportation according to those that qualify due to a hardship, or those who are able to provide proof of no access to transportation. Staff anticipate that the implementation of the eligibility requirements will decrease the requests for Door to Door transportation. Staff reviewed the results of the Accessible Transportation Survey hosted by NWSRA and Connect to Community, and found that in many cases, Door to Door transportation is a convenience as opposed to a necessity. However, for those individuals who require Door to Door transportation, NWSRA will review requests on a case-by-case basis, based on eligibility requirements, to provide this type of service.

321100 Transportation- Pick up Points

This line item includes fees collected for participants receiving transportation from a designated pick up location and then dropped off at the same location at the end of the program.

NWSRA is providing transportation on a very limited basis to ensure social distancing and that safety recommendations from the CDC are met. Full transportation services are not anticipated to resume until Fall 2021.

340000 Non Program Revenue

This line item includes the revenue that comes into the agency such as the P-card rebate checks, speaker honorarium for speaking fees and PDRMA Accreditation award.

Staff do not anticipate receiving the Legislative Capital Grant in 2021, and a reduction in Face to Face speaking engagements (Speaker Honorariums)

350000 SLSF Grant Contributions

This line item includes grant funding requested by NWSRA for Lightning Athletes, Accessible Vehicles, Scholarship, Inclusion, General Program Support and Adaptive Equipment. SLSF Funding includes: NWSRA Lightning Athletes (\$18,000), Transportation (\$61,000), Scholarships (\$40,000), Inclusion (\$10,000) and General Program Support (\$105,000), Miscellaneous (\$26,000). Approved funds for additional PPE and staff support by SLSF Board of Directors in May 2020.

SLSF Grant contributions are anticipated to be lower due to restrictions on fundraising events as well as economic instability, leading to less donations.

360000 Sale of Fixed Assets

This line represents the sale of equipment, furniture or vehicles.

The Proposed FY 2021 amount is slightly lower due to anticipated sale of only one vehicle as opposed to two budgeted in 2020.

370000 Interest

This line item includes interest earned on the Operating and Investment accounts.

The Proposed FY 2021 amount is lower due to an anticipated in reduction in interest rates in 2021. Staff used the last three months to budget for anticipated 2021 interest rates, which have dropped drastically.

380000 Revenue SLSF

This line item includes donations to SLSF received via the NWSRA registration form, Booster Club and any other form of donation to SLSF through an NWSRA platform. This amount will be transferred to SLSF at the end of the year.

The Proposed FY 2021 budget is lower as donations are expected to drop due to the month to month programming registrations being offered and less interest from potential donors toward donating monthly as opposed to seasonally.

385000 Transfer of Reserve

This line item includes transfer of reserve funds to pay for dedicated projects.

The Proposed FY 2021 transfer amount is dedicated to Capital Expenses. Capital Expenses for FY2021 are focused on the infrastructure needs of the Association. These needs include: the ADA Transition Plan, which was not funded by the Grant from the state, joint condo expenses with the Rolling Meadows Park District to replace the roof, the firebox, security camera needs, HVAC and electrical/plumbing. These projects have been delayed in lieu of purchasing fleet vehicles and opening of five programming spaces over the last seven years. Ensuring functional IT hardware including laptops, iPads, hotspots, will enable NWSRA Staff to transition smoothly from working from home to the five NWSRA programming spaces to the NWSRA Administrative Office as we navigate through the NWSRA COVID phases.

Administration Expenses

421000 Professional Fees

This line item is for professional fees such as legal fees, HR Source annual fee and file retention.

There will be no charge for the HR Source to re-create the Salary Survey. HR Source will create a plan that will entail the percentiles for staff salaries based on longevity within the salary ranges. Legal fees will include the review of manuals and mitigation of any issues that arise related to COVID-19.

421100 Office Supplies

This line item includes expenses for locksmith/keys, office furniture, office supplies and miscellaneous office needs.

The Proposed FY 2021 amount is slightly lower due to a decreased need for Locksmith/Keys expenses in 2021. In addition, NWSRA utilizes a government contract with Accurate for office supplies, which reduces expenses.

421150 Credit Card & Bank Fees

This line item includes all fees associated with credit card processing and banking fees.

Bank maintenance analysis fees have increased because interest rates have gone down and no longer cover the maintenance analysis fees. Credit card processing will be lower in 2021 due to less credit cards being processed for programs, in conjunction with the anticipated decrease in program revenue. PFM Fees will remain consistent in 2021.

421200 Postage

This line item includes all postage expenses and rental of the postage machine.

Due to COVID-19, as a replacement for the sending of the seasonal brochure, new quarterly postcards will be sent to advertise for online and in person programs. In previous years, brochure postage was paid within the 422900 Printing line item. In addition, in order to increase staff retention, NWSRA will send incentive postcards to past and prospective staff. In order to stay connected with families, NWSRA has implemented a variety of communication methods to ensure that information is delivered to all in need of services.

421300 Telephone/Fax

This line item includes agency phone service, Director phone and staff cell phone expenses.

The Proposed FY2021 amount is slightly higher due to the purchase of a new cell phone for the Executive Director. This line item reflects telephone service and hardware expenses for the main office plus 5 programming sites.

421400 Conference/Education

This line item includes expenses for the NRPA conference, State Conference, Continuing Education Workshops /CEU/ Professional Development Schools, IPRA/IAPD, ITRS, SPRA, ILTRA professional meetings, local meetings, and Evaluation meetings for staff.

The Proposed FY 2021 amount is lower due to decreases of in person attendance at Conferences in 2021. NWSRA will focus on staff attendance at specific conferences to meeting and maintaining certification requirements for all staff.

421500 Memberships/Certifications

This line item includes expenses for IPRA, NRPA, SPRA memberships, CTRS exams and annual maintenance, CPRP exam and renewal fees, safety training, CDL reimbursement and renewal, and miscellaneous membership fees (ATRA, ILTRA, other disability organizations and associations).

The Proposed FY2021 budget reflects a dedication to staff certification and remaining as members of national, state and local organizations for the fields of Park and Recreation and Therapeutic Recreation. Membership is necessary to ensure attendance at virtual conferences, strictly focusing on those conferences needed for meeting and maintaining certification requirements for all staff.

421600 Health Insurance

This line item includes expenses for Health Insurance for Full Time employees.

Health insurance was calculated based on the first sixth months of providing insurance for 37 employees, while the last sixth months was based on providing insurance to a full capacity of 45 employees. The difference from Budgeted FY 2020 to Proposed FY 2021 is \$3,824.23. This reflects an overall increase of 2% from PDRMA Health.

421700 Maintenance/Utilities

This line item includes services from the Rolling Meadows Park District for Condo maintenance, internet, natural gas, electric and cleaning supplies for the offices and RMCC space.

NWSRA renegotiated its utility rates and moved to Santana, which will reflect lower gas (\$.15/therm) and electric rates (\$.05/kw hour) in 2021. This line item also includes cleaning supplies to accommodate the increase in frequency of cleanings due to COVID-19 regulations for the office space and 5 programming spaces. In addition, NWSRA renegotiated the internet service contracts for the main office and all 5 programming sites, resulting in lower costs per site.

421800 Rent

This line item includes Park Central Condo fees as well as rent for the NWSRA programming spaces at RMCC, HPCC, MPCC, WCC, and BGCC.

The Proposed FY 2021 amount reflects a removal of the Rolling Meadows storage space payment, which has been paid for 3 years in advance. The next payment will not be due until 2023. Due to the Collaborative Agreement with Clearbrook, NWSRA program space rental fees are budgeted in the Adult Day Program budget and reimbursed monthly by Clearbrook. In the event that the Governor moves the state back to Phase 3, the State of Illinois Department of Human Services will restrict in person programming for individuals with disabilities in the Adult Day Programs. Although participation will be virtual, Clearbrook will not pay NWSRA for rental expenses for the five programming spaces during this time. However, NWSRA will continue to conduct its own in person programming in the five spaces.

421900 Computer

This line item includes computer service and repairs, software, hardware, framework support, website and Database enhancements.

The Proposed FY 2021 amount is higher due to all software expenses being consolidated into 421905, including Quickbooks payroll software, Makeshift and Bamboo HR Software, Power DMS, Fleetio, ApplicantPro and Monsido Website Accessibility Software. Previously, these expenses were dedicated to other line items including Payroll and Capital Expenses. Framework management expenses are also

higher due to implementation of two new programming sites at Wheeling and Buffalo Grove.

Program Expenses

422100 Rental Municipal

This line item includes Member District rentals, NSSEO, School Districts, SRA rentals and churches.

The Proposed FY 2021 amount is lower due to not budgeting the use of school gymnasiums for sports and school classrooms and gyms for day camps in 2021. Leisure Education and Special Events expenses are lower due to sixth months of programs running virtually, with a focus on resuming to In Person Leisure Education classes to external agencies/organizations. General programs and PURSUIT will primarily utilize NWSRA programming spaces for the first sixth months of the year. In the following sixth months, staff anticipate the gradual introduction of programs into outside rental spaces.

422200 Rental Commercial

This line item includes expenses for ticketed events and community outings.

Contracted instructors for programs has been moved from this line item to a new line item specifically dedicated for contracted instructors. No ticketed events or community outings are scheduled for any type of program until June. At that time, programs will be gradually re-introduced to the program calendar.

422300 Program Development

This line item includes expenses for new programming endeavors.

Expenses include needs for Virtual programs, Sensory Garden, and completion of furniture and interior designing at the Buffalo Grove programming space.

422400 Program Supplies

This line item includes paper products, t-shirts / apparel / uniforms, nametags / Business cards, awards / recognition / incentives, Library resources, AV, general recreation supplies / crafts, food, meetings, orientations, program supplies and miscellaneous.

The Proposed FY 2021 amount is higher due to the purchase of all COVID-19 cleaning supplies and PPE (sanitizing sprays, wipes, hand sanitizers, face shields, gloves, masks, ponchos, thermometers and safety bags to carry COVID supplies) for programs. In addition, individual equipment and supplies are needed to ensure that sharing of

materials among participants does not take place. Due to COVID, additional programming equipment is needed to shift programming to be held regionally, at each of the NWSRA programming sites. This shift will reduce travel for participants and families during COVID because NWSRA transportation services have been drastically reduced.

422500 Commercial Transportation

This line item includes expenses for transportation services for Summer Day Camp and Leisure Education.

The Proposed FY 2021 amount reflects utilization of NWSRA transportation for camp instead of using an outside company as well as not running overnight trips in 2021. If Summer Games runs for Special Olympics, NWSRA will utilize the credit from Charter Empire (the bus vendor) due to cancellation of Summer Games in 2020.

422600 Mileage

This line item is for the mileage reimbursement given to staff based on the rate of .58/mile.

The Proposed FY 2021 amount does not include mileage for employees from January-May. Beginning in June, NWSRA will re-implement staff mileage reimbursements.

422700 Transportation Maintenance

This line item includes vehicle service fees and maintenance fees.

Additional cleaning supplies will be needed to provide transportation during COVID, as well as all of the maintenance necessary to keep vehicles functional during times of vehicle inactivity as well as once transportation resumes.

422800 Gas/Tolls

This line item is the expense of gasoline for the NWSRA vehicle fleet, tolls and parking.

To maintain proper motor function, vehicles will be run at peak idle for one hour every two weeks during times of inactivity. Due to this, gas will still be purchased during times of inactivity. When transportation services resume, gas expenses will remain consistent with previously budgeted levels. Tolls will be higher due to transportation to and from the Hanover Park programming space on the Elgin/O'Hare Expressway (I-390).

422900 Printing

This line item includes program brochures, day camp brochures, copier leases, printer supplies, paper and other printed materials for PR and marketing.

The Proposed FY 2021 amount is lower due to not printing the seasonal or Day Camp brochure, as well as the decrease in printer toner costs for the small office printers that came as part of a renegotiation of the Konica/Minolta OneRate contract for the 2nd and 3rd floor copiers. In addition, 2nd and 3rd floor copier lease costs have also been moved to Capital Expenses.

423100 Public Awareness/Subscriptions/Ads

This line item includes expenses for awards and recognition, ads, online advertising, staff recognition, recruitment and outreach.

The Proposed FY 2021 amount is slightly decreased due to planned reductions in spending on ads as well as awards and recognition, due to COVID-19.

Salary Expenses

424100 Full Time Salaries

This line item includes salary expenses for full time staff.

Expenses include salaries for 38 Full Time staff for the first sixth months. For the last sixth months, salaries reflect a full staff of 45 Full Time employees. Staff merit increases were frozen as of April 1, 2020, due to the reduction of program revenue and to maintain the salaries and benefits for the 38 remaining full time staff. Merit increases will remain frozen throughout 2021. Therefore, this line item does not reflect any increases in Full Time salaries. The FY2021 budget reflects a slight increase due to the addition of a Collaborative Coordinator to oversee the STAR Academy Program which is currently being managed by the Sr. Collaborative Coordinator. The salary for this additional Coordinator will be reimbursed \$41,695.55 through the Collaborative Agreement with Clearbrook. Recreation Therapist salaries were also adjusted to the FLSA exempt wage minimum requirements of \$35,568 resulting in an amount of \$23,782.81.

Phone stipends in the amount of \$15,225, which represents an increase of \$6,825, provided to staff during the Stay at Home Order, and will continue as NWSRA shifts back and forth through the NWSRA phases.

424200 Part Time Salaries

This line item includes the wages for all hourly part time employees.

In accordance with the Illinois Department of Labor's Minimum Wage Law wages will be adjusted to meet the \$11.00 per hour 2021 requirement. This results in a budget impact of approximately \$147,600 at an average of 20 hours week. From January-May, Full Time staff will be leading all recreational programs. Beginning in June, when Day Camp

and additional In Person programs are implemented, there will be an increase in the need for Part Time staff, including Program Leaders and drivers. In the Fall, staff anticipate returning to the new normal for programs and services, and the additional need for Part Time staff and drivers to support the increased programming and services provided.

424300 Payroll Processing

This line item includes expenses for direct deposit fees, FSA fees, and W-2 processing.

The Proposed FY 2021 amount is decreased due to a change in payroll service companies from ADP to Quickbooks.

424400 Independent Contractors

This line item includes expenses for independent contractors of Day Camps, General Programs, Office, Trips, PURSUIT, STAR Academy, Athletics and Leisure Ed.

This is a new line item so that NWSRA can more accurately track the cost of independent contractors who will receive 1099 forms. Previously, these expenses were included within the Rental Commercial line item.

424500 Car Allowance

This line item includes the car allowance for the Director.

The Proposed FY 2021 amount has remained the same compared to Approved FY 2020.

Liability/Audit/IMRF Expenses

441000 Liability

This line item includes expenses for Property, Liability, Workers Compensation, employment and pollution, unemployment INS, background checks, safety incentives, physicals and drug screenings.

The Proposed FY 2021 amount includes a credit for the Background Check account due to the reduction in new hires in 2020. The credit will be used for all new hires in 2021. Unemployment costs are high due to the amount of employees on furlough, and anticipated continuance of furlough through the months of January-May. At this time, we do not know whether the Federal government will be reimbursing for unemployment in 2021, as they are in 2020.

442000 Audit

This line item includes expenses for Auditor fees to be paid to Lauterbach & Amen, LLP based on the 2019 bid for three years of services. Increases gradually over the three year contract. Also includes GASB costs.

GASB costs will now be included within the cost of the audit, and will no longer be an additional charge. The audit expenses remain consistent from Budgeted FY 2020 to Proposed FY 2021 due to the acceptance of the locked in rate for the 3 year bid.

442100 FICA

This line item includes expenses for FICA.

The Proposed FY 2021 amount reflects the 7 Full Time positions that are frozen for the first sixth months of 2021 and gradually increasing as programs and services increase. In addition, NWSRA will utilize a reduced amount of Part Time staff for the first sixth months, with a gradual re-introduction of costs from June-December.

442200 IMRF

This line item includes expenses for IMRF.

The Proposed FY 2021 amount reflects the NWSRA payments to IMRF for 38 Full Time staff for the first sixth months, with a gradual addition of the frozen 7 Full Time positions as programs and services increase throughout the year.

Inclusion/Capital Expenses

450000 Inclusion

This line item includes expenses for Inclusion Aide support, Member Park District inclusion reimbursements, ability awareness, orientation salary, Rovers salary, training / orientation meeting and misc. supplies.

From January-May, Inclusion services have been budgeted based on Amended FY 2020 Budget and the level of support provided within the Inclusion services during the COVID-19 pandemic. From June-December, staff anticipate an increase of 50% in the level of inclusion support provided prior to the COVID-19 pandemic. To ensure the safety of participants, additional sensory equipment, PPE and COVID supplies have been added. The purpose of this equipment is to provide each Inclusion Aide their own individual COVID kit to reduce the amount of contact between staff and among participants. The final portion of the Accessible Transportation Survey project will be completed in 2021, with a presentation to stakeholders, families, participants, participating organizations and Legislators.

460000 Capital Expenses

This line item includes expenditures for vehicles, ADA Transition Plan costs, construction costs, computers and other capital expenditures.

The Proposed FY 2021 amount includes infrastructure costs that can no longer be shifted to another year (Roof replacement at Park Central, HVAC expenses, thermostat repairs). Also includes the installation of the Snoezelen Sensory Room at the Wheeling Programming Space, as well as ADA Transition Plan costs, as Legislative Grant funds have not been received. Technology costs include computers, iPads, 2nd and 3rd floor copiers and hardware replacements. Additional computers are needed to accommodate new programming sites as well as supporting employees who need to work remotely (including virtual programming).

NWSRA Budget Worksheet FY 2020

Line Item #	Description	Approved FY 2020	Amended PYE 2020	Amended PYE 2020 - FY 2020	Proposed FY 2021	Proposed FY 2021 - Amended FY 2020	% Change Amended FY 2020 - Proposed FY 2021
Income							
310000	Member District Assessments	4,320,307.35	4,320,307.36	0.01	4,320,307.35	-\$0.01	0.0%
320000	Program Fees	679,280.02	201,093.83	-478,186.19	252,434.25	\$51,340.42	-189.4%
321000	Transportation - Door to Door	5,275.00	292.25	-4,982.75	1,227.80	\$935.55	17.7%
321100	Transportation - Pick up Points	27,533.75	1,886.75	-25,647.00	10,793.00	\$8,906.25	32.3%
340000	Non-Program Revenue	348,502.00	264,006.99	-84,495.01	314,616.20	\$50,609.21	14.5%
350000	SLSF Grant Contributions	287,500.00	202,178.32	-85,321.68	260,000.00	\$57,821.68	20.1%
360000	Sale of Fixed Assets	1,250.00	0.00	-1,250.00	500.00	\$500.00	40.0%
370000	Interest	105,659.84	61,186.32	-44,473.52	12,175.11	-\$49,011.21	-46.4%
380000	Revenue SLSF	200.00	141.00	-59.00	150.00	\$9.00	4.5%
385000	Transfer of Reserve	500,000.00	500,000.00	0.00	269,612.46	-\$230,387.54	-46.1%
	Total Income	6,275,507.96	5,551,092.82	-724,415.14	5,441,816.17	-\$109,276.65	-1.7%
Operating Expenses-Administration							
421000	Professional Fees	18,190.15	15,480.43	-2,709.72	12,355.00	-\$3,125.43	-17.2%
421100	Office Supplies	5,359.80	5,507.11	147.31	3,790.00	-\$1,717.11	-32.0%
421150	Credit Card & Bank Fees	14,450.00	0.00	-14,450.00	11,772.00	\$11,772.00	81.5%
421200	Postage	4,700.00	4,708.35	8.35	7,100.00	\$2,391.65	50.9%
421300	Telephone/Fax	20,049.00	18,941.97	-1,107.03	21,257.00	\$2,315.03	11.5%
421400	Conference/Education	54,511.00	24,209.02	-30,301.98	30,914.00	\$6,704.98	12.3%
421500	Memberships	29,308.00	20,934.78	-8,373.22	21,743.00	\$808.22	2.8%
421600	Health Insurance	424,140.38	360,388.20	-63,752.18	427,964.61	\$67,576.41	15.9%
421700	Maintenance/Utilities	49,235.21	49,067.83	-167.38	46,397.71	-\$2,670.12	-5.4%
421800	Rent	125,096.00	109,202.75	-15,893.25	120,186.00	\$10,983.25	8.8%
421900	Computer	122,040.70	132,278.41	10,237.71	162,544.63	\$30,266.22	24.8%
	Subtotal Administration Expenses	867,080.24	740,718.85	-126,361.39	866,023.95	\$125,305.10	14.5%
Program							
422100	Rental Municipal	43,079.02	10,972.00	-32,107.02	30,674.00	\$19,702.00	45.7%
422200	Rental Commercial	179,195.00	37,596.78	-141,598.22	34,271.68	-\$3,325.10	-1.9%
422300	Program Development	28,882.00	16,852.11	-12,029.89	9,672.50	-\$7,179.61	-24.9%
422400	Program Supplies	67,016.25	86,305.26	19,289.01	69,810.29	-\$16,494.97	-24.6%
422500	Commercial Transportation	134,143.50	0.00	-134,143.50	0.00	\$0.00	0.0%
422600	Mileage	23,000.00	5,905.49	-17,094.51	8,000.00	\$2,094.51	9.1%
422700	Transportation Maintenance	83,900.00	93,315.24	9,415.24	62,154.08	-\$31,161.16	-37.1%
422800	Gas/Tolls	73,000.00	14,015.39	-58,984.61	42,711.00	\$28,695.61	39.3%
422900	Printing	60,759.60	44,919.00	-15,840.60	15,150.00	-\$29,769.00	-49.0%
423100	Public Awareness/Subscriptions/Ads	17,903.72	9,895.42	-8,008.30	16,943.40	\$7,047.98	39.4%
	Subtotal Program Expenses	710,879.09	319,776.69	-391,102.40	289,386.95	-\$30,389.74	-4.3%
Salary							
424100	Full-Time Salaries	2,014,708.53	1,649,411.18	-365,297.35	2,087,011.89	\$437,600.71	21.7%
424200	Part-Time Salaries	660,199.28	80,406.16	-579,793.12	293,430.97	\$213,024.81	32.3%
424300	Payroll Processing	28,449.97	23,577.70	-4,872.27	12,850.00	-\$10,727.70	-37.7%
424400	Independent Contractors	0.00	0.00	0.00	45,012.40	\$45,012.40	100.0%
424500	Car Allowance	7,800.00	7,800.00	0.00	7,800.00	\$0.00	0.0%
	Subtotal Salary Expenses	2,711,157.78	1,761,195.04	-949,962.74	2,446,105.26	\$684,910.22	25.3%
Liability/Audit/IMRF							
441000	Liability	85,389.30	83,068.50	-2,320.80	124,807.26	\$41,738.76	48.9%
442000	Audit	8,825.00	7,225.00	-1,600.00	6,625.00	-\$600.00	-6.8%
442100	FICA	254,229.12	134,016.87	-120,212.25	215,421.88	\$81,405.01	32.0%
442200	IMRF	266,583.16	187,802.10	-78,781.06	257,281.64	\$69,479.54	26.1%
	Subtotal Liability/Audit/IMRF Expenses	615,026.58	412,112.47	-202,914.11	604,135.78	\$192,023.31	31.2%
Inclusion/Capital Plan							
450000	Inclusion	488,408.31	157,982.85	-330,425.46	467,264.00	\$309,281.15	63.3%
460000	Capital Expense	858,987.49	453,157.66	-405,829.83	265,612.46	-\$187,545.20	-21.8%
	Subtotal Inclusion/Capital Expenses	1,347,395.80	611,140.51	-736,255.29	732,876.46	\$121,735.95	9.0%
	Total Expenses	6,251,539.49	3,844,943.56	-2,406,595.93	4,938,528.40	\$1,093,584.84	17.5%
	Net Income	23,968.47	1,706,149.26	1,682,180.79	503,287.77	-\$1,202,861.49	-5018.5%

Capital Replacement Plan

Capital Type	Fleet	Type of Bus	2021	2022	2023	2024
Vehicles						
	501	26 passenger- accessible				
	502	20 passenger- accessible				
	503	20 passenger- accessible				
	506	14 passenger- non-accessible				
	507	26 passenger- accessible				
	508	14 passenger- accessible, IDOT				
	509	14 passenger- accessible				
	510	14 passenger- accessible, IDOT				
	511	14 passenger- accessible, IDOT				
	512	14 passenger- accessible				
	513	Minivan (6 passengers)				
	514	14 passenger- accessible				
	515	14 passenger- accessible, IDOT				
	516	14 passenger- accessible				
	518	14 passenger- accessible, IDOT				
	519	14 passenger- accessible				
	520	14 passenger- accessible				
	521	14 passenger- accessible				
	522	14 passenger- accessible				
	523	14 passenger- accessible				
	524	14 passenger- accessible				
	525	14 passenger- accessible				
	526	14 passenger- accessible, IDOT				
		26 passenger- accessible - NEW			\$90,000.00	
		14 passenger- accessible, IDOT - NEW	\$6,000.00			
		14 passenger- accessible NEW		\$70,000.00		
	Vehicles Total		\$6,000.00	\$70,000.00	\$90,000.00	\$0.00
ADA Transition Plan						
		ADA Transition Plan	\$42,768.00	\$0.00	\$0.00	\$0.00
	ADA Plan Total		\$42,768.00	\$0.00	\$0.00	\$0.00
Technology/Hardware						
		Computer lease (\$1,120/mo x 12 mo)- 48 mo. Lease	\$11,038.32	\$11,038.32	\$11,038.32	\$14,000.00
		Server	\$0.00	\$5,000.00	\$5,000.00	\$5,000.00
		iPads	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00
		Printer Lease	\$15,164.64	\$15,164.64	\$15,164.64	\$15,164.64
		Printer replacements	\$2,200.00	\$2,200.00	\$2,200.00	\$2,200.00
		Hardware replacements (laptop, switch, monitor)	\$5,500.00	\$3,100.00	\$3,100.00	\$2,000.00
	Technology Total		\$36,402.96	\$39,002.96	\$39,002.96	\$40,864.64
Rent/Lease						
		RMCC - Storage & Office Space	\$0.00	\$0.00	\$51,000.00	\$0.00
	Rent/Lease Total		\$0.00	\$0.00	\$51,000.00	\$0.00
General Equipment						
		Hoffman Estates Construction Costs		\$250,000.00		
		Buffalo Grove Sensory Room			\$80,000.00	
		Wheeling Sensory Room	\$50,000.00			
		Security Camera Project	\$14,441.50			
	General Equipment Total		\$64,441.50	\$250,000.00	\$80,000.00	\$0.00
Condo Expenses						
		Roof Replacement	\$150,000.00			
		Fire Box	\$10,000.00			
		HVAC	\$5,000.00			
		Electrical/Plumbing	\$1,000.00			
		Elevator	\$0.00			
	General Equipment Total		\$166,000.00	\$0.00	\$0.00	\$0.00
	Subtotal		\$315,612.46	\$359,002.96	\$260,002.96	\$40,864.64
	Payment from Investments					
	Payments from SLSF		\$50,000.00			
	Total		\$265,612.46	\$359,002.96	\$260,002.96	\$40,864.64

Proposed
Unaudited
FY 2020
Summary of
Reserves and
Investment
Fund Review

To: Bret Fahnstrom, Finance Committee Chairman
From: Tracey Crawford, Executive Director
Date: November 6, 2020
Re: Proposed Unaudited FY 2020 Summary of Reserves and Investment Fund

Fund Balance Policy

Fund Balance Philosophy

NWSRA believes that strong financial management principles require sufficient funds be retained to provide a stable financial base at all times. To retain a stable financial base, NWSRA needs to maintain a fund balance policy sufficient to fund all cash flows for its daily operations and capital needs. NWSRA must provide financial reserves for unanticipated expenditures and/or revenue shortfalls of an emergency nature. The purpose of this policy is to specify the size and composition of NWSRA's current accounts and set a balance recommendation for both operating and reserve funds. No change or removal of the fund balance may occur without approval by resolution of the Board of Trustees. The fund balance may be used for a specific purpose authorized by the Executive Director.

Minimum Unrestricted Fund Balance Levels

This policy applies to NWSRA's funds as follows:

- A. Operating Funds – The Operating Funds are the major funds including the general fund of NWSRA. They are used to account for administrative, maintenance and all financial resources except those that are accounted for in another fund. The Operating Funds are assigned to obtain fiscal sustainability. This assigned fund balance will be maintained at a minimum level of 25% of annual budgeted expenditures. This will be adjusted annually with the adoption of the annual budget and is calculated at a minimum of three months (25%) of expenditures not including capital and transfers.

Operating Fund Balance as of 10/28/2020:	\$2,062,308.00
<u>Operating Fund Balance Transfer 2021:</u>	<u>\$ 617,316.05</u>
Difference of:	\$2,679,624.05

- B. General Reserve Fund- This assigned fund balance should maintain a balance equal to or greater than 25% of annual expenses.

General Reserve Fund (Max Safe 1) as of 10/28/2020	\$1,505,537.48
<u>General Reserve Fund (Max Safe 1) transfer 2021</u>	<u>\$2,178,505.85</u>
Difference of:	\$3,684,043.33

- C. Capital Reserve Fund- This committed fund balance shall be used for capital purchases and should maintain a balance in an amount equal to a 3 year rolling average of the total budgeted capital expenditures.

Capital Reserve Fund (Max Safe 2) as of 10/28/2020	\$474,353.40
<u>Capital Reserve Fund (Max Safe 2)- transfer 2021</u>	<u>\$265,612.46</u>
Difference of:	\$739,965.86

Actual transfers will be calculated and brought to the Board once the Fiscal Year is closed in January and brought to the Finance Committee and Board once the Audit is completed in May.