



1685 West Higgins Road, Hoffman Estates, Illinois 60169
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The mission of the Hoffman Estates Park District is to offer healthy and enjoyable experiences for our residents and guests by providing first class parks, facilities, programs and services in an environmentally and fiscally responsible manner.

**AGENDA
COMMITTEE OF THE WHOLE MEETING
TUESDAY, NOVEMBER 14, 2017
6:00 P.M.**

1. ROLL CALL
2. APPROVAL OF AGENDA
3. COMMENTS FROM THE AUDIENCE
4. OLD BUSINESS
5. NEW BUSINESS
 - A. 2018 Budget / M17-122
 - o Budget Overview
 - o Personnel
 - Full-Time IT Associate Job Description
 - Organization Chart
 - 2018 Salary Ranges
 - o 2018 Goals & Objectives
 - o 2018 Budget
 - Fund 12 (Capital)
 - Fund 01 (Admin)
 - Fund 01 (Maintenance)
 - Fund 02 (Rec & Facilities)
 - Fund 11 (PSSWC)
 - Fund 14 (BPC)
 - Fund 09 (Special Rec)
 - Fund 08 (Debt Service)
 - Fund 07 (IMRF)
 - Fund 10 (FICA)
 - B. 2018 Budget & Appropriation Ordinance O17-006
6. COMMITTEE MEMBER COMMENTS

7. ADJOURNMENT

ALL MEETINGS ARE HELD IN THE BOARDROOM OF THE SCOTT R. TRIPHAHN COMMUNITY CENTER & ICE ARENA AT 1685 W. HIGGINS ROAD IN HOFFMAN ESTATES UNLESS OTHERWISE SPECIFIED. IF AN ACCOMMODATION OR MODIFICATION IS REQUIRED TO ATTEND THESE PUBLIC MEETINGS PLEASE CONTACT JANE KACZMAREK AT JKACZMAREK@HEPARKS.ORG OR (847) 885-8500 WITH AT LEAST 48 HOURS' NOTICE.



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MEMORANDUM NO. M17-122

TO: Committee of the Whole
FROM: Dean Bostrom, Executive Director
Craig Talsma, Deputy Director/Director A&F
Mike Kies, Director Recreation & Facilities
Dustin Hugen, Director Parks & Facilities
Gary Buczkowski, Director of Planning & Development
Brian Bechtold, Director of Golf Operations
SUBJECT: 2018 Budget
DATE: November 6, 2017

Introduction/Budget Review Process

Staff is pleased to present its recommendations for the Hoffman Estates Park District 2018 Budget. The process by which the Budget is being presented has been modified this year to allow all committee members and board members the opportunity to review the budget in its entirety in one meeting.

As was done last year, the budget is presented and reviewed at the Class level, which is the same level of detail that the quarterly financial statements are presented. This document is presented by individual departments, showing department revenues then expenses. The summary sheets reflect the entire fund operations as a whole.

The review process aims to develop a consensus on each area presented within the budget. When an informal consensus cannot be reached on a particular item brought up for discussion, a voice vote of all committee and board members present will be taken to determine through consensus whether the item should be added, deleted or amended as part of the budget.

Staff will initially highlight the budget overview and the different factors upon which the budget was formulated. Additionally, the attached support documentation (organization chart, job description which is included in the budget, and 2018 salary ranges), will be reviewed and discussed as required.

The 2018 budget represents the financial means to ensure the overall achievement of the staff objectives and the district's goals. The objectives highlight specific items in areas that will be different or specialized for 2018 rather than regular ongoing operations. The goals and objectives will be presented at the time the fund is being presented which ties back to the goals and objectives.

The goal of the budget presentation is to develop consensus on each fund in order to present a preliminary budget (Budget & Appropriation Ordinance) to the board for tentative approval.

A Special Board meeting will be held following the Committee of the Whole on November 14th to approve the tentative Budget & Appropriation Ordinance. Following this approval, the tentative budget will be available for public review through December 15th. A December 12th public meeting will be scheduled to allow any additional input on the budget or the preliminary tax levy estimate. Since the overall projected levy has less than a 5% increase over last year's extended levy, it does not require a Truth in Taxation Hearing. The board is scheduled to approve the 2018 Budget & Appropriation Ordinance and the 2017 Tax Levy (collected 2018) at the board meeting on December 19, 2017, to allow time to file the documents with Cook County by the required deadlines.

2018 Budget Overview

The proposed 2018 budget documents are presented showing the 2017 actual budget, the ten-month operating actuals for January through October of 2017, the 2017 operating projections (the amount staff believes the year-end numbers will finish at), and the recommended 2018 budget.

The 2018 budget was formulated based on a number of different factors. These influencing factors are as follows:

1. *Comprehensive Master Plan (CMP)*

The district's mission, values and long-range goals were formulated through the development of the Comprehensive Master Plan (CMP). Staff focused on the mission, values, long-range goals and initiatives of the CMP to serve as the foundation upon which the 2018 budget is built. The CMP utilizes a balanced scorecard approach whereby each objective has a specific measure to determine and track the degree of success in which the objective is accomplished. All expenditures and revenues should be consistent with and support the district's current CMP.

2. *Comprehensive Asset Management Plan (CAMP)*

The 2014-2019 CMP included a 5 year Capital Improvement Replacement Plan (CIRP) that identified existing capital assets of the district that had a projected replacement/repair schedule within a 5 year period (thru 2019). In order to project out our CIRP beyond 5 years, staff completed a comprehensive inventory and evaluation of all district assets and created a repair/replacement schedule extending to the expected life of the asset. This represents an inventory and valuation of all district assets with a minimum value of \$10,000. Other items that are considered major assets even with a value of less than \$10,000 are also identified in the CAMP and are identified as Operational Capital items. The following are the major categories within the district's CAMP:

- Vehicles and maintenance equipment (excluding BPC)
- HVAC systems (all facilities)
- Facilities and mechanical operating equipment (excluding Ice)

- Hard surfaces (includes hard surface courts, walking paths and parking lots)
- General park amenities
- BPC (excluding HVAC systems, parking lots and roof)
- Ice operations
- Facilities – General, (excludes BPC and Ice)
- Administration & Finance (computers, technology, etc.)

Each identified project was assigned an estimated replacement/repair year which was determined based on a number of different variables, including current condition, manufactured life expectancy, and staff's assessment based on environmental impacts. Within the CAMP, only projects scheduled in 2018 are included in the 2018 budget for approval.

In future years, staff will be utilizing the GIS system which was implemented during 2017 to provide the needed detail for capital asset replacements.

Financing Plan for CAMP

As part of the CAMP process, it has been recognized that we have numerous capital items to be funded in future years. The long range financial plan for the CAMP is reliant upon three different sources of revenue. First, bond proceeds of over \$1 million annually from the district's long-range debt service plan; the second source is the repayment of the original infrastructure costs from our three largest revenue centers financed that utilized bond issues (PSSWC construction, Rec-Ice renovation, and BPC renovation). Included in the 2018 budget is \$825,000 from Rec/Ice, \$600,000 from PSSWC and \$150,000 from BPC. Each of these contributions increased \$25,000 from 2017 levels.

These amounts are transferred to the debt service fund to help make the bond payments. The third component is operational funds that are specifically earmarked to fund operational capital projects. These include items with an estimated cost of at least \$5,000 that until only a few years ago were funded through the Capital Fund. The 2018 budget includes \$244,000 of capital items funded through operations, in addition to the \$1,081,000 of capital items in the Capital Fund budget.

Finally, fund balance reserves are only planned to be utilized as a means to fund major priority capital projects when the project is (1) identified within the CMP/CAMP; (2) the amount of the project is beyond the means of the capital fund; (3) drawing down any fund balance reserves is in line with the district's Fund Balance Reserve Policy. There are no significant dollars assigned for capital projects beyond the limitations of the 2018 operations.

3. Objectives

To fulfill the mission, values and goals, staff annually prepares objectives which are tied directly to each of the district's four long range goals and the district initiatives created to accomplish these goals. The budget as presented is

consistent with the objectives and provides the financial means to support these objectives.

Staff objectives are presented by each of the divisions. Objectives represent larger projects or operational plans and larger scope work. The day-to-day normal operational functions unless they will be significantly changed, are not included as objectives. The objectives will be presented with the appropriate sections of the budget. Objectives represent major projects and changes to operations that are planned for the upcoming year. The budget supports these objectives and all of the day-to-day operations that our district plans to accomplish in 2018.

4. Accounting Basis

The district uses accrual-based accounting. Accrual accounting, which is a legal requirement as mandated by the Governing Auditing Standards Board (GASB 34), is the best way of matching expenses to related revenues. GASB 34 requires the use of depreciation. Depreciation expense, a non-cash item, is accounted for during the annual audit and is not presented as a budgeted item.

5. Zero Based Budget

In formulating the 2018 budget, no 2017 budget amount was assumed to be the same or even necessary, and was therefore not automatically included in the 2018 budget. Each 2018 budget line item was carefully reviewed and includes staff's best attempt to project the actual expenses and revenues required to achieve the district's 2018 goals and objectives. All revenues and expenditures in the 2018 budget have been reviewed by all appropriate levels of staff.

6. Charge Backs

The 2018 budget utilizes the district's inter-fund charge back system for maintenance, administration and communication and marketing expenses. The inter-fund charges for administration and maintenance are presented as revenues within the general fund and expenses in the related funds. The C&M charges are revenues to the recreation fund and expenses to the other funds.

This system prevents the actual expense item from being buried within various funds. This system also provides the district with the most optimal method of tracking and comparing expenses from year to year as well as analyzing departmental operation performance. The amount of charge back is based on either an operating pro-rata percentage or a percentage derived from the number of full-time staff in a given fund. A copy of the proposed amounts is attached.

There are also additional chargeback items for allocations of IMRF expenses and FICA expenses. The amount of money for these expenses is charged directly to the operations where the personnel are located. This process better measures an

operation's actual costs. The monies to pay for these charges, however, are collected through the tax levy in their respective funds, IMRF (Fund 09) and Social Security and Medicare (Fund 10). Inter-fund allocations are utilized to re-appportion these dollars.

As mentioned before, there are additional inter-funds between PSSWC, Rec/Ice, BPC and Debt Service in the budget to allocate portions of the respective debt service payments to those specific operations and to allow for the long term capital and debt service structure of the district to be obtained.

7. Personnel

The 2018 proposed budget includes a total of 77 full-time employees, which compares to 77 employees in 2017. One Park Foreman position was not filled in 2017 after the individual retired. This loss plus staff's recommendation within the General Fund to change the District's part time information systems supports staff to full time status, keeps the number of full time staff the same. The job description for the full time IT Associate is attached at the end of the memo.

A revised organizational structure that reflects this change as well as an updated salary range schedule is also attached for approval as part of the 2018 budget. The salary ranges are adjusted to reflect a proposed 3% merit pool increase in wages.

8. Tax Levy

Attached is a levy worksheet that illustrates last year's tax levy and next year's anticipated levy of \$8,824,301. Due to recent potential legislation of a two year property tax freeze, the 2018 budget is presented based on a zero increase in tax dollars for all capped funds. The actual levy will be prepared in final form based on the current laws allowing a 2.1% CPI increase unless such legislation passes.

The district's levy is comprised into the major funds and collects taxes for General, Recreation, IMRF and FICA in our capped funds. We also collect the legal maximum for Debt Service and Special Recreation for purposes of the tax extension law.

As in prior years the district will over levy in our funds to ensure collection of the taxes we are entitled to and that we budget. The budgeted amount of property taxes reflects those amounts we believe we will collect after being adjusted for TIF payments and refunds. If additional funds are collected these will be utilized for future capital items that the Capital Fund cannot fund.

Budget Variances

The following items have significant dollar changes that might raise questions due to a significant change either from the 2017 budget or actual numbers.

Fund 01 General

Payroll: Includes the new proposed full time IT Associate position.

Technology: Amount budgeted in 2017 for PCI compliance will not be utilized until 2018 due to delays in credit cards software processing requirements.

Maintenance, Property Maintenance: Have increased budgeted amounts in equipment maintenance and park maintenance accounts, in addition to \$25,000 budgeted for green initiatives in 2018.

Fund 02 Recreation

Administration Rentals: Increase due to HUSC being recognized as rental and not program. Additionally rentals have increased for 2017/2018.

Inter-fund Charges: Department 10 Inter-fund charges now include the debt service inter-fund payment of \$825,000 formerly made from Department 85, Ice Operations. This payment increased \$25,000 for 2018.

C&M Printing and Publication: Amount has increased due to guide increasing by four pages per season.

Triphahn Center Rentals: Have increased due to additional rental opportunities on north side and old pro shop.

General Programming, Day Camps: Increase due to an additional week for teen and creative arts camps.

General Programming, Dance: Decrease in 2017 operations due to loss of rooms during the TC renovation; increasing back for 2018.

Senior Memberships: Decrease in 2017 due to delay of charging membership fees; will have a full year of membership fees in 2018.

Early Childhood, Day Camps: Increase due to additional week of Explorers camps and additional sessions of mini-day camps.

Early Childhood, STAR: Increased in 2017 due to 10% influx in participants; anticipated growth to continue in 2018 along with fee increase.

ELC: Decrease in 2017 due to loss of participants; adding half day option to start regrowth of ELC program.

Adult Athletics, Basketball Leagues: Decrease due to loss of teams in 2017; objective to recover loss in 2018.

Youth Athletics, Soccer: Decrease due to loss of HUSC travel soccer as in-house program and decrease in participation in in-house soccer program. HUSC will be only field rental in 2018; objective to grow in-house program in 2018.

Youth Athletics, General Programs (expense): Line item includes part-time athletic coordinator wages, hired mid-year 2017, full year in 2018.

Youth Athletics, Baseball (expense): 2018 increase due to additional equipment being purchased.

Ice Grants: Received \$20,000 grant in 2017; not expected in 2018.

Ice Rentals: Decreased in 2017 due to loss of participants.

Ice Adult Leagues: Decreased in 2017 due to adult league returning to Rolling Meadows.

Ice Inter-fund Charge: This charge now reflected in Administration.

PSSWSC Inter-fund Charges: Debt payment increased by \$25,000.

Fitness, Guest Services: 2017 decrease due to lower guest fees, massage and personal training.

Fitness, Tennis: 2017 lower due to loss of participants.

Aquatics Lessons: 2017 decrease due to locker room renovation.

Overview of Capital Projects

All 2018 capital projects are identified as objectives for each division.

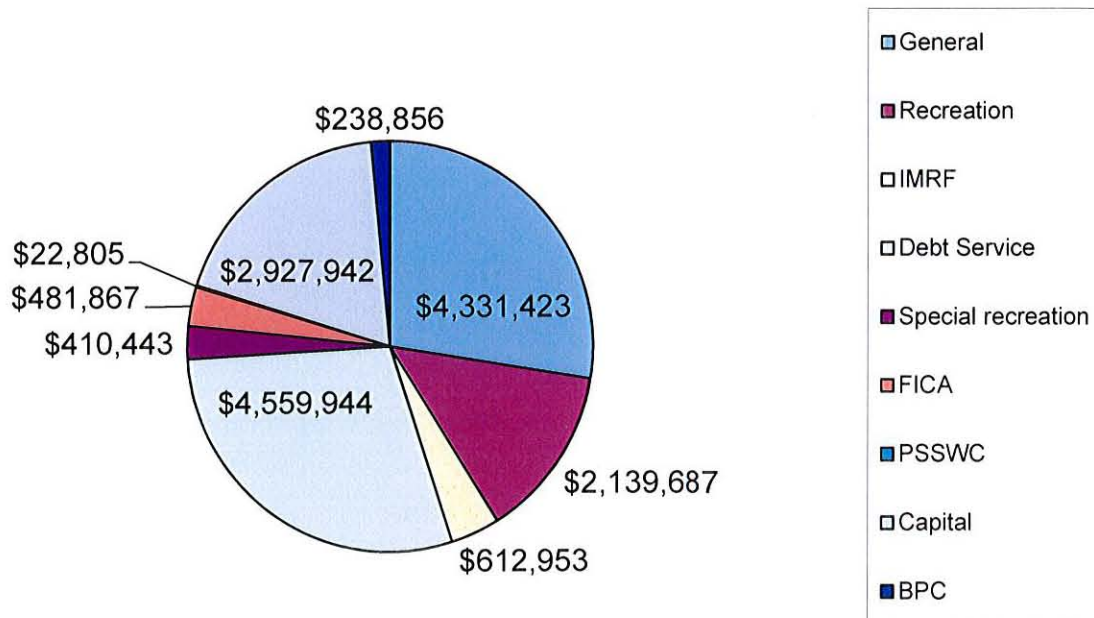
Overview of District Fund Balances and Operations

Attached are graphs that illustrate the projected operations and beginning and ending fund balances for 2017 and 2018 based on the 2018 budget as presented.

**Hoffman Estates Park District
2018 Proposed Budget
2017 Fund Balance Summary**

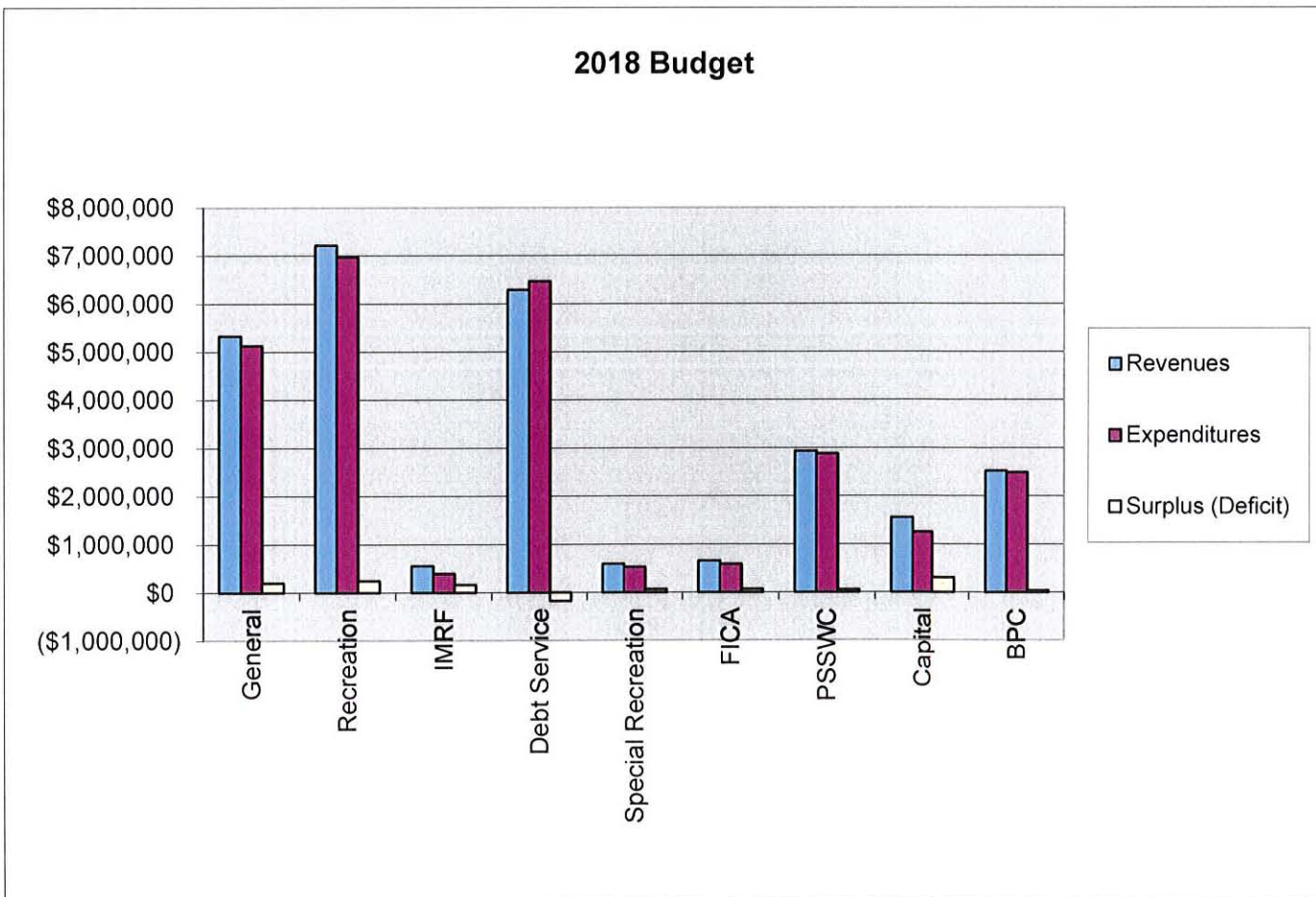
<u>Fund</u>	<u>Beginning 2017 Fund Balance</u>	<u>Projected 2017 Net Income (Loss)</u>	<u>Projected 2017 Ending Fund Balance</u>
General	\$3,806,423	\$525,000	\$4,331,423
Recreation	\$2,929,687	(\$790,000)	\$2,139,687
IMRF	\$492,953	\$120,000	\$612,953
Debt Service	\$4,354,944	\$205,000	\$4,559,944
Special recreation	\$300,443	\$110,000	\$410,443
FICA	\$406,867	\$75,000	\$481,867
PSSWC	\$1,027,805	(\$1,005,000)	\$22,805
Capital	\$2,047,942	\$880,000	\$2,927,942
BPC	<u>\$168,856</u>	<u>\$70,000</u>	<u>\$238,856</u>
Total	\$15,535,920	\$190,000	\$15,725,920

2017 Fund Balance



**Hoffman Estates Park District
2018 Proposed Budget
2018 P & L Summary**

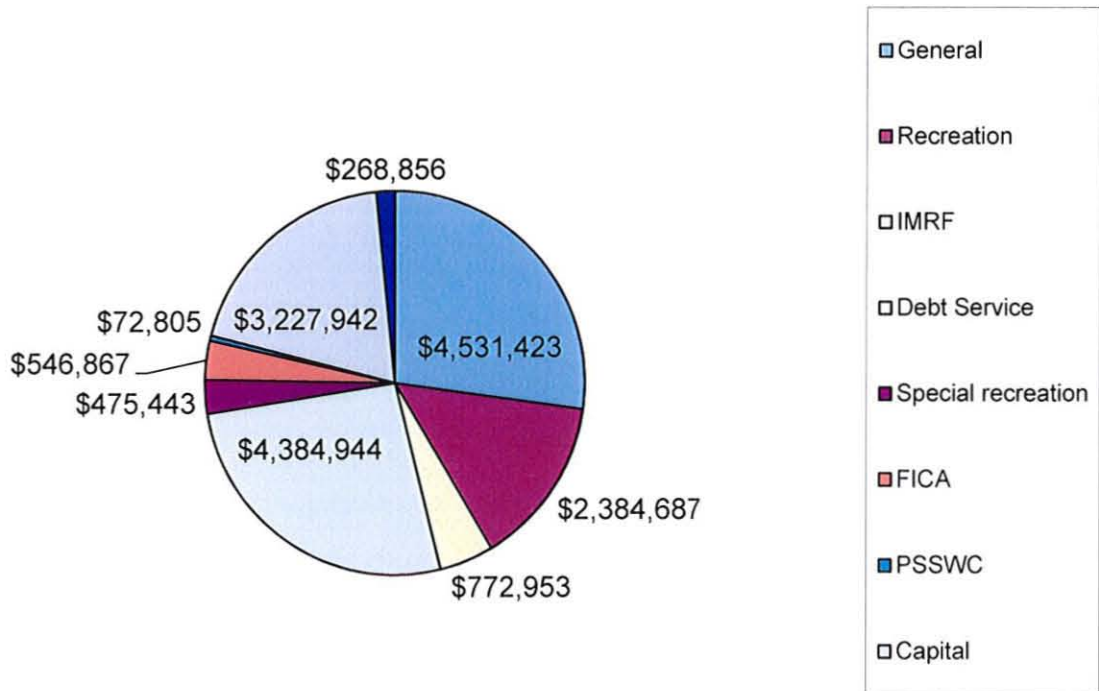
<u>Fund</u>	<u>Budgeted 2017 Revenues</u>	<u>Budgeted 2017 Expenditures</u>	<u>Budgeted 2017 Surplus (Deficit)</u>
General	\$5,327,885	\$5,127,885	\$200,000
Recreation	\$7,213,895	\$6,968,895	\$245,000
IMRF	\$552,300	\$392,300	\$160,000
Debt Service	\$6,287,403	\$6,462,403	(\$175,000)
Special Recreation	\$590,560	\$525,560	\$65,000
FICA	\$649,000	\$584,000	\$65,000
PSSWC	\$2,929,543	\$2,879,543	\$50,000
Capital	\$1,545,281	\$1,245,281	\$300,000
BPC	\$2,516,234	\$2,486,234	\$30,000
Total	\$27,612,101	\$26,672,101	\$940,000



**Hoffman Estates Park District
2018 Proposed Budget
2017 Fund Balance Summary**

<u>Fund</u>	<u>Projected 2017 Beginning Fund Balance</u>	<u>Projected 2017 Net Surplus (Deficit)</u>	<u>Projected 2017 Ending Fund Balance</u>
General	\$4,331,423	\$200,000	\$4,531,423
Recreation	\$2,139,687	\$245,000	\$2,384,687
IMRF	\$612,953	\$160,000	\$772,953
Debt Service	\$4,559,944	(\$175,000)	\$4,384,944
Special Recreation	\$410,443	\$65,000	\$475,443
FICA	\$481,867	\$65,000	\$546,867
PSSWC	\$22,805	\$50,000	\$72,805
Capital	\$2,927,942	\$300,000	\$3,227,942
BPC	<u>\$238,856</u>	<u>\$30,000</u>	<u>\$268,856</u>
Total	\$15,725,920	\$940,000	\$16,665,920

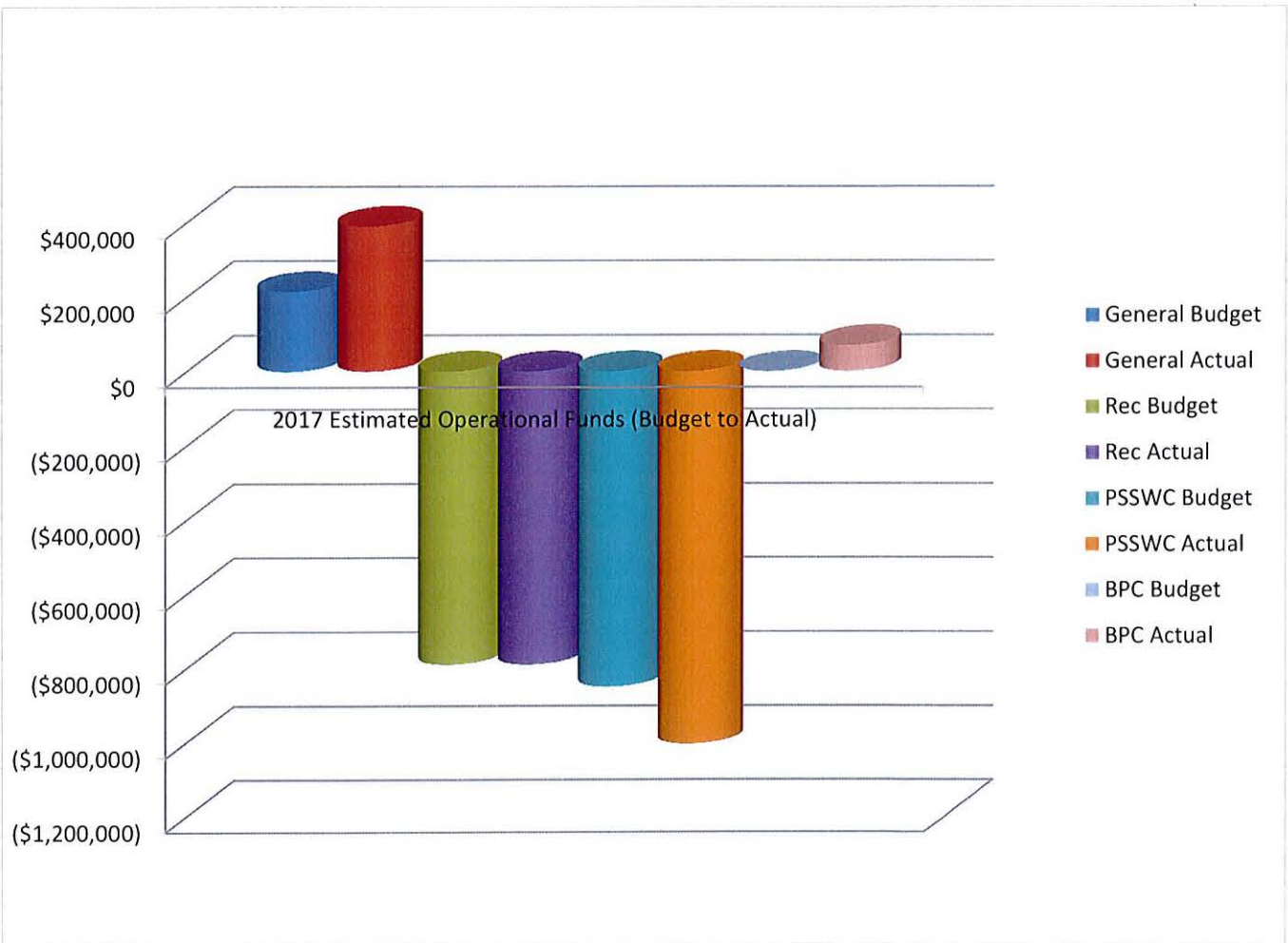
2018 Fund Balance



**Hoffman Estates Park District
2018 Proposed Budget
2017 Operational Fund's Results**

2017 Estimated Operational Funds (Budget to Actual)

<u>Fund</u>	<u>2016 Budget</u>	<u>2016 Projected</u>	<u>2016 Surplus</u>
General	\$215,000	\$525,000	\$310,000
Recreation	(\$790,000)	(\$790,000)	\$0
PSSWC	(\$850,000)	(\$1,005,000)	(\$155,000)
BPC	\$0	\$70,000	\$70,000
Total	(\$1,425,000)	(\$1,200,000)	\$225,000



HEPD INTER-FUND CHARGES FISCAL YEAR 2018

<u>Account Number</u>	<u>Description</u>	<u>Amount</u>	<u>02-10 Recreation</u>	<u>11-10 PSSWC</u>	<u>12-10 Capital</u>	<u>14-10 PCCC</u>	<u>Total</u>
<u>Administration Inter-fund Charges</u>							
01-10-70-6000	FT Admin Wages	\$1,245,500	\$311,379	\$24,910	\$ 124,550	\$24,910	
01-10-71-5000	Health Insurance	\$635,000	\$177,305	\$78,344	\$ 2,303	\$74,226	
01-10-73-5050	Inf. Sys. Support	\$15,000	\$4,188	\$1,851	\$ 54	\$1,753	
01-10-74-5050	Inf. Sys. Serv. Agree.	\$68,305	\$19,072	\$8,427	\$ 248	\$7,984	
01-10-75-5000	Office Supplies	\$14,000	\$5,591				
01-10-83-5000	Computer/Phone Equip.	<u>\$58,750</u>	\$16,404	\$7,248	\$ 213	\$6,867	
Total Administration Expense			\$533,940	\$120,780	\$127,368	\$115,740	\$897,828
<u>Maintenance Inter-fund Charges</u>							
01-20-63-5000	Loss Prevention Exams	\$20,000	\$10,000	\$3,500		\$3,500	
01-20-70-6000	FT Maint Wages	\$1,005,500	\$251,380	\$27,650		\$12,573	
01-20-70-6020	Seasonal Maint Wage	\$320,346	\$128,138	<u>\$8,006</u>		<u>\$4,004</u>	
01-20-70-6040	Overtime Wages	\$35,000	\$8,750				
01-20-84-5020	Athletic Field Supplies	\$40,000	<u>\$30,000</u>				
Total Maintenance Expense			\$428,268	\$39,156		\$20,076	\$487,500
<u>Comm. & Marketing Inter-fund Charges</u>							
			<u>01-10 Corporate</u>	<u>11-10 PSSWC</u>		<u>14-10 PCCC</u>	
Revenue to Recreation C&M	\$385,000	\$57,756	\$30,804			\$15,396	\$103,956
<u>Debt Service Inter-fund Charges</u>							
			<u>02-10 Recreation</u>	<u>11-10 PSSWC</u>		<u>14-10 PCCC</u>	
Revenue to Debt Service	\$1,575,000	\$ 825,000	\$ 600,000			\$ 150,000	\$1,575,000

HOFFMAN ESTATES PARK DISTRICT LEVY

2016 Levy (collected 2017)

2017 TAX LEVY (collected 2018)

FUND	Max Rate	Levy	Extended Levy	Actual Rate	Levy	Estimated Rate	Percent	Extended Levy	Estimated Rate	Limited Levy at 98.5% collection*
01 General	0.350	\$ 2,850,000	\$ 2,885,887	0.205	\$ 2,897,000	0.2003	33.02%	\$ 2,957,837	0.2036	\$ 2,884,163
02 Recreation	0.370	\$ 1,000,000	\$ 1,012,666	0.072	\$ 1,012,500	0.0703	11.59%	\$ 1,033,763	0.0712	\$ 1,008,013
03 Insurance		\$ -		0.000	\$ -	0.0000	0.00%		0.0000	\$ -
06 Audit		\$ -		0.000	\$ -	0.0000	0.00%		0.0000	\$ -
07 IMRF		\$ 500,000	\$ 507,037	0.036	\$ 520,000	0.0352	5.79%	\$ 517,685	0.0366	\$ 509,920
08 Bond & Interest		\$ 3,080,000	\$ 3,234,000	0.230	\$ 3,146,000	0.2164	35.69%	\$ 3,303,300	0.2211	\$ 3,253,751
09 Special Recreation	0.040	\$ 600,000	\$ 501,178	0.036	\$ 565,000	0.0422	6.95%	\$ 576,865	0.0397	\$ 568,212
10 FICA		\$ 600,000	\$ 608,444	0.043	\$ 608,500	0.0422	6.95%	\$ 621,279	0.0428	\$ 605,804
TOTAL		\$ 8,630,000	\$ 8,749,212	0.622	\$ 8,749,000	0.613	100%	\$9,010,728	0.6147	\$ 8,829,862
Less Non Cap Funds Cook County Rounding		\$ (3,680,000)	\$ (3,735,178)	-0.265	\$ (3,711,000)	-0.261		-\$3,880,165	-0.2608	\$ (3,821,963)
			\$ 11,267							
Total Cap Funds Levy		\$ 4,950,000	\$ 5,025,301	0.357	\$ 5,038,000	0.351		\$5,130,563	0.3540	\$ 5,007,899
		2016 EAV	\$1,408,437,259		Proj 2017 EAV -			\$1,423,437,259		

*

NOTES

<u>Tax Cap</u>		<u>Truth in Taxation</u>
2017 Extended Capped Funds Tax Levy.....	\$5,025,301	\$8,749,212
x CPI 0	\$5,025,301 (a)	x 105%
		\$9,186,673
Divided by		
Projected 2017 EAV (w/o new growth).....	\$1,408,437,259 (b)	\$8,749,000
2017 Limiting Rate.....	a/(b/100) 0.3568	0.00%
	times	
Estimated 2017 New Growth.....	\$15,000,000	
Projected 2017 EAV (with new growth).....	<u>\$1,423,437,259</u>	
2017 Limited Levy (Cap Funds).....	\$5,078,821	
Proj 2017 Extended Levy (Cap Funds).....	\$5,130,563	
Proj 2017 Levy Reduction.....	\$51,742	Projected Reduction
All Capped Funds by their pro-rated percentage		

2016 Levy not subject to Truth in Taxation Hearing

**HOFFMAN ESTATES PARK DISTRICT
JOB DESCRIPTION
Full-Time Information Technology Associate
Non-Exempt Position**

Function

The Information Technology (IT) Associate will assist the IT Manager with the day to day operations of the IT Department. Responsibilities include the management of all IT system resources including, but not limited to, servers, computers, networking hardware, mobile devices, printers, telephones, security cameras, and peripherals. The IT Associate will help to provide continuous training to all District staff in the use of the District's IT systems.

Supervision Received

This position functions under the direct supervision of the IT Manager and the Deputy Director/Director of Finance and Administration.

Supervision Exercised

The IT Associate indirectly supervises District staff in regard to IT District resources and their usage.

Essential Functions/Responsibilities

A. Information Technology

1. Provide technical hardware & software support to District Windows and Mac users and resolve issues.
2. Process IT requests/tickets utilizing District IT Support software & complete in a timely manner.
3. Install and support client workstations.
4. Install and support proprietary District software applications.
5. Train staff in the use of all appropriate computer hardware and IT equipment.
6. Monitor workstations for any hardware and/or software issues and work to resolve those issues.
7. Help maintain hardware/software inventories and ensure computer user accounts are accurate and up-to-date.
8. Update and/or patch all computer Operating Systems (OS) & applications as they become available.
9. Administer & support all Shoretel telecommunications equipment.
10. Analyze, troubleshoot, update, maintain, and repair computer systems, hardware and computer peripherals, including printers & mobile devices.
11. Assist in creating and maintaining images for computers throughout the District.

12. Aid or perform other projects or duties at the discretion of the IT Manager and the Deputy Director/Director of Finance and Administration.

B. Divisional

1. Attend professional educational training and remain informed of current trends and issues in related IT responsibilities.
2. Be familiar with the District procedures that are necessary in accomplishing required tasks.
3. Attend facility, departmental, and/or general staff meetings as scheduled.

C. Safety, Health and Loss Control

1. Support, promote and make recommendations regarding all safety, health and loss control policies as adopted by the Park District.
2. Ensure all IT equipment is safely installed.
3. Be familiar with the Employee Safety Manual.
4. Be familiar with the safe operation of any equipment necessary in accomplishing required tasks.
5. Responsible for providing all injury, illness and health information required by the Hoffman Estates Park District in its effort to assign tasks within an individual's capacity to prevent potential illness/injury.
6. Responsible for notification of injury or illness relating to a task assignment as described with the Employee Safety Manual.

Marginal Functions/Responsibilities

1. Must be flexible to travel to remote District facilities to observe the operation of programs and services.
2. Assist with questions, concerns, and complaints from staff and the public in a timely manner.
3. Use a computer to perform required tasks, create documentation, reports, and correspondence.

Psychological Considerations

1. Must be able to handle questions, complaints and concerns from residents, employees and vendors in a professional manner.
2. Must be able to resolve questions regarding IT.
3. Must be able to handle the pressure of IT system interruption, user concerns, hardware and/or software concerns.
4. Must be able to work with co-workers.

Physiological Considerations

1. Must be able to be seated or stand at a desk for prolonged hours.
2. Must be able to use a computer for prolonged hours.
3. Must be able to use the telephone for prolonged hours.
4. Must be able to assist in the coordination and implementation of all technology-related equipment and services.
5. Must be able to lift and carry 50 pounds.
6. Must be able to stand, walk, and climb.
7. Must be able to work at various times as IT is 24/7 on call.
8. Must be able to perform duties indoors or outdoors.
9. This position could include prolonged periods of sitting, walking, and/or standing.
10. Must be able to use hand tools.

Cognitive Considerations

1. Must have the ability to read, write, and organize materials.
2. Must be able to follow supervisor's directions.
3. Must be able to add, subtract, multiply and divide.
4. Must be able to keep confidential information confidential.
5. Must have good problem solving ability and good judgment.
6. Must have the ability to read, write, and organize materials.
7. Must be able to follow supervisor's directions.
8. Must be multi-task oriented.

Requirements

1. Good knowledge of computer hardware, software, mobile devices, printers, IP phones, and other IT equipment.
2. Familiarity of Microsoft OS and applications including Office suite.
3. Familiarity of Microsoft Exchange and Active Directory.
4. Familiarity in the installation/configuration/management of IP security video cameras.
5. Ability to train a variety of skill level employees on all aspects of IT.
6. Work independently and/or as a team member to resolve issues and provide cost effective solutions to the District. Attention to detail and problem solving expertise necessary.
7. Good verbal and written communication skills. Creating documentation to train staff on various IT processes & procedures as well as maintaining inventory of various IT hardware.
8. Good practical knowledge of building a computer's software base, from installing the OS to configuring software installs.
9. Self-starter eager to get involved in the troubleshooting process.
10. Exceptional customer support & interpersonal skills, with a focus on rapport-building, listening, and questioning skills.
11. Must possess a valid Illinois driver's license.

Education/Experience/Certification

1. Associate's degree or equivalent from two year College or technical school; at least two years related experience and/or training; or equivalent combination of education and experience.
2. CompTIA (Information Technology Industry & Association) A+ Certification desirable.
3. Experienced with installing/configuring/troubleshooting PC hardware and operating systems (Win7/8/10, Mac OSX, Win Server 2008 R2/2012 R2).
4. Microsoft application support experience including Exchange, Outlook, Word, PowerPoint, Excel, etc.
5. Knowledge of networking protocols including: TCP/IP, DNS, DHCP, etc.
6. Familiarity supporting Mac OSX, mobile android and iOS devices.
7. Experienced in troubleshooting WiFi and networking issues including routers, switches, and hubs.
8. Knowledge of District Proprietary software preferred. i.e. Vermont Systems Inc., RecTrac, MainTrac, FinTrac, BS&A accounting.

Table of Organization - Administrative Staff

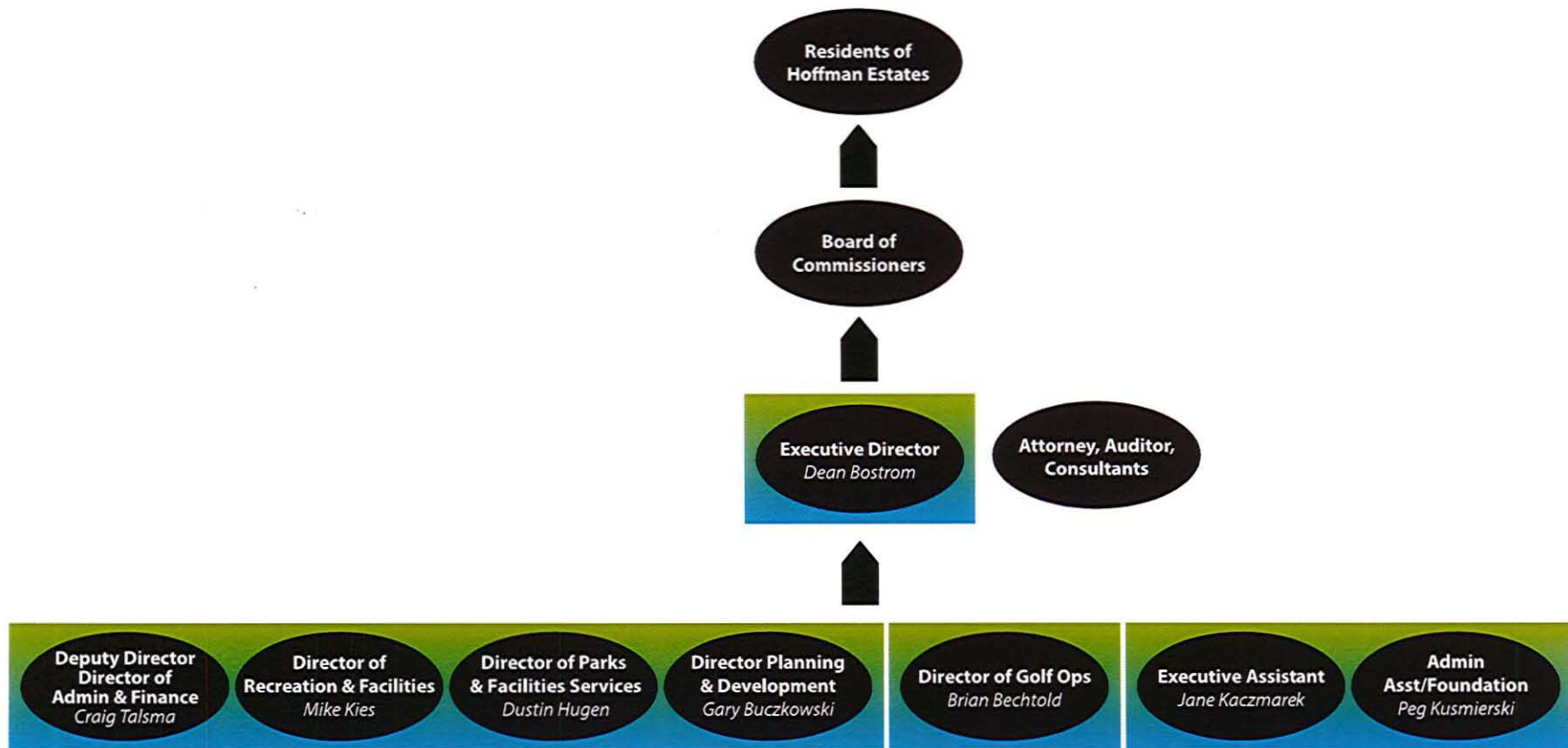


Table of Organization - Finance & Administration Division

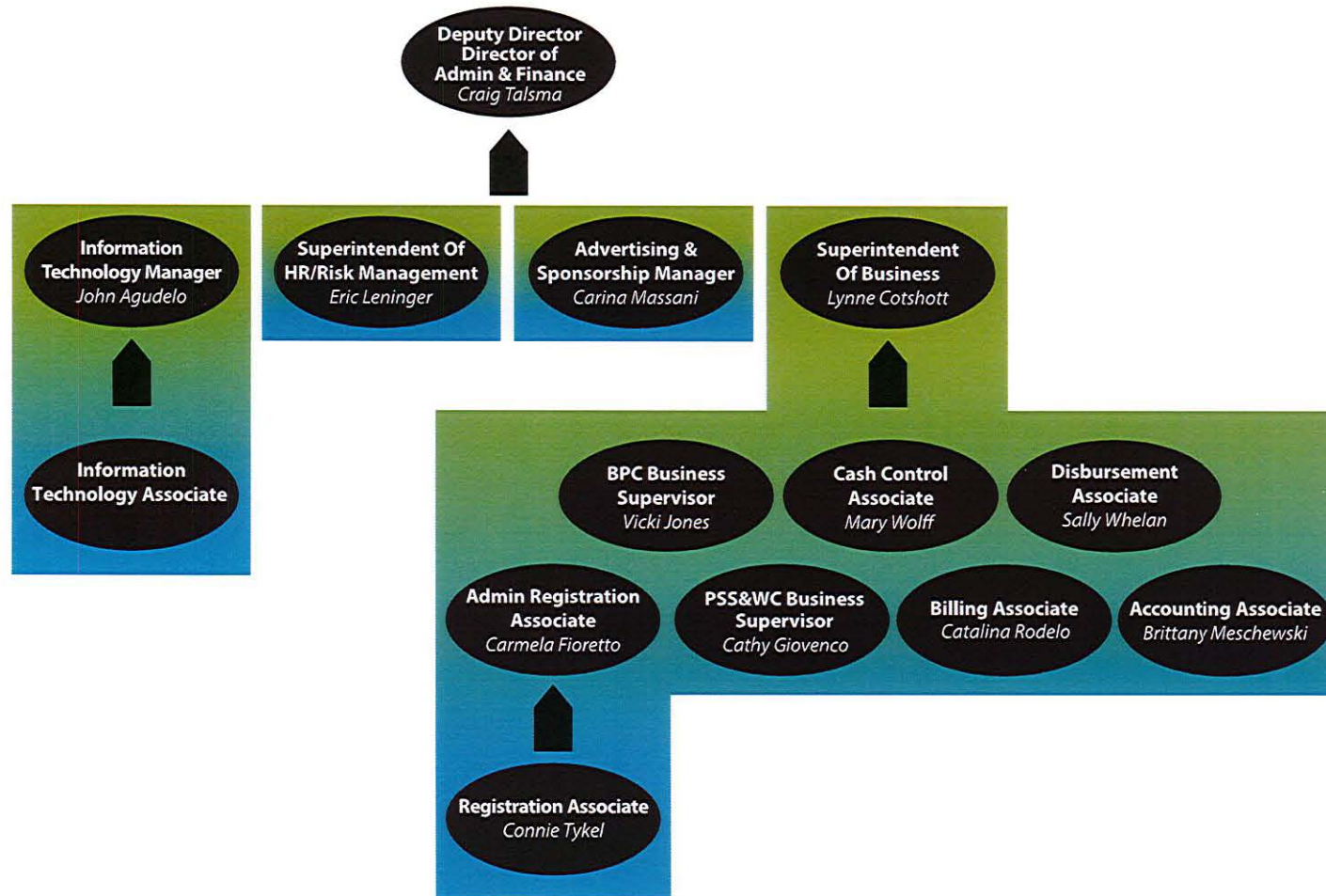
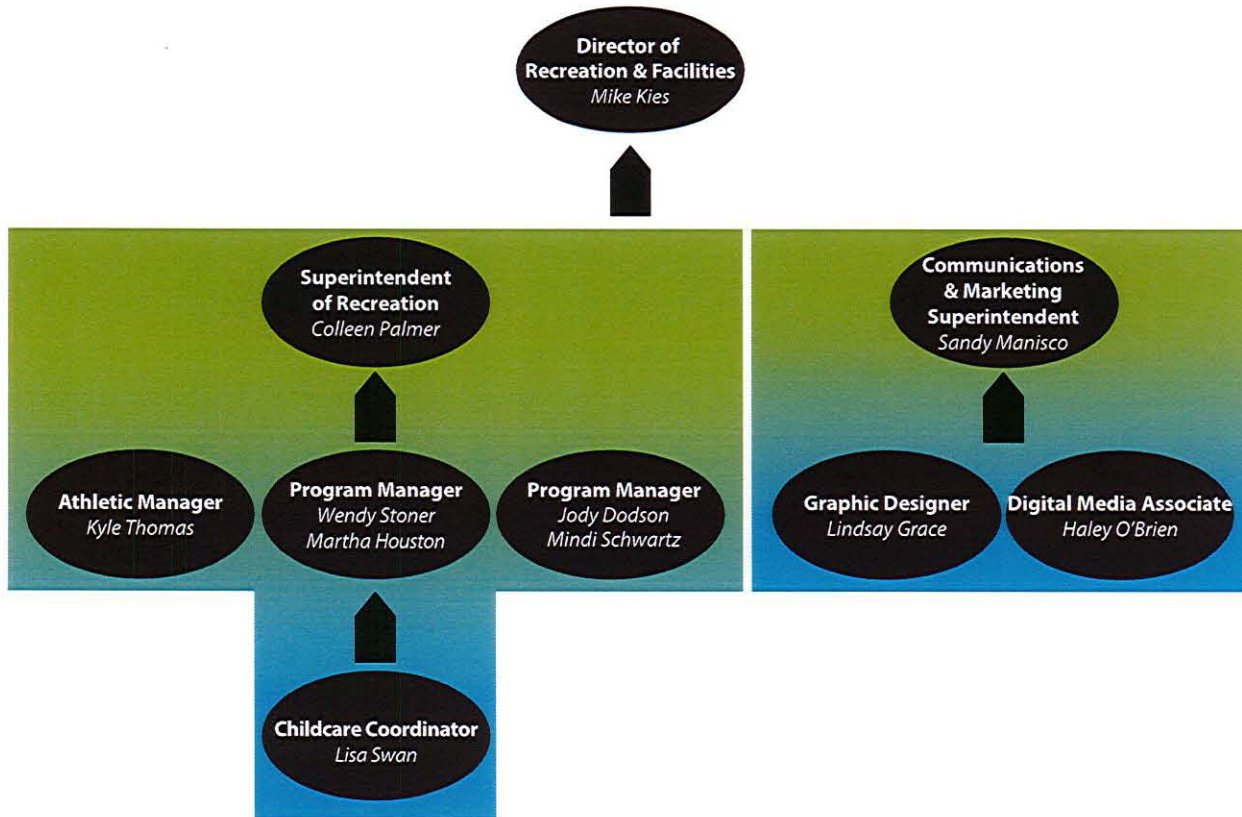
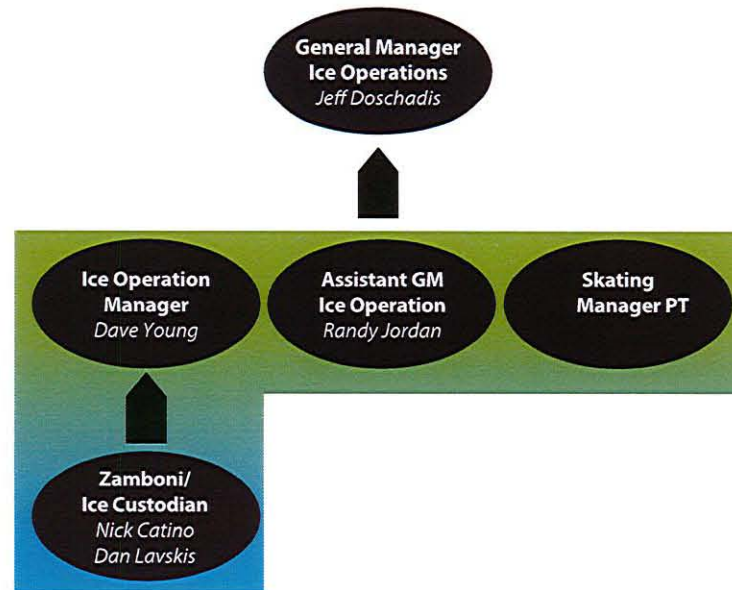


Table of Organization - Recreation Division



 **hoffman estates** park district
Table of Organization - Ice Division



 **hoffman estates** park district
Table of Organization - Golf Division

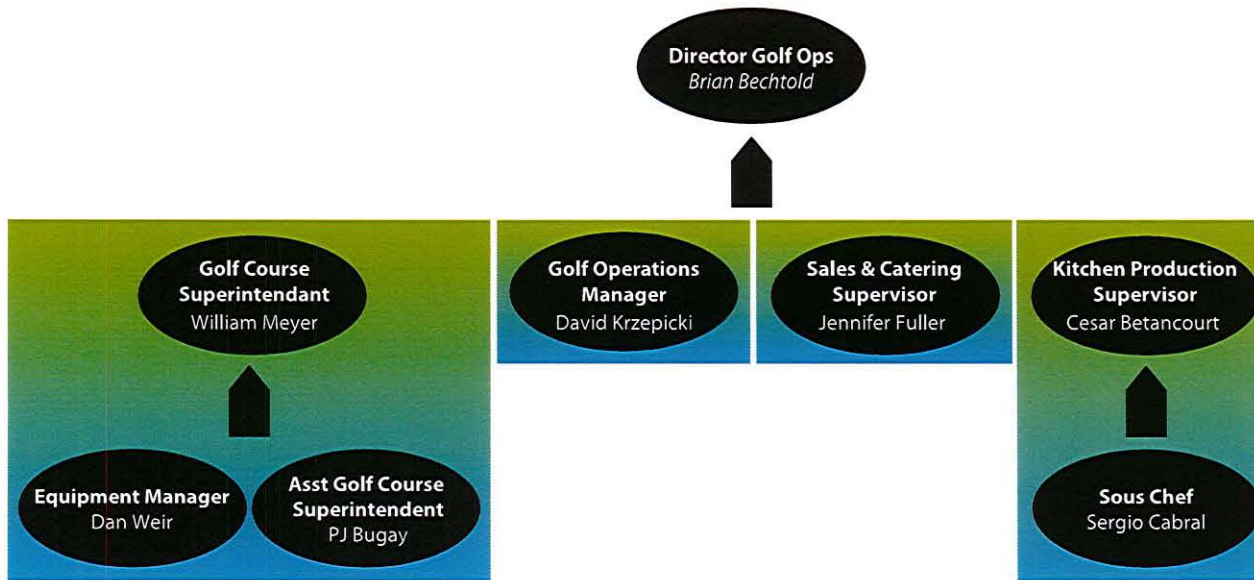


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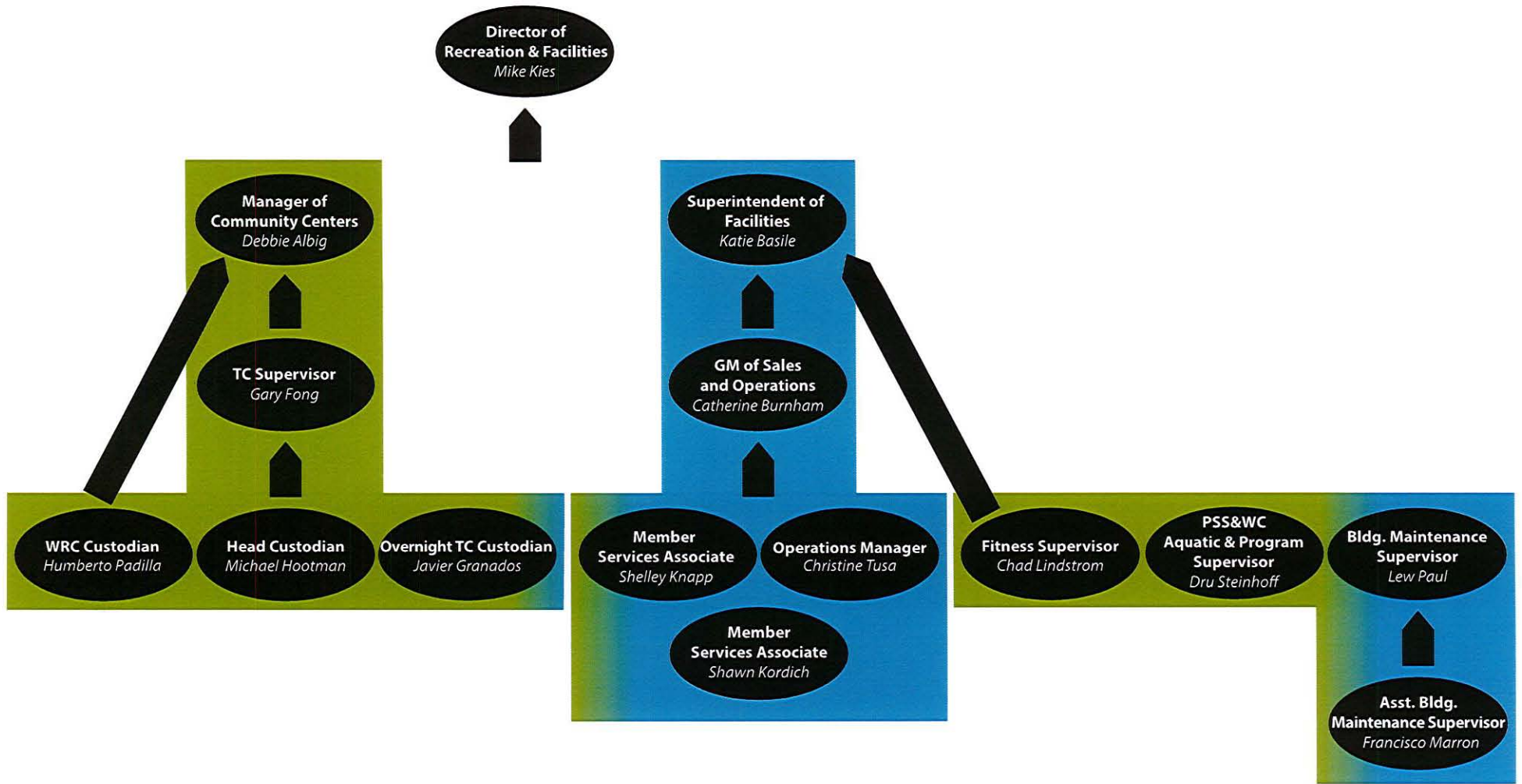


Table of Organization - Parks Division

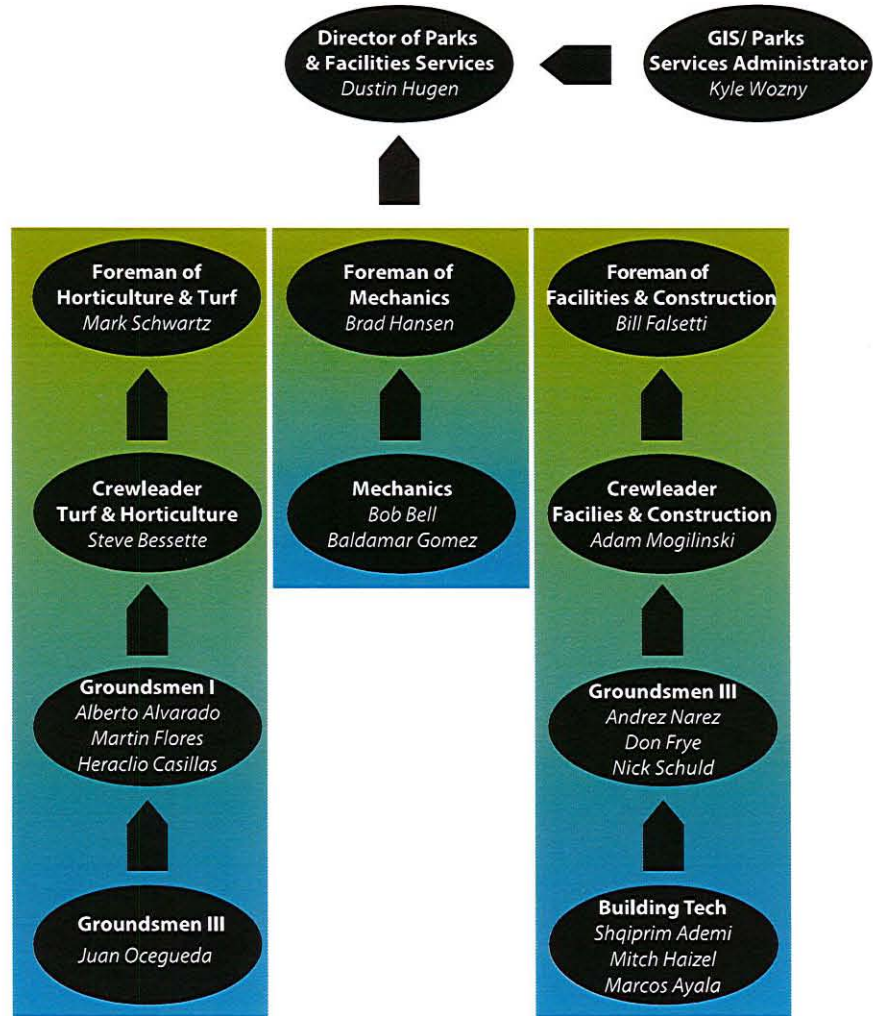


Table of Organization - Planning & Development Division



HEPD Full-time Salary Ranges 2018

Position	Minimum	Mid-Point Per Contract	Maximum
Executive Director			
Division Director	\$92,700	\$121,025	\$149,350
Deputy Director/Admin & Finance Recreation & Facilities Planning & Development Parks & Facilities Maintenance Golf			
Superintendents/General Managers	\$69,525	\$88,471	\$107,417
Superintendent of Business Superintendent of Comm & Marketing Golf Course Superintendent Information Technology Manager Superintendent of Recreation Superintendent of Facilities General Manager of Ice Operations General Manager of PSSWC Superintendent of HR/Risk Management			
Senior Manager	\$54,590	\$69,466	\$84,342
Park Foreman Assistant General Manager Ice Park Foreman Mechanic Foreman Manager of Community Centers Administrative Assistant Executive Assistant BPCC Kitchen Supervisor Equipment Manager (BPCC) Ice Maintenance Manager			
Senior Supervisor/Manager	\$46,350	\$58,980	\$71,611
Aquatic & Program Manager Crew Leader - Horticulture / Turf Lead Mechanic Operations Manager (PSSWC) Program Manager (General/Special Events) Program Manager (ELC) Crew Leader - Buildings / Construction Assistant Golf Course Superintendent (BPCC) Sales & Catering Supervisor Advertising & Sponsorship Manager Fitness Services Supervisor (PSSWC) Program Manager (Athletics) Program Manager (STAR/Before/After School) Program Manager (50+/Active Adults) Facility Supervisor Golf Operations Manager (BPCC) GIS/Park Services Administrator			
Associate/Support	\$35,020	\$44,290	\$53,560
Business Supervisor BPCC Building Maintenance Supervisor (PSSWC) Building Tech Building Maintenance Supervisor (TC) Graphic Designer Sous Chef (BPCC) IT Associate Accounting Associate Billing Associate Building Tech Disbursement Associate Business Supervisor PSSWC Registrar II Building Maintenance (WRC) Groundswoker II Groundswoker II Registrar Member Services Associate (PSSWC) Member Services Associate (PSSWC) Building Maintenance (PSSWC) Cash Control Associate ICE Custodian-TC Building Tech Groundswoker ELC Coordinator Groundswoker Groundswoker Mechanic Groundswoker Groundswoker Groundswoker Overnight Custodian-TC ICE Custodian-TC Registrar Social Media Coordinator			

**HOFFMAN ESTATES PARK DISTRICT
2018 GOALS & OBJECTIVES
PLANNING & DEVELOPMENT**

Key: C = Complete / SC = Substantially Complete / IP = In Progress / NB= Not Begun / NA = Not Accomplished

DISTRICT GOAL 1: PROVIDE HEALTHY AND ENJOYABLE EXPERIENCES FOR ALL PEOPLE

District Objective 1: Offer healthy and enjoyable experiences that promote equal access

Division Objectives	Measures/Action
Ensure equal and equitable access of facilities to all the residents of the District.	Develop a concept plan along with cost estimates to provide the residents of North Hoffman a water orientated activity playground by June 30, 2018
	Evaluate all HEPD amenities and develop a plan that addresses equal parity in all regions and neighborhoods of the district. The goal would be to adopt the plan and implement it as part of the 2020-2025 CMP.

District Objective 2: Achieve customer satisfaction and loyalty

Division Objectives	Measures/Action
Provide parks, facilities and opportunities that promote healthy and enjoyable experiences.	Oversee the procurement of a roofing consultant to develop plans and specification for the replacement of the Triphahn Center North Roof. Complete bid package by June 30, 2018.

District Objective 3: Connect and engage our community

Division Objectives	Measures/Action
Solicit input and engage residents in the planning process.	Develop outline of areas of interest to be incorporated into the 2020-2025 Comprehensive Master Plan Attitude and Interest Survey by June 30, 2018.
Continue to work with the Village and Cook County Forest preserve to develop a multi-use path from Shoe Factory Road to PS Business Park.	Work out any remaining issues so that the consultant can develop the bid package for construction. Timeline based on Federal approval.

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action
Achieve District annual budget to maintain fund balance reserves.	Complete all overseen capital projects at or below budget amounts. June 20, 2018.
	Monitor all projects and adjust program plans to maintain projects with budgeted amounts on a monthly basis.

District Objective 2: Generate alternative revenue

Division Objectives	Measures/Action
Develop strategies to attract additional sponsors and new partnerships.	Continually look for private funding opportunities to fund local capital projects.
Achieve District annual budget to maintain fund balance reserves.	Continually look for state and federal opportunities to fund local capital projects.

District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action
Achieve District annual budget to maintain fund balance reserves.	Reuse and /or refurbish existing building materials associated with the renovation of playgrounds.

District Objective 4: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action
Achieve District annual budget to maintain fund balance reserves.	Continue to work with maintenance personal on the utilization of the GIS asset management data base. Help develop cost estimates on existing assets to be replaced.

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

District Objective 1: Create and sustain quality parks, facilities, programs and services

Division Objectives	Measures/Action
*Maintain district infrastructure to utilize proven best practices that provide first class parks and facilities.	Replace McArthur Playground. Complete by June 30
	Replace Armstrong Playground. Complete by June 30
	Repair and color coat Charlemagne Tennis & Basketball Courts. Complete by June 30
	Repair and color coat Cannon Tennis & Basketball Courts. Complete by June 30.
	Repair and color coat South Ridge Tennis Courts. Complete by June 30
	Repair and color coat Armstrong Basketball Court. Complete by June 30.
	Repair major cracks on tennis courts (All locations). Complete by June 30.
	Rebuild part of the Freedom Run access path Completed by June 30
	Patch / Repave PSSWC Parking lot Complete by June 30.
	Patch and sealcoat PSSWC, Willow Rec., Olmstead, Fabbrini, Charlemagne, Cottonwood, South ridge and Huntington parking lots. Complete by June 30.
	Rebuild part of the Pine Park pathway west side Completed by June 30
Rebuild the Armstrong Park walkway and extend it to the existing spectator and team seating located at the existing ball diamond. Completed by June 30	
Develop and maintain operational processes required to achieve accreditation status for CAPRA.	Planning & Development Division to achieve 100% score for CAPRA accreditation.

District Initiative 2: Utilize best practices

Division Objectives	Measures/Action
Specify environmentally sound programs and opportunities on environmental best practices.	Work w/outside contractors involved with district projects to reduce garbage & require contractors to have metal waste picked up by scrapers. Offer mulch to the public for residential garden use. Locally dispose of 30% existing mulch materials.

District Objective 3: Advance environmental and safety awareness

Division Objectives	Measures/Action
Specify environmental sound programs and opportunities on environmental best practices.	Require playground manufactures to provide documentation of environmentally sustainable manufacturing practices associated with the production of their equipment.

District Objective 2: Build organization culture based on I-2 CARE Values

Division Objectives	Measures/Action
Continually expand and update Hoffman University training curriculum to enhance workforce knowledge and readiness.	Conduct minimum of one Hoffman U workshop in 2018.

District Objective 3: Promote continuous learning and encourage innovative thinking

Division Objectives	Measures/Action
Promote further educational opportunities of staff by encouraging participation in workshops conferences and other educational opportunities.	Attend ILCA conference (Participate in a minimum of 6 CEU hrs.) Spring 2018.
	Attend IPRA Conference by January 2018.

**HOFFMAN ESTATES PARK DISTRICT
2018 GOALS & OBJECTIVES
Administration & Finance**

Key: C = Complete / SC = Substantially Complete / IP = In Progress / NB= Not Begun / NA = Not Accomplished

DISTRICT GOAL 1: PROVIDE HEALTHY AND ENJOYABLE EXPERIENCES FOR ALL PEOPLE

District Objective 3: Connect and engage our community

Division Objectives	Measures/Action
Educate residents regarding District financial stewardship and transparency.	Provide financial/budget overview for Park Perspectives. March 2018 for Spring issue.
	Maintain FOIA compliance and transparency aspects of the District to ensure Illinois Transparency Institute guidelines.

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action
Achieve District annual budget to maintain fund balance reserves.	Achieve District annual budget to ensure maintaining fiscal year projected fund balance reserves. Achieve by December 2018.
	Create 2019 annual balanced budget. Achieve by November 2018.
	Conduct budget preparation Hoffman U session for all staff. Achieve by July 2018.

District Objective 2: Generate alternative revenue

Division Objectives	Measures/Action
Support Friends of HE Parks to expand level of financial support provided to District and our residents for scholarship and special projects.	Submit accumulated American Express points for donation to Friends of HE Parks. Achieve semi-annually in April and October.
	Sponsorship Manager to assist Friends of HE Parks and achieve \$5,000 in donations.
Develop strategies to attract additional sponsors and new partnerships.	Generate alternative revenue of \$195,000 through advertising/sponsorship/marquee revenue.
	Expand and develop community relationships by attending local community events and meetings. Attend minimum of 12 community meetings and events.

District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action
Perform internal control audits.	Conduct random cash audits at all facilities. Utilize video as needed. Conduct monthly at all service desks.
	Conduct surprise audits of program personnel and independent contractors to ensure classes are held with properly registered participants meeting minimum numbers. Utilize video as needed.

	Conduct monthly taking into account seasonality of programming.
	Conduct ledger audits to ensure financial integrity. Conduct quarterly.
	Conduct trial balance audits to reduce District receivable exposure. Conduct monthly by providing statements to program managers.
	Conduct program revenue audits including waitlists and minimum/maximum requirements to ensure cost recovery. Conduct twice monthly.
	Conduct facility usage and membership audits, utilizing video as necessary to ensure cost recovery. Conduct monthly at all facilities.
	Conduct email and shared drive excessive file size audits to ensure operational efficiencies. Further educate staff on proper housekeeping maintenance. Conduct quarterly.
Reduce utility expenses in parks and facilities by converting to alternative energy resources.	Maintain offline audit control of all utility billing to monitor abnormalities. Prepare monthly.

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

District Objective 1: Create and sustain quality parks, facilities, programs and services

Division Objectives	Measures/Action
Maintain environmental best practice certification.	Ensure administrative and finance division section compliance with IPRA Environmental Scorecard. Achieve annually maintaining 100% compliance.

District Objective 2: Utilize best practices

Division Objectives	Measures/Action
Continue to promote operational safety excellence utilizing procedures and best practices to maintain PDRMA accreditation.	Ensure all training practices are continued post PDRMA accreditation. Achieve monthly.
Ensure operational compliance with legal mandates.	Monitor state and federal legal mandates and implement policies as needed. Recommend policies within 45 days of any legal mandates. DD to serve as staff liaison on Friends of HE Parks committee to ensure all legal compliance.
Maintain and develop operational processes required to achieve accreditation status for CAPRA.	Administrative and finance division to achieve 100% score for CAPRA accreditation.
	Manage and serve as District lead for CAPRA onsite evaluation scheduled for June.
Maintain PRORAGIS database to ensure compliance with CAPRA and National Gold Medal standards.	Ensure required input for CAPRA. Achieve 100% score by 2 nd qtr.
Maintain financial accreditation CAFR.	Prepare CAFR for previous fiscal year. Achieve by June 2018.
Maintain operations through software updates and enhancements for desktop and network infrastructure.	Parking lot video security camera upgrades District wide part 2 (WRC/PSSWC/Maint). Achieve by 3 rd qtr. Purchase and implement new SAN. Repurpose old SAN along with HEPD-VH04 as part of

	Disaster Recovery. Achieve by 2 nd qtr.
	Renew Comcast Ethernet contract + upgrade facilities to Fiber and to a Mesh network that can sustain a Disaster. Identify facility for Disaster Recovery (DR) i.e. PARKS or WRC. Achieve by 2 nd qtr.
	Retire Windows 2003 server (hepd-apps01). Achieve by 4 th qtr.
	Purchase, image and deploy replacement desktop computers. Achieve by 4 th qtr.
	Purchase and replace (10) computer monitors District wide. Achieve by 3 rd qtr.
	Achieve PCI certification by completing PCI self-assessment. Achieve by 4 th qtr.
	Complete electronic systems operating scans with Trust Keeper to be alerted to potential vulnerabilities. Achieve a "pass" rating monthly.
	Train delegated staff on verbal credit card processing. Training certification must be renewed annually.
	PSSWC video security- upgrade server. Achieve by 3 rd qtr.
Monitor employee hours worked to ensure legal compliance with state and federal mandates.	Generate monthly/quarterly reports from BS&A software to help program managers track PT employee hours worked.
Further develop District disaster recovery plan by adding a second replication server at BPC.	Implement replication server. Repurpose HEPD-VH04. Achieve by 2 nd qtr.
Further develop network and cyber security.	Review local administrator access at desktop level, including generic accounts. Remove as necessary. Achieve by 1 st qtr.
	Conduct email and shared drive excessive file size audits to ensure operational efficiencies. Further educate staff on proper housekeeping maintenance. Conduct quarterly. Goal of getting everyone's mailbox size to 5GB or less. Setting limits to mailbox size. Auditing who owns what folders on the S: drive and finding duplicates as well as cleaning out regularly. Achieve monthly.
	Audit and remove unauthorized software installs and train staff on best practices of internet surfing and email. Achieve monthly.

District Objective 3: Advance environmental and safety awareness

Division Objectives	Measures/Action
Develop additional programs and processes to support conservation and green initiatives.	Promote ACH payment to vendors and independent contractors to further green initiatives. Achieve by 4 th qtr.
	DD to chair Green Team and further energy efficient solutions.

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Division Objectives	Measures/Action
Continually expand and update Hoffman U training curriculum to enhance workforce knowledge and readiness.	Conduct and continually expand Hoffman U training curriculum with training in purchasing, IMRF, PDRMA, budget, IT, ROI in programming, registration and accounting software. Achieve annually with a minimum of 6 calendar offerings.
Continue emphasis on cross-training and ensure workforce readiness.	DD to cross train with ED to ensure work force readiness for CAPRA accreditations.
	Provide cross training within division to ensure work force readiness. Achieve continually by performing tasks and having a bi-annually touch base to ensure any changes in processing are learned.
	Continue training and integration of alternate PDRMA safety coordinator. Achieve by 2 nd qtr.
	Hire FT IT Assistant Position. Achieve by 1 st qtr.
	Evaluate and update division succession plan to prepare employees for advancement and prepare organization for personnel changes.
Track IT support tickets to promote quality and timely delivery of IT support services.	Track number of tickets created and number of tickets closed. Achieve 100% response and 90% resolution. Achieve monthly.

District Objective 2: Build organization culture based on I-2 CARE Values

Division Objectives	Measures/Action
Continue to foster openness in communication District-wide.	Divisionally, at minimum, one staff will sit on District Team Committee. Achieve continually.
Promote healthy lifestyles through work environment best practices.	Promote PDRMA PATH program. Achieve annually with 75% participation of all FT staff.

District Objective 3: Promote continuous learning and encourage innovative thinking

Division Objectives	Measures/Action
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Attend legislative conference. Achieve by May 2018.
	Attend legal symposium. Achieve by November 2018.
	Attend IPRA/IAPD conference. Achieve by 1 st qtr.
	Attend NRPA Congress. Achieve by 3 rd qtr.
	Attend PDRMA risk management institute. Achieve by November 2018.

**HOFFMAN ESTATES PARK DISTRICT
2018 BUDGET GOALS & OBJECTIVES
PARKS DIVISION**

Key: C = Complete / SC = Substantially Complete / IP = In Progress / NB= Not Begun / NA = Not Accomplished

DISTRICT GOAL 1: PROVIDE HEALTHY AND ENJOYABLE EXPERIENCES FOR ALL PEOPLE

District Objective 3: Connect and engage our community

Division Objectives	Measures/Action
Expand marketing communications with the use of social media and outreach programs.	Provide a monthly blog that can be accessed from the HEPD website. The blog will be maintenance driven with helpful tips for residence on timing of everything from turf/horticulture tips to AC and furnace maintenance. The blog will also contain opportunities for residence to be involved in park cleanup days, flower planting opportunities, seed collections and nature walks.
Increase community involvement in District operations.	Conduct a tree seedling planting event in April at locations to be determine by February 28, 2018. The event will also showcase proper tree maintenance from planting to caring for fully grown trees.
	Hold a volunteer park clean up in May, where residence have the opportunity to help beautify their neighborhood parks through weed removal, garbage pick, edging landscape beds, cleaning park structures and painting. Hold the event at five parks in 2018. Locations will be determined by March 1, 2018.
	A volunteer Queen Annes Lace removal will be scheduled for July based on the quantity of Queens Annes Lace and locations.
	Combine our Seed Collection at Charlemange Park with a Parks Department run educational event of shoreline management and why HEPD maintains the shorelines with native buffer zones.
	Adopt a Park Program. Provide HEPD residents with a clear understanding of the Adopt a Park program though our monthly blog as well has monthly reminders through social media.
	Work with local boy scouts/girl scouts/local schools to hold four events per year. Events consist of bird house building projects, nature walks, school horticulture field trips and etc.

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action
Provide stability amongst employees (proper compensation) where skill sets are applied to benefit the district. Determine proper timelines and procedures for daily operational activity.	Monitor the parks division payroll and operational budgets. Meet 100% of the timelines established by the finance division.

District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action
Utilize best practices to maximize capital expenses.	PSSWC replace RTU – 12
	PSSWC replace RTU- 6
	PSSWC replace RTU- 1
	Seascape replace pump # 1
	Seascape replace motor #1
	Seascape replace motor #2
	Replace Toro Z-turn mower #556
	Replace Toro 580D #570
	Remove and replace fall surface at Blackbear with new Turf fall surface. New turf fall surface has a life span of 15 years compared to the six years we are currently getting out of rubberized tiles.
	Refurbish playground at Birch in house.
	Replace Sand Filters at Seascape
	New exterior siding and windows at Vogelie Barn
	Complete Roof Repair Bid Specs for a November Bid on TC roof
	Complete Exterior Painting at PSSWC by 11/24/2018
Internally evaluate park structures and landscape beds.	Complete Construction of Chino Park Garden plots prior to April 1, 2018. Completion of accessible entrance by Q3.
	Park playgrounds inspections will be completed by different staff members every 30-60 days based on environmental conditions and repairing structures as needed. Update landscape beds to provide beautification with perennials plants that require low maintenance to maintain. (Well maintained turf provides a great look and very cost effective).
Implement detailed preventative maintenance plan for building structures and mechanicals.	Buildings and all mechanicals will go through preventative checks every month. Checks will be evaluations completed by staff that will allow staff to stay ahead of failures and more adequately budget for repairs or changes.

Begin using Mobile Maintrac.	Use mobile maintrac to track work orders, park and building inspections, and preventive maintenance checks. Produce quarterly reports showing inspections results/work performed through mobile maintrac.
Transition job responsibilities from Planning and Development Department to Parks and Facilities Department.	Work closely with Director of Planning and Development on 2018 and beyond planned activities. Continue planning the roof assessments and upcoming structure replacements that have been started (TC bid specs ready for Nov. 2018 bid). Ensure completion of Armstrong and MCathur parks by 8/15/2018.
GIS to serve as an overall assets management tool.	All assets within the district will be entered into the system. Quarterly checks will be completed with department heads to assure assets are up to date. Work logs produced through Mobile Maintrac will add in updating assets throughout the year.
Maximize efficiency between Parks maintenance, Golf maintenance and facilities custial staff.	Utilize equipment sharing, combining purchases, cross training staff as well as training custial staff on day to day maintenance and upkeep at facilities.

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

District Objective 1: Create and sustain quality parks, facilities, programs and services

Division Objectives	Measures/Action
Implement seeding practices/section into natural areas for expansion of plant life.	Enhance high visibility natural areas by adding additional wild flower seeds. Natural areas to be burned by the end of the 1 st quarter, following burns wild flowers seeds will be planted. When changing any perennial plants in parks they will be transplanted to natural areas.
Begin using new technologies and formulations to when dealing with integrated pest management issues.	Enhance the quality of turf in parks by using fertilizers that contain controlled release technology that's providing a longer release of nutrients, which will allow us to make one application to parks in May 2018 weather permitting. Apply Specticle Total (non-selective herbicide) to all landscape beds and tree rings to stop weed growth prior to applying mulch. All location to be completed by 06/01/2018 weather permitting.

District Initiative 2: Utilize best practices

Division Objectives	Measures/Action
Enhance overall quality of natural areas, parks, ballfields and facilities.	Enhance natural areas by controlling invasive plants to 20% or less. Maintain/monitor on quarterly basis for compliance. Annual controlled burns at Black Bear, Hunters Ridge and Roherson Parks.

	Implement proper fertilizer and herbicide application in parks/ballfields based on high priority areas to low priority areas. All Fertilizer and first round herbicides application will be made by July 1 st .
	Continue with playground inspections on a monthly basis, but in 2018 have a minimum of 3 certified playground inspectors complete inspections.
Preventative maintenance checks at Seascope Family Aquatic Center prior to opening dates.	Through the use of contractors, have all piping and controls inspected yearly in April.
Adopt new shutdown procedures at Seascope Family Aquatic Center.	When the pool season has ended, all water lines inside the pool deck will be blown out from the pool pit and capped on the surface by 10/12/18. This will prevent freezing and possible rain water entering the lines.

District Objective 3: Advance environmental and safety awareness

Division Objectives	Measures/Action
Implement best practices to maintain a minimum score of 95% in the District-wide IPRA environmental report card	Maintain Park Division's compliance with IPRA's Environmental Report Card. Complete by end of 4 th quarter.
Employee Training	All employees will be trained on specific job related task within 30 days of employment.
Safety Meetings	The Parks and Facilities department will hold 12 safety meeting throughout the year that correspond to work being completed at that time of year.
Achieve accreditation status for CAPRA	Maintain and develop operational processes required to achieve 100% score for CAPRA accreditation.

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Division Objectives	Measures/Action
Provide clear direction/training to all employees that fit with that employee's job description.	Document all training procedures that outline job descriptions along with expectations.
Hold employees to a high standard of service. Understanding that all employees are district employees working toward one goal.	Quarterly reviews with full time staff members that discuss failures and successes. Learn goals of individual employees and departments and use those goals to achieve our standard of service.

District Objective 3: Promote continuous learning and encourage innovative thinking

Division Objectives	Measures/Action
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Provide full time staff members with educational opportunities in their fields that will directly benefit the district and personal work related efficiency. Supervisors and Lead staff will attend two outside education event per year.
Build a strong working culture to allow innovative thinking.	Conduct two Parks Division team building events. Complete by end of 2 nd and 4 th quarters.
Evaluate and update succession plan including assuming responsibilities for current Planning and Development Division. Begin to prepare employees for advancement and the organization for personel changes.	Complete by the end of the third quarter.

**HOFFMAN ESTATES PARK DISTRICT
2018 GOALS & OBJECTIVES
REC, FACILITIES, ICE, C&M DIVISION**

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DISTRICT GOAL 1: PROVIDE HEALTHY AND ENJOYABLE EXPERIENCES FOR ALL PEOPLE

District Objective 1: Offer healthy and enjoyable experiences that promote equal access

Division Initiatives	Measures/Action
Develop performance measurement system to evaluate value in programming structure	(REC) Create a baseline test for each sport to show the fundamental growth of each player from the beginning of each season to the end. Complete for all sports by the end of Q3.
Educate parents regarding the child development benefits in our programs and services	(REC) Host a Preschool Sports Information night in Q1 to inform parents of athletic opportunities for their preschoolers.
Increase cooperative efforts with neighborhoods and community associations on health related issues	(REC/FAC/C&M) Implement a Community/staff Garden Club and/or plot that plans and manages a staff community garden plot at TC; food from the garden will go to local food banks. Complete by Q3.
Develop plans to meet increased program needs of 50+ population	(REC) Increase 50+ fee-based classes by offering 4 new day classes and 1 new evening class by Q2.
	(REC) Enhance day trip program for 50+ community by offering a wider variety and 3-4 trips per month, beginning in Q1. Baseline for the year 30 trips.
	(REC) Work with C & M to increase recruitment efforts for dance company. Add an additional 5 participants by end of Q3, baseline Q3, 2017.
Develop plans to renovate Chino Park to meet community needs	(REC) Continue with the planning and development of Chino Park Community Garden; implement community garden plot program by Q2.
Improve the overall health outcomes of programs offered	(REC) Create 2 off season programs in soccer and basketball to continue the development of our players' skills in between seasons. Complete by the end of Q3.
	(REC) Implement 3 health, fitness or nutrition workshops for STAR sites each month utilizing the Power Play Grant funds. Complete by Q4.
	(FAC) Increase the number of health & wellness programs to the community. Develop 5 new programs and have 2 new successful programs running by Q4. Use Social Media to promote new programs via contests, video, and other content with one per quarter for a total of 4 by the end of Q4.

Expand facility based special events that promote greater facility usage	(REC) Develop an outdoor sports/adventure program, with a fishing clinic in Q2, one 4-week class in Q3 and partner with Chamber for fishing derby to complete by Q4.
	(REC) Add 2 new adult/family events by Q4.
	(REC) Add 3 new programs that create diversity and variety in our offerings, such as Chess, Theater, and Mah Jong. Implement by the end of Q2.
	(REC) Add 2 teen programs by end of Q4.
	(REC) Offer a one-time early childhood special interest class or event; once per month, beginning in Q1.
	(REC) Continue to offer small scale athletic tournaments at events, including the 3 on 3 outdoor basketball tournament at Party in the Park and a new 3 on 3 soccer tournament at Pumpkin Fest. Complete by of the end of Q4.
	(REC) Increase initial enrollment and revenue by 10% in the STAR program by planning for more staff earlier in the year, and increasing fees to align with other rates in the market, by Q2.
Evaluate facility space utilization to accommodate growing programming needs.	(REC) Plan and implement 2 new dance classes by the end of Q2, in turn increasing revenue by 20%.
	(REC) Offer at least 2 nights of classes on the north side (10 classes in all) by the end of Q1.
	(REC) Increase ELC participation to an average of 13 children per classroom by end of Q4, in turn increasing revenue and expense ratio by 15%.
Expand specialized programming opportunities that utilize partnerships and contractual agreements	(FAC) Research a new fitness program in the south meeting space in Q1. Implement at least 1 new program by end of Q2.
	(REC) Add 1-2 special interest programs to each camp site once during the summer. Complete by end of Q3.
	(REC) Plan and run 2 Science, Technology, Engineering and Math (STEM) classes by end of Q3.
	(REC) Partner with Wings and Talons to offer 1-2 programs each season, beginning in Q1. Offer a total of 4 new programs, services and/or events.
	(REC) Continue to partner with disc golf leagues in the area to offer at least 1 disc golf tournament at Black Bear Park in 2018. Complete by Q4.

	(FAC) Continue to work with Harper College to offer 2 additional programs to residents that will be held at Harper, increasing variety of classes being offered. Complete by Q4. Offer 2 Park District programs in the Harper brochure beginning Q2.
	(REC) Increase revenue by 30% and offer variety in the area of Early Childhood Programming by offering 2 new contractual sports classes by Q1.
Expand multi-cultural awareness for facility rental availability	(FAC) Work with C&M to promote facility rentals utilizing the guide, social media, website and in house flyers written in another language (Spanish). Complete in house flyer by end of Q2.
Evaluate options and create conceptual plan for the former Safety Village site at WRC.	(REC) Research options for a north side community garden in this space. Make a recommendation by the end of Q3.

District Objective 2: Achieve customer satisfaction and loyalty

Division Initiatives	Measures/Action
Expand Marketing communications with the use of social media and mobile applications	(C&M) Increase fan base by 10% for each Facebook Park District page as compared to fan base at end of Q4, 2017.
	(C&M) Create a survey committee to develop and implement a consistent use of surveys, with standard questions asked for each survey. Include customized questions for related programs and events. Track the results throughout the year. Create a calendar for the release of the surveys. Develop survey in Q1; release in Q2.
Promote brand identification and tagline to increase community awareness of District parks, programs, facilities and services	(C&M) Implement an easy, quick, but quality online survey to measure customer satisfaction for special events and programming. Complete development by Q1 and release in Q2.
	(C&M) Expand social media usage with the use of contests, Snapchat geofilters, etc. by 15%. Complete by Q4.
Develop plans to meet increased program needs of 50+ population	(C&M) Develop 1 survey for 50+ to better understand the needs of the population. Develop a marketing brand from this feedback. Complete by Q4.
	(REC) Enhance 50+ membership offerings to include a minimum of 8 new drop-in programs, services, screenings, and events, by Q4.
Expand Pickle ball opportunities and evaluate need for additional courts.	(REC) Evaluate the current inventory of courts within the community and determine if it is possible to offer additional surfaces for this program, by Q2. Develop recommendations by Q2.
Utilize best practices to maximize operational efficiencies as a District	(ICE) Support growth of local amateur hockey clubs (PREP, Lake Zurich, BG/P/RM,) to go over needs and expectations on both sides. Promote new off -ice training area. Obtain 2 new groups by the end of Q3.

	(FAC) Purchase Fitness Equipment for TC & WRC. Complete by Q2.
	(SEA) Purchase and install a new diving board by Q2, prior to the start of the Seascape season for 2018.
	(SEA) purchase 20 new lounge chairs by Q2, prior to the start of the Seascape season for 2018.
	(FAC) Hold quarterly staff meetings to inform staff of all upcoming events, park district information and provide customer service focused topics (going above and beyond). Offer 4 by end of Q4.
	(FAC) Offer at least 4 internal training sessions by end of Q4.

District Objective 3: Connect and engage our community

Division Initiatives	Measures/Action
Expand specialized programming opportunities that utilize partnerships and contractual agreements	(REC) Partner with 2 new community organizations that serve the 50+ population by Q3.
	(REC) Continue partnership with the Village on the Vogelei Teen Center to expand its offerings. Include monthly trips, dodgeball and other activities, and updated furniture and equipment. Complete 4 new enhancements by end of Q4.
Expand facility based special events that promote greater facility usage.	(C&M) Utilizing the new digital media associate, create quarterly events and contests that will be promoted through social media at TC/WRC. Complete by end of Q4.
	(REC) Create a new format for Preschool/ ELC Family Fun Fair that will satisfy attendees and allow for enhanced family, teacher and student interaction by Q2.
	(REC) Draw more people to events by enhancing current special events. Add 2 new aspects to each special event.
Expand Marketing communications with the use of social media and mobile applications.	(C&M) Utilize video on web and social media to engage and educate the community on green, social equity and health and wellness. Develop at least one new video each month; create 12 total by end of Q4.
	(C&M) Promote the “bookmark” for our website on mobile phones to customers in lieu of district mobile app. Promote the TC/WRC mobile audio app. Complete by Q3.
	(C&M) Actively account for social media subscribers and increase engagement by 10%, by end of Q4. Facebook (all pages) Twitter @heparks- Instagram @heparks
	(REC/C&M) Gain greater visibility for the new 50+ Active Adults Center by utilizing social media and encouraging its usage with incentives, video interviews, and profiles, conduct monthly video messages for social media outlets. Complete 12 new district wide social media videos by end of Q4.

Increase volunteer involvement in District operations	(REC) Host 2 coaching clinics for each sport for each season. Complete by the end of Q4. Host at least 2 clinics by Q3.
Develop performance measurement system to evaluate value in programming structure	(REC, FAC & ICE) Develop a formal special event total attendance template that can also track demographic information that may be important for targeted markets and/or event ideas/decisions. Develop by end of Q2.
	(C&M) Develop marketing personas for major programs and events to better understand the needs of the customers. Complete all business/marketing plans by Q1.

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Initiatives	Measures/Action
Achieve District annual budget to maintain fund balance reserves	(DIVISION) Meet or exceed 02 financial goals. Complete by Q4.
	(REC) Increase program participation by 1% overall from 2017 to 2018. Complete by Q4.
	(FAC) Increase the number of rentals at Seascope by 10%.
	(FAC) Increase the number of groups at Seascope by 5%
Secure additional alternative sources of revenue to support financial goals	(ICE) Develop a marketing plan that would involve sponsorship of "Learn to Skate" and the ice show.
	(REC) Increase revenue for Creative Arts Camp by 25% by re-formatting the camp to more attractive, convenient one-week sessions (instead of two-week sessions), by Q3. (REC) Increase Counselor-in-Training revenue by 75% by offering this opportunity to participants at another 4 day camp.

District Objective 2: Generate alternative revenue

Division Initiatives	Measures/Action
Secure additional alternative sources of revenue to support financial goals	(ICE) Develop Off-Ice facility programming to maximize revenue potential. Market the area to outside organizations for a diversified user group. Have 2 new groups by end of Q3.
	(REC) Increase Explorers Camp fees to reflect an 8% increase in revenue and align with other rates in the market, by Q3.
	(REC) Increase participation and revenue by 15% in Mini Day Camps by increasing fees and planning for more staff earlier in the year, by Q3.
	(REC) Increase General Preschool Program fees to reflect a 6% increase in revenue and align with other rates in the market, by Q3.

	(ICE) Modify Summer camps in skating and hockey that involve more day to day options for parents outside of the week to week basis options.
Support Friends of HE Parks to expand level of financial support provided to District and our residents for scholarships and special projects	(C&M) Work with the business department and Foundation to promote the purpose of Friends of HE Parks to increase event participation and donations to the Foundation. Increase registration by 3% from 2017. Complete by Q4.
Continue to evaluate and apply for grant revenues to support District's operations and capital projects	(C&M/REC&FAC) Increase the number of grant opportunities. Apply for 2 more in 2018 than in 2017; obtain 2 additional grants more than in 2017, complete by Q4.
	(REC) Continue to work with Advertising & Sponsorships Dept. to identify corporate sponsors for the 50+ Center. Partner with 2 new sponsors by the end of Q4.

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

District Objective 1: Create and sustain quality parks, facilities, programs and services

Division Initiatives	Measures/Action
Utilize best practices to maximize operational efficiencies as a District	(REC) Evaluate STAR parent/teacher communication process and implement a more streamlined system by end of Q2.
	(REC) Restructure day camp locations and transportation. Streamline transportation by reducing the number of sites from 8 sites to 6 sites, while accommodating more kids. Reduce the number of trips and bus expenses by 30% from actual financials in 2017.
	(ICE) Work with Parks Dept. to allow Ice Maintenance to be involved and assist in overall maintenance of facility and its equipment.
	(REC) Create a championship field at Cannon Crossings on field 1 with new foul poles, bat racks, and bullpen.

District Initiative 2: Utilize best practices

Division Initiatives	Measures/Action
Utilize best practices to maximize operational efficiencies as a District	(FAC) Continue to work with all facilities to streamline maintenance supplies to take advantage of lower pricing. Complete 10% more of additional district-wide maintenance supply purchase by end of Q2.
Maintain early childhood program standards to ensure accreditation	(REC) Prepare and complete ExceleRate trainings, application, and processes to maintain Silver certification by end of Q2.
	(REC) Ensure all ELC staff have Illinois Department of Health Services (IDHS) training completed by end of Q3.

District Objective 3: Advance environmental and safety awareness

Division Initiatives	Measures/Action
Continue to promote operation safety	(FAC) Continue offering quarterly trainings for all district team members to become Medic

excellence utilizing procedures and best practices to maintain PDRMA accreditation	AED/CPR certified. Schedule will be developed in Q1 and courses will be held in each quarter. Complete 4 classes by the end of Q4.
	(FAC) Facilitate Starguard lifeguard recertification, new lifeguard training, and in-services to ensure all aquatic team members meet or exceed program requirements. Complete Starguard operational reviews of PSSWC and SFAC. Plan aquatic trainings within Q1 and complete 4 outside audits by Starguard by Q4. Pass 90% of all audits conducted by Starguard.
	(REC) Implement a more efficient process to account for kids on busses and at camps using a wristband system. Have a plan in place by end of Q2.
	(REC) Implement one safety drill per month at each STAR location, to include fire, tornado and armed intruder drills. Complete 12 drills by end of Q4.
Strengthen emergency response training by implementing drill trainings.	(FAC) Conduct quarterly emergency response training drills at each facility. Schedules to be developed and implemented in Q1. Complete 4 total drills at each facility by the end of Q4.
Develop additional programs and processes to support conservation, green initiatives	(ICE) Continue to look for ways to improve energy efficiency measures in the ice arena area. Complete 4 reviews by Q4; see utility cost savings by Q4.
Provide educational programs and opportunities on environmental best practices	(C&M) Create media (to include Park Perspectives, Video and/or photos on social media and web) that educates the community about the park district's environmental, social equity and green practices. One per quarter. Complete by end of Q4.
Maintain and develop operational processes required to achieve accreditation status for CAPRA	Recreation and Facilities Division to achieve 100% score CAPRA accreditation.

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Division Initiatives	Measures/Action
Continually expand and update Hoffman University training curriculum to enhance workforce knowledge and readiness.	(REC) Recreation staff will prepare and present one Hoffman U topic by the end of Q4.
	(REC) Plan and implement a job fair in the early Spring to promote all available jobs District-wide. Complete by the end of Q2.
	(REC) Add a total of 5 PT counselors to the STAR and Camp programs to encourage retention and ensure consistent, quality instruction and care for participants.
Continue to foster openness in communication District-wide	(DIVISION) Invite the Business and Parks divisions to the monthly all division team meeting; have them attend 4 by the end of Q4.
	(C&M) Develop a new communication tool district wide to help foster internal communications. Develop new tool by Q3.

District Objective 2: Build organization culture based on I-2 CARE Values

Division Initiatives	Measures/Action
Continually expand and update Hoffman	(FAC) Modify CHEER presentation to be able to be viewed by all newly hired team members

University training curriculum to enhance workforce knowledge and readiness.	within initial orientation time frame. Modify within Q1 & coordinate with HR to place on new employee orientation check-list by end of Q2.
Continue to foster openness in communication District-wide	(REC) Organize and implement one teambuilding event across all divisions by the end of Q3.
Promote healthy lifestyles through work environment best practices	(DIVISION) Conduct 4 internal customer service based trainings in monthly division FTE meetings. Complete by Q4.

District Objective 3: Promote continuous learning and encourage innovative thinking

Division Initiatives	Measures/Action
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	(ICE) Send staff to training seminars – STAR, IMEO, USFS, USA Hockey. Complete by end of Q3. Attend 2 by end of Q4.
	(DIVISION) Send 5 managers to the IPRA/IAPD Annual Conference (Q1); 1 manager to Supervisor Symposium (Q2); 1 manager to Leadership Academy (Q3); and 2 managers to Professional Development School (Q4), in addition to various webinars and one-day workshops.
	(DIVISION) Evaluate and update succession plans. Prepare employees for advancement and prepare organization for personal changes complete by the end of 3Q.

**HOFFMAN ESTATES PARK DISTRICT
2018 GOALS & OBJECTIVES
PSS&WC**

DISTRICT GOAL 1: PROVIDE HEALTHY AND ENJOYABLE EXPERIENCES FOR ALL PEOPLE

District Objective 1: Offer healthy and enjoyable experiences that promote equal access

Division Objectives	Measures/Action
Expand facility based special events that promote greater facility usage	Develop wellness and fitness opportunities, services to engage customers and build rapport. Develop 1 new retention program in Q1 for the PT coordinator to promote the sale of personal training.
Increase cooperative efforts with neighborhoods and community associations on health related issues	Strengthen partnership opportunities with organizations, such as AMITA Health, AthletiCo, The Windy City Bulls, HE Chamber, and the HEC to provide community based fitness programs and services. Schedule 2 integrated educational/awareness activities (i.e. heart health, breast care, back/injury prevention) in Q2 and Q4 for a total of 4 for the year.
	Host 1 annual 'open house' event to showcase benefits of membership to various target markets.
	Actively promote Optimal Wellness program to local hospitals and medical offices (Establish total of 6 new relationships in FY 18).

District Objective 2: Achieve customer satisfaction and loyalty

Division Objectives	Measures/Action
Expand facility based special events that promote greater facility usage	Add 1 new class format and implement 4 retention events. Complete by Q4.
	Develop a Charter Member Rewards program (for members with 5+ years of consistent active membership status). Research and plan in Q1 and Q2; implement enhancement by Q3.
	Enhance current Member Rewards program securing a minimum of 15 referrals per month in FY18.
Develop performance measurement system to evaluate value in programming structure	Utilize current system for membership (Constant Contact) to complete evaluations for the group swim lesson program to assess customer satisfaction. Complete in Q2 and Q4 for a total of 2 surveys

	Develop and incorporate new online member survey to assess member needs and initiate targeted responsiveness. Initiate 1 survey in early Q2. Develop & administer PSS&WC facility survey using the district template. Evaluate results and implement modifications that may be feasible to improve customer satisfaction. Completed within Q1&Q3.
	Develop and incorporate online new member survey distributed within first 90 days of membership (or following first 12 workouts/visits) via Retention Management to evaluate workout patterns, program interest, etc. by Q2.
	Create a class evaluation form for Kids First Sports to find additional needs of our patrons. Complete by the end of Q2
	Install additional filtered water bottle filler station in Kids Korner hallway. Complete by Q4.
	Update the facility audio system to enhance quality of audio throughout center. Complete by Q2.
	Add mirror in Pilates room to enhance client workout experience by Q2.
	Replace 1 gymnasium curtain divider as part of operating capital plan by Q2.
	Enhance participant experience within the tennis area by tinting exterior windows and painting the south wall a neutral color. Completed within Q2.

District Objective 3: Connect and engage our community

Division Objectives	Measures/Action
Increase volunteer involvement in District operations	Develop 1 new high school volunteer program. Plan and develop in Q1 & Q2. Implement program in Q3. Engage 5 high school volunteers in the new program by Q4.
Improve overall health outcomes of programs offered	Create 12 month wellness calendars based on monthly activities and events within the club and in Kids Korner to engage, educate, and enlighten members. Plan quarterly 2 initiatives with input from front line team members beginning in Q1. Complete 8 initiatives by Q4.
	Enhance the wellness calendar with more personal trainer based events and promotions. Maintain an average of 2+ types of fitness and personal training promotions per month.
	Increase personal training gross revenue by 20%. Methods include increasing member contact hours and increasing presence/promotions on fitness floor by PT Coordinator in conjunction with monthly wellness calendar events.
	Research and implement an educational based gardening program within Kids Korner that will include container gardens within outdoor activity area by Q2.

	Expand opportunities within the climbing wall area by offering 3 additional climbing wall programs, including adult fitness orientated classes. Wages will reflect additional classes. Programs to be developed in Q1, offered within Q2.
	Increase participation and revenue generation by +50% within specialty training programs with the addition of yoga private training and enhanced marketing of the Pilates and Yoga specialty training programs. Enhanced marketing in coordination with the C&M Department within Q1, with anticipated revenue growth to begin to be actualized within Q2.
Expand marketing communications with the use of social media and mobile applications	Produce and communicate at least 1 message via social media each week. Measure results monthly through Google Analytics, complete by Q4.
	Update and refresh/redesign PSS&WC website to improve responsiveness of site and to increase marketability of site as an extension of the new club app.

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action
Achieve District annual budget to maintain fund balance reserves	Achieve FY18 net membership goal total by end of Q4.
	Meet and/or exceed departmental budgeted bottom line for fund 11.
Develop new business plan structure, including cost recover goals, program trends, markets served, and competition	Host 4 recruitment events for existing corporates to generate growth. Grow the membership base by 1% in 4 existing corporate accounts beginning in Q1; secure 2 new companies by end of Q4.

District Objective 2: Generate alternative revenue

Division Objectives	Measures/Action
Develop strategies to attract additional sponsors and new partnerships.	Increase annual aquatic pass fees by 5% from 2017 price. Implement in Q4.
	Evaluate tennis membership in favor of a fee-based by Q2 and recommend a direction by start of budget process FY19.
	Work with Sponsorship Manager to secure a sponsor for the Climbing Wall. Secure a sponsor by Q4.
	Work with Sponsorship Manager to secure a potential sponsor for the indoor tennis court area. Anticipate securing a sponsor by Q4.

District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action
Develop new business plan structure, including cost recover goals, program	Secret shop 1 fitness center or health club competitor per quarter.

trends, markets served, and competition (<i>annually</i>)	
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DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

District Objective 1: Create and sustain quality parks, facilities, programs and services

Division Objectives	Measures/Action
Utilize best practices to maximize operational efficiencies as a District	Log and follow up on 100% of all member comment cards (if requested) as it relates to facility concerns. Complete by Q4.

District Initiative 2: Utilize best practices

Division Objectives	Measures/Action
Develop operational processes required to maintain accreditation status for CAPRA.	Schedule and complete the annual climbing wall inspection by Experiential Climbing Systems or other PDRMA recommended climbing wall organization. Schedule within Q2, complete inspection by Q3.
	Facilitate Starguard lifeguard recertification, new lifeguard training, and in-services to ensure all aquatic team members meet or exceed program requirements. Complete Starguard operational reviews of PSSWC and SFAC. Successfully complete operational reviews throughout each quarter, complete program by Q4. Pass and/or exceed 90% of all Starguard audits by Q4.

District Objective 3: Advance environmental and safety awareness

Division Objectives	Measures/Action
Continue to promote operational safety excellence utilizing procedures and best practices to maintain PDRMA accreditation	Provide Medic AED, CPR, First Aid Course educational training opportunities to all HEPD team. Offer a total of 4-5 trainings by end of Q4.

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Division Objectives	Measures/Action
Promote furthering educational opportunities for staff by encouraging participation in workshops, conferences, and other educational opportunities.	Conduct 4 internal PSSWC trainings quarterly, complete by Q4.
	Attend the IPRA, PDRMA, Athletic Business, Club Industry and NRPA conferences. One FTE Maintenance team member to achieve CPO by end of Q3.
	Offer sales and retention training via industry specific webinars/workshops (1 per month) for Member Services team.

	Conduct quarterly PT staff trainings for fitness floor, service desk and Kids Korner areas by Q4.
Incorporate incentive programs for healthy habits for employees	Obtain 75% of all FT team members participating in the PDRMA Path Program incentive by the end of Q4.

District Objective 2: Build organization culture based on I-2 CARE Values

Division Objectives	Measures/Action
Promote healthy lifestyles through work environment best practices	Engage team members at PSS&WC using the CHEER customer service initiative. Forming “teams” of PT team members to carry out the CHEER culture, rewarding those that do. Implement by Q2.
Continually expand and update Hoffman U training curriculum to enhance workforce knowledge and readiness	Have 100% of all PSS&WC new hires trained in the CHEER program prior to the first 3 months of employment. Modify CHEER format as a Prezi presentation available to all District employees at time of orientation; accomplish by Q2.

District Objective 3: Promote continuous learning and encourage innovative thinking

Division Objectives	Measures/Action
	Evaluate and update succession plans. Prepare employees for advancement and prepare organization for personal changes complete by the end of 3Q.
Continually expand and update Hoffman University training curriculum to enhance workforce knowledge and readiness	Have all FT team members attend at least 3 non mandatory Hoffman U trainings and have at least 2 FT PSS&WC team host 1 Hoffman U.

**HOFFMAN ESTATES PARK DISTRICT
2018 GOALS & OBJECTIVES
GOLF**

DISTRICT GOAL 1: PROVIDE HEALTHY AND ENJOYABLE EXPERIENCES FOR ALL PEOPLE

District Objective 1: Offer healthy and enjoyable experiences that promote equal access

Division Objectives	Measures/Action
Expand facility based special events that promote greater facility usage	Host 4,090 Outing Rounds (3,922 Outing rounds in 2017).
	Provide 30 Preferred Tee Times Groups (30 Groups in 2017).
	Provide 3,019 League Rounds. (2,427 League rounds in 2017).
	Discount & Annual Golf Pass Sales: Resident 250 Passes; Non Resident 199 Passes (Resident 236 Passes; Non Resident 182 Passes in 2017)
	Provide Jr. Program Classes in Spring, Summer & Fall to 135 participants. (104 participants in 2017).
	Provide 3 sessions of Group Lessons to include 18 students for all ages in Spring, Summer & Fall. (24 Students in 2017).
	Provide specialized 1 day golf clinics to cover all areas of the game for 32 students. (New for 2018)
	Host 4 outside wedding ceremony only events. (5 in 2017).
	Host 6 Wedding Receptions. (5 in 2017).

	Host 18 Ceremony & Reception Weddings (15 in 2017).
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District Objective 2: Achieve customer satisfaction and loyalty

Division Objectives	Measures/Action
Expand marketing communications with the use of social media and mobile applications	Launch new redesigned website to improve our search engine optimization results. New site will also contain video and drone overview video of the event area. Site will also offer custom lead sheets with tracking software to ensure operation efficiency. Site to be launched 1 st qtr.
	Receive 10 Five Star Reviews on the Knott and Wedding Wire for Weddings. Goal is 10 Reviews receiving 5 Stars (8 in 2017).

District Objective 3: Connect and engage our community

Division Objectives	Measures/Action
Expand facility based special events that promote greater facility usage	Provide 7 Special Golf Events with 391 participants. (192 events thru 3 events. We had 3 events cancelled due to inclement weather. We have 1 remaining event in 2017.)
	Provide a new format to March Madness. Event will be 4 Person Spring Scramble. With new price structure of \$65 per player and pass holders receiving \$10 Off. New participation goal is 100 Players. (2 Person Team event in previous years)
	Provide 2 Holiday Event Brunches with 675 guests (371 Guests for Easter Brunch & Breakfast with Santa is in December).
	Host 6 Special Event Nights. (2 events in 2017. We had 3 music nights cancelled due to inclement weather).

DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP

District Objective 1: Achieve annual and long range financial plans

Division Objectives	Measures/Action
Achieve District annual budget to maintain fund balance reserves	Monitor Golf budget to ensure expenses do not exceed budget and are in line with revenue projections and revenues are meeting financial goals and objectives. Meet or exceed Golf Department Budget bottom line.
	Monitor F&B budget to ensure expenses do not exceed budget and are in line with revenue projections and revenues are meeting financial goals and objectives. Meet or exceed F&B Department Budget bottom line.
	Monitor Golf Maintenance expense and monitor to ensure expenses do not exceed budget and are in line with revenue projections. Meet or exceed Golf Maintenance Department Budget bottom line.
	Provide 29,102 Rounds. (30,068 thru 9/17 in 2016).
	Evaluate all Proshop items and liquidate all out of date products. Work with vendors on returning hard goods from last season and discount products over 2 years old. Complete by the end of the 2018 Season.

District Objective 2: Generate alternative revenue

Division Objectives	Measures/Action
Secure additional alternative sources of revenue to support financial goals	Provide 2,400 Hole In One Challenge Participants (2,353 thru 10/24/17)
	Add additional promotion golf day with Tap Inn Wednesdays Each 18 hole round will receive a \$5 F&B Credit in the Tap Inn Bar & Grill. This credit will be able to apply to all food items and non-alcoholic beverages.
	Increase the marketing and updating web specials on Bridges website along with specials posted on golfnow.com to increase golf now rounds to produce additional revenue during slow periods. Increase online Specials rounds and golfnow.com rounds by 2%. Approximately 8,450 rounds (8,033 Rounds Thru Oct. 24th).

District Objective 3: Utilize our resources effectively and efficiently

Division Objectives	Measures/Action
Utilize best practices to maximize operational efficiencies as a District	Complete Poplar Room Floor replacement by March 1 st . Bid documents to go out in December and awarded in early January.
	Evaluate the use of LED lighting for the driving range and event area. Event area lights would be a new addition to have a dimmable light directly on the area. Range lights will be converted to LED lights providing the district will see significant savings in electricity costs.
	Work with Parks Department for annual burns, tree stump removal, and other maintenance projects to save from additional expenses from renting equipment. Use parks department machines 5 different times for the season to minimize renting equipment.
Achieve District annual budget to maintain fund balance reserves	Manage payroll to meet or exceed personnel budget to ensure maximize operational efficiency. Meet or exceed Payroll Budget.
	Monthly budget monitoring to maintain at or below projected budget expenses. Not to exceed budget expenses.
Perform internal control audits	Monthly budget monitoring and proper costing out on menus to maintain a 33% food cost and 27% beverage cost.

DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS

District Objective 1: Create and sustain quality parks, facilities, programs and services

Division Objectives	Measures/Action
Utilize best practices to maximize operational efficiencies as a District	Provide a clean and well maintained clubhouse facility and equipment consistent with district standards. Complete daily checklist and rectify and identify deficiencies and remedy as necessary. 90% Completion Rate.
	Implement Advanced Scoreboard tracking system for golf course maintenance team. TaskTracker replaces our current hand written job board with an E-work board. Entering employee tasks are easier and can be done remotely. TaskTracker saves all of tasks on the job boards to the Cloud and then uses that information to generate detailed and useful reports on which areas and which tasks received the most labor dollars. TaskTracker will help us budget in the future and then help on labor expenses. Implement by end of 1 st quarter.

	Provide better quality turf conditions for our rough areas. New for 2018 we will be applying 2 fertilizer applications to all the rough areas on the golf course.
	Provide a well-manicured golf course consistent with adopted 2018 maintenance goals. Weekly inspection with golf course superintendent, identify deficiencies and remedy as necessary. 90% Completion Rate.
	Purchase and replace both air handler units for the Kitchen and Bar & Grill as a part of the 2018 CAMP plan. Complete by 2 nd Qtr.

District Initiative 2: Utilize best practices

Division Objectives	Measures/Action
Enhance overall quality of natural areas	Maintain a portion of the natural areas by the use of the burns and alternate methods. Complete by 3 rd Qtr.

District Objective 3: Advance environmental and safety awareness

Division Objectives	Measures/Action
Implement best practices to maintain a minimum score of 95% in the District-wide IPRA environmental report card	Maintain IPRA's Environmental Report Card. By end of 4 th quarter.

DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES

District Objective 1: Develop leadership that ensures workforce readiness

Division Objectives	Measures/Action
Develop a new hire training program that addresses District policies and procedures	Train all Part Time employees in all departments on service plan. Train 100% PT Employees in all departments by March. Train all new hires after March within 15 days of hire.
Incorporate incentive programs for healthy habits for employees	Have key staff attend HEPD AED & CPR training. Have at least 24 key staff members maintain certification by end of 2 nd Qtr.

District Objective 2: Build organization culture based on I-2 CARE Values

Division Objectives	Measures/Action
Continue to foster openness in communication District-wide	Conduct weekly staff meetings during prime season with key personal to discuss operations, golf events and special events. 40 weekly meetings.

District Objective 3: Promote continuous learning and encourage innovative thinking

Division Objectives	Measures/Action
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	All F&B Employees become BASSET Certified & Food Serve Safe. 100% of all F&B Employees.
	Evaluate and update succession plan and continue to prepare employees for advancement and prepare organization for personal changes. Complete by 3 rd Qtr.

Calculations as of 10/31/2017

GL NUMBER	DESCRIPTION	2017 AMENDED BUDGET	2017 ACTIVITY THRU 10/31/17	2017 PROJECTED ACTIVITY	2018 FINANCE REQUEST BUDGET
Fund: 01 GENERAL					
Function: ADMINISTRATION					
ESTIMATED REVENUES					
Totals for dept 10-3400-INTERFUND CHARGES		1,756,080	1,463,420	1,756,080	1,770,102
Totals for dept 10-3500-TAXES		3,008,000	2,829,081	3,140,000	3,133,000
Totals for dept 10-3600-INVESTMENT INCOME		50,000	144,286	125,000	134,000
Totals for dept 10-3800-ADVERTISING		245,000	146,383	185,000	195,000
Totals for dept 10-4000-RENTALS		91,780	77,640	93,470	94,780
Totals for dept 10-9000-MISCELLANEOUS		15,500	21,599	21,583	1,003
TOTAL ESTIMATED REVENUES		5,166,360	4,682,409	5,321,133	5,327,885
APPROPRIATIONS					
Totals for dept 10-3400-INTERFUND CHARGES		54,000	45,000	54,000	57,756
Totals for dept 10-3800-ADVERTISING		6,020	1,418	2,290	6,106
Totals for dept 10-6000-PROPERTY & LIABILITY I		165,060	82,527	165,060	154,409
Totals for dept 10-6100-EMPLOYMENT INSURANCE		147,245	73,618	147,245	127,523
Totals for dept 10-6200-UNEMPLOYMENT INSURANCE		100,000	45,457	75,000	74,500
Totals for dept 10-6300-LOSS PREVENTION		6,600	8,047	8,500	8,300
Totals for dept 10-6500-AUDIT SERVICE		25,000	22,900	23,700	16,800
Totals for dept 10-7000-PAYROLL		1,374,980	1,137,749	1,382,667	1,463,876
Totals for dept 10-7100-EMPLOYEE BENEFITS		598,427	520,926	622,400	643,650
Totals for dept 10-7200-EDUCATION/TRAINING		12,250	13,137	12,250	12,150
Totals for dept 10-7300-CONTRACTED SERVICES		43,300	28,291	36,960	73,250
Totals for dept 10-7400-SERVICE/RENTAL AGREEME		62,695	60,067	61,568	74,845
Totals for dept 10-7500-SUPPLIES		20,000	12,838	17,000	19,000
Totals for dept 10-7600-PROFESSIONAL DUES/SUBS		21,530	19,264	20,600	21,520
Totals for dept 10-7800-ADMINISTRATIVE		38,025	23,979	26,750	30,625
Totals for dept 10-8000-UTILITIES		10,680	7,380	9,600	14,640
Totals for dept 10-8100-EQUIPMENT		3,350	2,176	2,500	2,000
Totals for dept 10-8900-TECHNOLOGY		46,530	19,408	23,000	58,750
Totals for dept 10-9000-MISCELLANEOUS			5,210	3,800	3,800
TOTAL APPROPRIATIONS		2,735,692	2,129,392	2,694,890	2,863,500
NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION		2,430,668	2,553,017	2,626,243	2,464,385
Function: MAINTENANCE					
APPROPRIATIONS					
Totals for dept 20-6300-LOSS PREVENTION		24,000	17,336	20,000	20,000
Totals for dept 20-7000-PAYROLL		1,593,982	1,348,138	1,574,810	1,560,210
Totals for dept 20-7100-EMPLOYEE BENEFITS		10,002	9,789	10,002	10,000
Totals for dept 20-7200-EDUCATION/TRAINING		5,400	5,879	6,100	6,500
Totals for dept 20-7300-CONTRACTED SERVICES		16,784	12,371	15,260	15,260
Totals for dept 20-7500-SUPPLIES		18,500	18,663	19,200	16,500
Totals for dept 20-7600-PROFESSIONAL DUES/SUBS		2,000	1,953	2,000	2,000
Totals for dept 20-7800-ADMINISTRATIVE		3,000	2,289	2,284	2,500
Totals for dept 20-8000-UTILITIES		107,000	84,576	105,300	112,740
Totals for dept 20-8100-EQUIPMENT		10,500	8,637	10,000	10,500
Totals for dept 20-8200-EQUIPMENT MAINTENANCE/		83,500	81,927	87,500	86,175
Totals for dept 20-8300-FACILITY MAINTENANCE/R		20,000	17,469	20,000	18,000
Totals for dept 20-8400-PROPERTY MAINTENANCE		115,000	101,799	108,555	144,000
Totals for dept 20-8500-FUEL/LUBRICANTS		70,000	50,781	60,000	65,000
TOTAL APPROPRIATIONS		2,079,668	1,761,607	2,041,011	2,069,385
NET OF REVENUES/APPROPRIATIONS - MAINTENANCE		(2,079,668)	(1,761,607)	(2,041,011)	(2,069,385)
Function: CAPITAL PROJECTS					
APPROPRIATIONS					
Totals for dept 97-0120-HEPD PARKING LOT CAMER		75,000	8,357	12,944	
Totals for dept 97-0130-VSI RECTRAC V3 UPGRADE		20,000	7,508	20,000	
Totals for dept 97-0140-FABBRINI LAKE AERATOR		6,000			
Totals for dept 97-0150-HP VM SERVER HOST/STOR		35,000	8,288	8,288	
Totals for dept 97-0170-ROOF REPAIRS			9,919	19,000	
Totals for dept 98-1020-FACILITY LOT SECURITY					60,000
Totals for dept 98-1030-BLACK BEAR FALL SURFAC					20,000
Totals for dept 98-1040-BIRCH PLAY REFURBISH					10,000
Totals for dept 98-1050-DATA STORAGE SERVER					30,000
Totals for dept 98-1060-TC ROOF ENGINEERING					60,000
Totals for dept 98-1070-VIRTUAL COMPUTER SERVE					15,000
TOTAL APPROPRIATIONS		136,000	34,072	60,232	195,000
NET OF REVENUES/APPROPRIATIONS - CAPITAL PROJECTS		(136,000)	(34,072)	(60,232)	(195,000)

Calculations as of 10/31/2017

GL NUMBER	DESCRIPTION	2017 AMENDED BUDGET	2017 ACTIVITY THRU 10/31/17	2017 PROJECTED ACTIVITY	2018 FINANCE REQUEST BUDGET
Fund: 01	GENERAL				
	NET OF REVENUES/APPROPRIATIONS - FUND 01	215,000	757,338	525,000	200,000
	BEGINNING FUND BALANCE	3,806,422	3,806,422	3,806,422	4,331,422
	ENDING FUND BALANCE	4,021,422	4,563,760	4,331,422	4,531,422

Calculations as of 10/31/2017

GL NUMBER	DESCRIPTION	2017 AMENDED BUDGET	2017 ACTIVITY THRU 10/31/17	2017 PROJECTED ACTIVITY	2018 FINANCE REQUEST BUDGET
Fund: 02 RECREATION					
Function: ADMINISTRATION					
ESTIMATED REVENUES					
	Totals for dept 10-3400-INTERFUND CHARGES	447,304	372,750	447,304	444,412
	Totals for dept 10-3500-TAXES	1,040,000	972,709	1,075,000	1,075,000
	Totals for dept 10-3900-GRANT REIMBURSEMENT	3,220	1,000	1,000	
	Totals for dept 10-4000-RENTALS	85,789	120,279	127,000	147,000
	Totals for dept 10-4500-MERCHANDISE RESALE	1,300	776	1,000	1,000
	Totals for dept 10-9000-MISCELLANEOUS		22,570	22,325	10,000
	TOTAL ESTIMATED REVENUES	1,577,613	1,490,084	1,673,629	1,677,412
APPROPRIATIONS					
	Totals for dept 10-3400-INTERFUND CHARGES	952,302	793,590	952,302	1,787,208
	Totals for dept 10-7000-PAYROLL	732,218	572,659	702,018	713,983
	Totals for dept 10-7100-EMPLOYEE BENEFITS	1,000	920	900	1,000
	Totals for dept 10-7200-EDUCATION/TRAINING	9,800	5,774	6,500	8,930
	Totals for dept 10-7300-CONTRACTED SERVICES	39,936	34,069	38,250	38,500
	Totals for dept 10-7400-SERVICE/RENTAL AGREEME	24,000	14,688	16,700	18,900
	Totals for dept 10-7600-PROFESSIONAL DUES/SUBS	1,800	2,137	2,062	2,100
	Totals for dept 10-7800-ADMINISTRATIVE	100			
	Totals for dept 10-8000-UTILITIES	548,956	396,299	501,000	524,340
	Totals for dept 10-8100-EQUIPMENT	4,470	5,026	4,970	4,956
	Totals for dept 10-8300-FACILITY MAINTENANCE/R	42,550	50,342	58,000	60,000
	Totals for dept 10-9000-MISCELLANEOUS	70,700	55,317	71,380	72,300
	TOTAL APPROPRIATIONS	2,427,832	1,930,821	2,354,082	3,232,217
	NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION	(850,219)	(440,737)	(680,453)	(1,554,805)
Function: C&M					
APPROPRIATIONS					
	Totals for dept 15-7000-PAYROLL	226,015	168,359	210,796	233,932
	Totals for dept 15-7200-EDUCATION/TRAINING	3,450	3,102	3,450	3,900
	Totals for dept 15-7300-CONTRACTED SERVICES	5,513	1,810	3,540	3,905
	Totals for dept 15-7500-SUPPLIES	3,310	3,468	4,073	5,250
	Totals for dept 15-7600-PROFESSIONAL DUES/SUBS	9,592	10,765	9,724	8,823
	Totals for dept 15-7700-POSTAGE	41,300	42,653	42,837	44,100
	Totals for dept 15-7800-PRINTING/PUBLICATION	67,200	66,107	68,824	77,317
	Totals for dept 15-7900-ADVERTISING/PROMOTIONA	6,510	3,621	5,453	9,700
	TOTAL APPROPRIATIONS	362,890	299,885	348,697	386,927
	NET OF REVENUES/APPROPRIATIONS - C&M	(362,890)	(299,885)	(348,697)	(386,927)
Function: MAINTENANCE					
APPROPRIATIONS					
	Totals for dept 20-7000-PAYROLL	205,188	164,050	200,575	210,692
	Totals for dept 20-7500-SUPPLIES	16,736	13,681	15,970	17,869
	TOTAL APPROPRIATIONS	221,924	177,731	216,545	228,561
	NET OF REVENUES/APPROPRIATIONS - MAINTENANCE	(221,924)	(177,731)	(216,545)	(228,561)
Function: TRIPHAHN CENTER					
ESTIMATED REVENUES					
	Totals for dept 32-4000-RENTALS	47,263	39,810	50,400	65,350
	Totals for dept 32-4100-MEMBERSHIPS	227,760	176,247	209,150	226,200
	Totals for dept 32-4200-GUEST SERVICES	6,738	5,782	7,094	7,510
	Totals for dept 32-5000-GENERAL PROGRAMS		1,513	2,500	3,000
	Totals for dept 32-5300-FITNESS PROGRAMS	9,408	7,830	9,000	12,000
	TOTAL ESTIMATED REVENUES	291,169	231,182	278,144	314,060
APPROPRIATIONS					
	Totals for dept 32-4000-RENTALS	3,703	924	1,338	
	Totals for dept 32-4200-GUEST SERVICES	1,936	1,551	2,037	2,727
	Totals for dept 32-5000-GENERAL PROGRAMS			100	300
	Totals for dept 32-5300-FITNESS PROGRAMS	6,330	5,787	6,770	6,976
	Totals for dept 32-7000-PAYROLL	109,990	87,061	105,071	107,408
	Totals for dept 32-7100-EMPLOYEE BENEFITS	2,090	813	2,000	2,490
	Totals for dept 32-7500-SUPPLIES	11,145	7,559	10,909	9,980
	Totals for dept 32-7900-ADVERTISING/PROMOTIONA	1,796	1,196	1,500	1,776
	Totals for dept 32-8200-EQUIPMENT MAINTENANCE/	7,800	6,262	7,800	13,610
	TOTAL APPROPRIATIONS	144,790	111,153	137,525	145,267
	NET OF REVENUES/APPROPRIATIONS - TRIPHAHN CENTER	146,379	120,029	140,619	168,793

Calculations as of 10/31/2017

GL NUMBER	DESCRIPTION	2017 AMENDED BUDGET	2017 ACTIVITY THRU 10/31/17	2017 PROJECTED ACTIVITY	2018 FINANCE REQUEST BUDGET
Fund: 02 RECREATION					
Function: WILLOW REC CENTER					
ESTIMATED REVENUES					
	Totals for dept 34-4000-RENTALS	106,708	93,946	109,150	112,140
	Totals for dept 34-4100-MEMBERSHIPS	98,212	81,765	97,004	100,833
	Totals for dept 34-4200-GUEST SERVICES	4,404	4,535	5,100	5,302
	Totals for dept 34-4300-COURTS	9,951	8,485	9,750	9,870
	Totals for dept 34-4500-MERCHANDISE RESALE	240	92	150	170
	Totals for dept 34-5000-GENERAL PROGRAMS	3,375	8,229	10,310	14,800
	Totals for dept 34-5100-LESSONS	1,440	2,054	2,500	2,000
	Totals for dept 34-5200-LEAGUES/TOURNAMENTS	4,392	3,742	4,550	4,420
	Totals for dept 34-5300-FITNESS PROGRAMS	21,804	16,312	20,090	20,500
	TOTAL ESTIMATED REVENUES	250,526	219,160	258,604	270,035
APPROPRIATIONS					
	Totals for dept 34-4000-RENTALS	9,286	3,045	6,811	8,646
	Totals for dept 34-4100-MEMBERSHIPS	3,950	2,010	3,500	3,100
	Totals for dept 34-4200-GUEST SERVICES	1,157	1,309	1,682	1,809
	Totals for dept 34-4500-MERCHANDISE RESALE	240		100	120
	Totals for dept 34-5000-GENERAL PROGRAMS	2,562		1,305	4,671
	Totals for dept 34-5100-LESSONS	1,773	1,030	1,540	1,400
	Totals for dept 34-5200-LEAGUES/TOURNAMENTS	510	340	470	560
	Totals for dept 34-5300-FITNESS PROGRAMS	14,872	9,858	13,573	14,136
	Totals for dept 34-7000-PAYROLL	76,609	63,146	75,711	77,261
	Totals for dept 34-7100-EMPLOYEE BENEFITS	1,850	226	1,600	1,924
	Totals for dept 34-7300-PROFESSIONAL SERVICES		5,292	5,292	5,292
	Totals for dept 34-7500-SUPPLIES	3,354	1,566	3,200	3,295
	Totals for dept 34-7900-ADVERTISING/PROMOTIONA	1,968	1,341	1,800	1,926
	Totals for dept 34-8100-EQUIPMENT	4,530	3,141	4,000	4,470
	Totals for dept 34-8200-EQUIPMENT MAINTENANCE/	3,720	1,304	3,600	4,450
	Totals for dept 34-8300-FACILITY MAINTENANCE/R	12,920	7,548	12,900	10,365
	TOTAL APPROPRIATIONS	139,301	101,156	137,084	143,425
	NET OF REVENUES/APPROPRIATIONS - WILLOW REC CENTE	111,225	118,004	121,520	126,610
Function: GENERAL PROGRAMMING					
ESTIMATED REVENUES					
	Totals for dept 50-4000-RENTALS	4,180	2,800	2,800	3,215
	Totals for dept 50-5000-GENERAL PROGRAMS	22,203	12,221	13,794	14,330
	Totals for dept 50-5100-DAY CAMPS	154,832	162,700	162,700	179,799
	Totals for dept 50-5300-GYMNASTICS	91,123	67,931	77,550	75,835
	Totals for dept 50-5400-ARTS AND CRAFTS	4,096	3,302	3,540	4,096
	Totals for dept 50-5500-MARTIAL ARTS	116,380	111,961	129,700	129,280
	Totals for dept 50-5900-SPECIAL EVENTS	22,345	15,213	23,337	24,935
	Totals for dept 50-6100-DANCE	126,259	82,861	98,700	116,124
	Totals for dept 50-6200-ARCHERY	13,608	14,599	16,500	16,380
	TOTAL ESTIMATED REVENUES	555,026	473,588	528,621	563,994
APPROPRIATIONS					
	Totals for dept 50-4000-RENTALS	4,196	2,194	3,151	3,685
	Totals for dept 50-5000-GENERAL PROGRAMS	13,276	3,221	4,472	8,263
	Totals for dept 50-5100-DAY CAMPS	78,905	82,103	81,500	96,717
	Totals for dept 50-5300-GYMNASTICS	66,786	49,560	54,911	54,085
	Totals for dept 50-5400-ARTS AND CRAFTS	2,867	1,860	2,188	2,867
	Totals for dept 50-5500-MARTIAL ARTS	80,064	65,487	91,560	92,186
	Totals for dept 50-5800-VOGELEI PRGM/EVENTS	5,290	1,401	1,876	6,206
	Totals for dept 50-5900-SPECIAL EVENTS	46,439	39,931	48,105	49,874
	Totals for dept 50-6100-DANCE	70,427	48,757	57,444	64,809
	Totals for dept 50-6200-ARCHERY	9,526	9,812	12,452	11,466
	TOTAL APPROPRIATIONS	377,776	304,326	357,659	390,158
	NET OF REVENUES/APPROPRIATIONS - GENERAL PROGRAMM	177,250	169,262	170,962	173,836
Function: SENIOR					
ESTIMATED REVENUES					
	Totals for dept 55-4100-MEMBERSHIPS	19,200	8,295	11,500	21,115
	Totals for dept 55-5000-SENIOR PROGRAMS	120,194	70,859	75,300	85,361
	Totals for dept 55-5300-ACTIVE ADULT				2,000
	TOTAL ESTIMATED REVENUES	139,394	79,154	86,800	108,476
APPROPRIATIONS					
	Totals for dept 55-5000-SENIOR PROGRAMS	89,474	57,994	62,240	66,309

Calculations as of 10/31/2017

GL NUMBER	DESCRIPTION	2017 AMENDED BUDGET	2017 ACTIVITY THRU 10/31/17	2017 PROJECTED ACTIVITY	2018 FINANCE REQUEST BUDGET
Fund: 02 RECREATION					
Function: SENIOR					
APPROPRIATIONS					
	Totals for dept 55-5300-ACTIVE ADULT				1,038
	TOTAL APPROPRIATIONS	89,474	57,994	62,240	67,347
	NET OF REVENUES/APPROPRIATIONS - SENIOR	49,920	21,160	24,560	41,129
Function: EARLY CHILDHOOD					
ESTIMATED REVENUES					
	Totals for dept 60-5000-GENERAL PROGRAMS	55,950	49,884	62,307	72,100
	Totals for dept 60-5100-DAY CAMPS	330,445	333,736	333,736	371,168
	Totals for dept 60-5200-PRESCHOOL	291,910	217,688	282,550	301,755
	Totals for dept 60-5300-PARENT/TOT	18,525	15,775	19,500	21,678
	Totals for dept 60-5400-STAR	808,099	702,543	886,673	950,400
	Totals for dept 60-5500-ELC	441,868	285,294	335,343	375,524
	TOTAL ESTIMATED REVENUES	1,946,797	1,604,920	1,920,109	2,092,625
APPROPRIATIONS					
	Totals for dept 60-5000-GENERAL PROGRAMS	35,018	26,304	38,735	46,668
	Totals for dept 60-5100-DAY CAMPS	155,756	162,504	162,351	174,813
	Totals for dept 60-5200-PRESCHOOL	162,933	126,195	160,361	164,966
	Totals for dept 60-5300-PARENT/TOT	9,007	6,894	9,971	12,277
	Totals for dept 60-5400-STAR	364,893	298,390	396,373	449,488
	Totals for dept 60-5500-ELC	225,774	157,625	207,372	218,984
	TOTAL APPROPRIATIONS	953,381	777,912	975,163	1,067,196
	NET OF REVENUES/APPROPRIATIONS - EARLY CHILDHOOD	993,416	827,008	944,946	1,025,429
Function: ADULT ATHLETICS					
ESTIMATED REVENUES					
	Totals for dept 70-5000-GENERAL PROGRAMS	10,815	1,486	1,486	
	Totals for dept 70-5300-BASKETBALL LEAGUES	24,480	6,380	6,380	18,720
	Totals for dept 70-5400-SOFTBALL LEAGUES	15,190	13,890	13,890	15,540
	Totals for dept 70-5500-FOOTBALL LEAGUES	9,000	3,360	5,040	5,760
	TOTAL ESTIMATED REVENUES	59,485	25,116	26,796	40,020
APPROPRIATIONS					
	Totals for dept 70-5000-GENERAL PROGRAMS	8,684	344	344	
	Totals for dept 70-5300-BASKETBALL LEAGUES	17,780	4,705	4,781	13,718
	Totals for dept 70-5400-SOFTBALL LEAGUES	7,070	6,237	6,706	8,161
	Totals for dept 70-5500-FOOTBALL LEAGUES	5,126	221	2,536	2,613
	TOTAL APPROPRIATIONS	38,660	11,507	14,367	24,492
	NET OF REVENUES/APPROPRIATIONS - ADULT ATHLETICS	20,825	13,609	12,429	15,528
Function: YOUTH ATHLETICS					
ESTIMATED REVENUES					
	Totals for dept 75-5000-GENERAL PROGRAMS	24,960	6,701	6,701	8,700
	Totals for dept 75-5100-ATHLETIC CAMPS	15,000	4,467	4,467	4,864
	Totals for dept 75-5200-VOLLEYBALL	6,000	1,030	4,650	4,200
	Totals for dept 75-5300-BASKETBALL	43,800	35,329	45,100	49,400
	Totals for dept 75-5400-BASEBALL	46,965	46,464	46,464	50,375
	Totals for dept 75-5500-SOFTBALL	3,900	5,995	5,995	5,850
	Totals for dept 75-5600-SOCCER	156,518	120,036	120,036	51,250
	TOTAL ESTIMATED REVENUES	297,143	220,022	233,413	174,639
APPROPRIATIONS					
	Totals for dept 75-5000-GENERAL PROGRAMS	41,155	16,561	19,906	31,681
	Totals for dept 75-5100-ATHLETIC CAMPS	10,500		3,000	3,405
	Totals for dept 75-5200-VOLLEYBALL	1,687		1,687	1,601
	Totals for dept 75-5300-BASKETBALL	22,429	24,588	26,649	28,376
	Totals for dept 75-5400-BASEBALL	19,506	11,917	13,153	28,382
	Totals for dept 75-5500-SOFTBALL	1,935	2,084	1,076	2,232
	Totals for dept 75-5600-SOCCER	91,916	70,130	72,622	23,201
	TOTAL APPROPRIATIONS	189,128	125,280	138,093	118,878
	NET OF REVENUES/APPROPRIATIONS - YOUTH ATHLETICS	108,015	94,742	95,320	55,761
Function: AQUATICS					
ESTIMATED REVENUES					
	Totals for dept 80-3900-GRANT REVENUE		3,200	3,200	

Calculations as of 10/31/2017

GL NUMBER	DESCRIPTION	2017 AMENDED BUDGET	2017 ACTIVITY THRU 10/31/17	2017 PROJECTED ACTIVITY	2018 FINANCE REQUEST BUDGET
Fund: 02 RECREATION					
Function: AQUATICS					
ESTIMATED REVENUES					
Totals for dept 80-4000-RENTALS		20,580	13,203	13,203	15,000
Totals for dept 80-4100-MEMBERSHIPS		78,350	79,723	79,723	81,300
Totals for dept 80-4300-DAILY FEES		136,100	118,639	118,639	132,000
Totals for dept 80-4500-MERCHANDISE RESALE		25			
Totals for dept 80-4600-CONCESSION SALES/RENTA		2,670	4,330	4,330	4,330
Totals for dept 80-5000-LESSONS		40,500	31,701	31,701	38,154
Totals for dept 80-5900-SPECIAL EVENTS		1,980	567	567	1,750
TOTAL ESTIMATED REVENUES		280,205	251,363	251,363	272,534
APPROPRIATIONS					
Totals for dept 80-5000-LESSONS		16,363	15,671	15,671	17,908
Totals for dept 80-5900-SPECIAL EVENTS		710	726	726	726
Totals for dept 80-7000-PAYROLL		195,911	181,370	185,716	192,393
Totals for dept 80-7100-EMPLOYEE BENEFITS		3,530	3,479	3,479	4,005
Totals for dept 80-7200-EDUCATION/TRAINING		9,945	10,392	10,392	13,695
Totals for dept 80-7300-CONTRACTED SERVICES		5,040	2,741	2,741	3,600
Totals for dept 80-7500-SUPPLIES		19,281	17,332	17,333	18,963
Totals for dept 80-7600-PROFESSIONAL DUES/SUBS		450	350	350	650
Totals for dept 80-7900-ADVERTISING/PROMOTIONA		2,300	1,342	1,367	1,500
Totals for dept 80-8000-UTILITIES		91,044	73,941	82,844	84,216
Totals for dept 80-8100-EQUIPMENT		6,900	4,120	4,120	11,750
Totals for dept 80-8200-EQUIPMENT MAINTENANCE/R		8,360	3,317	5,770	6,906
Totals for dept 80-8300-FACILITY MAINTENANCE/R		10,000	8,516	9,970	10,000
TOTAL APPROPRIATIONS		369,834	323,297	340,479	366,312
NET OF REVENUES/APPROPRIATIONS - AQUATICS		(89,629)	(71,934)	(89,116)	(93,778)
Function: ICE					
ESTIMATED REVENUES					
Totals for dept 85-3900-GRANTS			20,000	20,000	
Totals for dept 85-4000-RENTALS		766,400	526,937	710,650	730,900
Totals for dept 85-4300-DAILY FEES		47,000	34,590	45,500	57,000
Totals for dept 85-4500-MERCHANDISE RESALE		9,720	3,300	3,300	
Totals for dept 85-4600-CONCESSION SALES/RENTA		7,800	6,912	9,600	8,600
Totals for dept 85-5000-LESSONS		352,360	284,024	326,250	340,000
Totals for dept 85-5100-CAMPS		52,000	25,942	28,000	35,000
Totals for dept 85-5300-ADULT LEAGUES		120,000	55,000	75,000	75,000
Totals for dept 85-5500-YOUTH LEAGUES		435,200	331,047	442,000	450,000
Totals for dept 85-5900-SPECIAL EVENTS		3,600	4,080	3,600	3,600
TOTAL ESTIMATED REVENUES		1,794,080	1,291,832	1,663,900	1,700,100
APPROPRIATIONS					
Totals for dept 85-3400-INTERFUND CHARGES		800,000	666,670	800,000	
Totals for dept 85-4000-RENTALS		4,950	3,832	3,832	
Totals for dept 85-5000-LESSONS		110,257	106,531	117,503	123,008
Totals for dept 85-5100-CAMPS		19,915	14,372	14,725	16,148
Totals for dept 85-5300-ADULT LEAGUES		13,137	5,140	8,637	8,261
Totals for dept 85-5500-YOUTH LEAGUES		131,607	131,327	142,607	147,848
Totals for dept 85-7000-PAYROLL		420,692	326,804	398,522	410,180
Totals for dept 85-7100-EMPLOYEE BENEFITS		1,500			1,500
Totals for dept 85-7200-EDUCATION/TRAINING		500	705	705	1,000
Totals for dept 85-7300-CONTRACTED SERVICES		19,800	16,065	18,900	20,600
Totals for dept 85-7500-SUPPLIES		2,800	40		1,500
Totals for dept 85-7600-PROFESSIONAL DUES/SUBS		300	290	290	300
Totals for dept 85-7800-ADMIN/MILEAGE REIMBURS		600	174	300	500
Totals for dept 85-7900-ADVERTISING/PROMOTIONA		2,400	1,545	2,000	2,000
Totals for dept 85-8000-UTILITIES		8,400	5,041	7,750	8,000
Totals for dept 85-8100-EQUIPMENT		7,000	6,051	6,500	7,000
Totals for dept 85-8200-EQUIPMENT MAINTENANCE/R		7,120	1,248	2,000	7,000
Totals for dept 85-8300-FACILITY MAINTENANCE/R		4,720	11,171	12,000	5,270
TOTAL APPROPRIATIONS		1,555,698	1,297,006	1,536,271	760,115
NET OF REVENUES/APPROPRIATIONS - ICE		238,382	(5,174)	127,629	939,985
Function: CAPITAL PROJECTS					
APPROPRIATIONS					
Totals for dept 96-0400-ICE COMPRESSOR REBUILD		10,250			
Totals for dept 96-0800-SEA SPRINKLER SYSTEM		55,000	48,560	48,560	
Totals for dept 96-2400-TC RENOVATION		975,000	939,225	939,225	

Calculations as of 10/31/2017

GL NUMBER	DESCRIPTION	2017 AMENDED BUDGET	2017 ACTIVITY THRU 10/31/17	2017 PROJECTED ACTIVITY	2018 FINANCE REQUEST BUDGET
Fund: 02 RECREATION					
Function: CAPITAL PROJECTS					
APPROPRIATIONS					
Totals for dept	97-0210-VOG BARN FLOORING RPLC	15,000	45	15,000	
Totals for dept	97-0215-WRC MTG ROOM CARPET/TI	13,000		13,000	
Totals for dept	97-0220-TC RE-KEY FACILITY	7,500	8,301	8,301	
Totals for dept	97-0235-ICE 100HP CONDENSOR	6,000			
Totals for dept	97-0245-TC GYM CEILING FANS	5,000			
Totals for dept	97-0250-ICE/WRC GYM SOUND SYST	9,000			
Totals for dept	97-0255-TC/WRC FITNESS EQUIPME	10,000		8,000	
Totals for dept	97-0260-WRC GYM/DANCE FLOOR RE	5,000		4,112	
Totals for dept	97-0270-SEA RPLC MAIN PUMP#2		15,934	15,934	
Totals for dept	97-0275-SEA PLUMBING/CONCRETE		38,893	38,893	
Totals for dept	97-0280-TC PRO SHOP RENOVATION		2,149	2,149	
Totals for dept	98-2010-SEA PUMP #1				20,000
Totals for dept	98-2020-SEA POOL MOTOR #1 & #2				12,000
Totals for dept	98-2030-SEA DIVING BOARD				6,000
TOTAL APPROPRIATIONS		1,110,750	1,053,107	1,093,174	38,000
NET OF REVENUES/APPROPRIATIONS - CAPITAL PROJECTS		(1,110,750)	(1,053,107)	(1,093,174)	(38,000)
NET OF REVENUES/APPROPRIATIONS - FUND 02		(790,000)	(684,754)	(790,000)	245,000
BEGINNING FUND BALANCE		2,929,687	2,929,687	2,929,687	2,139,687
ENDING FUND BALANCE		2,139,687	2,244,933	2,139,687	2,384,687

Calculations as of 10/31/2017

GL NUMBER	DESCRIPTION	2017 AMENDED BUDGET	2017 ACTIVITY THRU 10/31/17	2017 PROJECTED ACTIVITY	2018 FINANCE REQUEST BUDGET
Fund: 07 IMRF					
Function: ADMINISTRATION					
ESTIMATED REVENUES					
	Totals for dept 10-3500-TAXES	518,000	487,031	538,000	550,000
	Totals for dept 10-3600-INVESTMENT INCOME	2,501		2,501	2,300
	TOTAL ESTIMATED REVENUES	520,501	487,031	540,501	552,300
APPROPRIATIONS					
	Totals for dept 10-3400-INTERFUND CHARGES	420,501	350,420	420,501	392,300
	TOTAL APPROPRIATIONS	420,501	350,420	420,501	392,300
	NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION	100,000	136,611	120,000	160,000
	NET OF REVENUES/APPROPRIATIONS - FUND 07	100,000	136,611	120,000	160,000
	BEGINNING FUND BALANCE	492,953	492,953	492,953	612,953
	ENDING FUND BALANCE	592,953	629,564	612,953	772,953

Calculations as of 10/31/2017

GL NUMBER	DESCRIPTION	2017 AMENDED BUDGET	2017 ACTIVITY THRU 10/31/17	2017 PROJECTED ACTIVITY	2018 FINANCE REQUEST BUDGET
Fund: 08 DEBT SERVICE					
Function: BOND PROCEEDS					
ESTIMATED REVENUES					
	Totals for dept 08-0101-BAB REBATE	151,000	75,862	151,362	151,000
	Totals for dept 08-0170-2017-A LTD BOND ISSUE	4,900,000		4,910,000	
	Totals for dept 08-0171-2017-B LTD BOND ISSUE	1,820,000		1,565,000	
	Totals for dept 08-0180-2018 LTD BOND ISSUE				1,075,000
	TOTAL ESTIMATED REVENUES	6,871,000	75,862	6,626,362	1,226,000
	NET OF REVENUES/APPROPRIATIONS - BOND PROCEEDS	6,871,000	75,862	6,626,362	1,226,000
Function: BOND PAYMENTS					
APPROPRIATIONS					
	Totals for dept 09-0060-2006 LTD BOND ISSUE	4,800,000	120,000	5,030,000	
	Totals for dept 09-0101-2010A ALT BOND ISSUE	466,268	233,134	466,268	466,268
	Totals for dept 09-0102-2010C ALT BOND ISSUE	1,038,880	519,440	1,038,880	1,038,880
	Totals for dept 09-0103-2010B BOND ISSUE	266,892	33,446	266,892	263,392
	Totals for dept 09-0131-2013 ALT BOND ISSUE	809,738	404,869	809,738	809,738
	Totals for dept 09-0141-2014 ALT BOND ISSUE	717,063	308,531	717,063	714,062
	Totals for dept 09-0160-2016 LTD BOND ISSUE	2,953,650	21,825	2,953,650	
	Totals for dept 09-0170-2017-A LTD BOND ISSUE	208,000			410,063
	Totals for dept 09-0171-2017-B LTD BOND ISSUE				2,735,000
	Totals for dept 10-0180-2018 LTD BOND ISSUE				25,000
	TOTAL APPROPRIATIONS	11,260,491	1,641,245	11,282,491	6,462,403
	NET OF REVENUES/APPROPRIATIONS - BOND PAYMENTS	(11,260,491)	(1,641,245)	(11,282,491)	(6,462,403)
Function: ADMINISTRATION					
ESTIMATED REVENUES					
	Totals for dept 10-3400-INTERFUND CHARGES	1,500,000	1,145,840	1,500,000	1,575,000
	Totals for dept 10-3500-TAXES	3,360,000	3,106,397	3,440,000	3,470,000
	Totals for dept 10-3600-INVESTMENT INCOME			12,385	16,403
	TOTAL ESTIMATED REVENUES	4,860,000	4,252,237	4,952,385	5,061,403
APPROPRIATIONS					
	Totals for dept 10-0170-2017-A LTD BOND ISSUE	100,000	14,000	56,256	
	Totals for dept 10-0171-2017-B LTD BOND ISSUE	35,509		35,000	
	TOTAL APPROPRIATIONS	135,509	14,000	91,256	
	NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION	4,724,491	4,238,237	4,861,129	5,061,403
	NET OF REVENUES/APPROPRIATIONS - FUND 08	335,000	2,672,854	205,000	(175,000)
	BEGINNING FUND BALANCE	4,354,944	4,354,944	4,354,944	4,559,944
	ENDING FUND BALANCE	4,689,944	7,027,798	4,559,944	4,384,944

Calculations as of 10/31/2017

GL NUMBER	DESCRIPTION	2017 AMENDED BUDGET	2017 ACTIVITY THRU 10/31/17	2017 PROJECTED ACTIVITY	2018 FINANCE REQUEST BUDGET
Fund: 09 SPECIAL RECREATION					
Function: ADMINISTRATION					
ESTIMATED REVENUES					
	Totals for dept 10-3500-TAXES	590,000	481,403	590,000	590,000
	Totals for dept 10-3600-INVESTMENT INCOME	500		1,528	560
	TOTAL ESTIMATED REVENUES	590,500	481,403	591,528	590,560
APPROPRIATIONS					
	Totals for dept 10-6400-SPECIAL ASSESSMENT	298,200	298,191	298,200	298,200
	Totals for dept 10-6450-SPECIAL REC RENTAL ALL	85,860	71,550	85,860	85,860
	TOTAL APPROPRIATIONS	384,060	369,741	384,060	384,060
	NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION	206,440	111,662	207,468	206,500
Function: CAPITAL PROJECTS					
APPROPRIATIONS					
	Totals for dept 97-0100-SEA CONCRETE WALKWAY	9,000	9,000	9,000	
	Totals for dept 97-0200-SHOE FACTORY BIKE TRAI	7,500			
	Totals for dept 97-0300-VICTORIA SOUTH PATH RE	17,500	12,237	12,237	
	Totals for dept 97-0500-COLONY PLAYGROUND RPLC	7,500	7,500	7,500	
	Totals for dept 97-0600-VICTORIA S PLAYGROUND	31,440	30,750	30,750	
	Totals for dept 97-0700-EVERGREEN PATH REPAIR	38,500	37,981	37,981	
	Totals for dept 98-0010-PATH RENOVATION				37,000
	Totals for dept 98-0020-ARMSTRONG PLAY REPLACE				38,000
	Totals for dept 98-0030-MACARTHUR PLAY REPLACE				44,000
	Totals for dept 98-0150-SHOE FACTORY BIKE TRAI				22,500
	TOTAL APPROPRIATIONS	111,440	97,468	97,468	141,500
	NET OF REVENUES/APPROPRIATIONS - CAPITAL PROJECTS	(111,440)	(97,468)	(97,468)	(141,500)
	NET OF REVENUES/APPROPRIATIONS - FUND 09	95,000	14,194	110,000	65,000
	BEGINNING FUND BALANCE	300,443	300,443	300,443	410,443
	ENDING FUND BALANCE	395,443	314,637	410,443	475,443

Calculations as of 10/31/2017

GL NUMBER	DESCRIPTION	2017 AMENDED BUDGET	2017 ACTIVITY THRU 10/31/17	2017 PROJECTED ACTIVITY	2018 FINANCE REQUEST BUDGET
Fund: 10 FICA					
Function: ADMINISTRATION					
ESTIMATED REVENUES					
	Totals for dept 10-3500-TAXES	620,000	584,437	645,000	645,000
	Totals for dept 10-3600-INVESTMENT INCOME	1,025		1,025	4,000
	TOTAL ESTIMATED REVENUES	621,025	584,437	646,025	649,000
APPROPRIATIONS					
	Totals for dept 10-3400-INTERFUND CHARGES	571,025	475,860	571,025	584,000
	TOTAL APPROPRIATIONS	571,025	475,860	571,025	584,000
	NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION	50,000	108,577	75,000	65,000
	NET OF REVENUES/APPROPRIATIONS - FUND 10	50,000	108,577	75,000	65,000
	BEGINNING FUND BALANCE	406,867	406,867	406,867	481,867
	ENDING FUND BALANCE	456,867	515,444	481,867	546,867

Calculations as of 10/31/2017

GL NUMBER	DESCRIPTION	2017 AMENDED BUDGET	2017 ACTIVITY THRU 10/31/17	2017 PROJECTED ACTIVITY	2018 FINANCE REQUEST BUDGET
Fund: 11 PSSWC					
Function: ADMINISTRATION					
ESTIMATED REVENUES					
	Totals for dept 10-3400-INTERFUND CHARGES	123,626	103,030	123,626	121,678
	Totals for dept 10-3600-INVESTMENT INCOME			3,373	
	Totals for dept 10-3900-GRANT REIMBURSEMENT		600		
	Totals for dept 10-4000-RENTALS	227,180	190,794	232,000	237,000
	Totals for dept 10-4500-MERCHANDISE RESALE	4,200	2,190	2,820	2,820
	Totals for dept 10-9000-MISCELLANEOUS		970	970	
	TOTAL ESTIMATED REVENUES	355,006	297,584	362,789	361,498
APPROPRIATIONS					
	Totals for dept 10-3400-INTERFUND CHARGES	765,374	637,820	765,374	790,740
	Totals for dept 10-4000-RENTALS	13,983	7,938	11,748	13,080
	Totals for dept 10-7000-PAYROLL	642,019	514,098	625,354	642,431
	Totals for dept 10-7100-EMPLOYEE BENEFITS	1,500	1,260	1,450	1,500
	Totals for dept 10-7200-EDUCATION/TRAINING	3,475	1,896	3,000	5,279
	Totals for dept 10-7300-CONTRACTED SERVICES	8,430	6,935	8,433	8,646
	Totals for dept 10-7400-SERVICE/RENTAL AGREEME	720	257	500	629
	Totals for dept 10-7500-SUPPLIES	5,600	4,372	5,500	6,750
	Totals for dept 10-7600-PROFESSIONAL DUES/SUBS	25,108	24,303	24,737	25,910
	Totals for dept 10-7800-ADMINISTRATIVE		222	288	287
	Totals for dept 10-8000-UTILITIES	258,180	202,990	258,800	262,070
	Totals for dept 10-9000-MISCELLANEOUS	51,742	37,399	49,500	51,000
	TOTAL APPROPRIATIONS	1,776,131	1,439,490	1,754,684	1,808,322
	NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION	(1,421,125)	(1,141,906)	(1,391,895)	(1,446,824)
Function: C&M					
APPROPRIATIONS					
	Totals for dept 15-7300-CONTRACTED SERVICES	4,680	3,320	4,220	6,120
	Totals for dept 15-7800-PRINTING/PUBLICATION	36,500	22,803	36,040	39,970
	Totals for dept 15-7900-ADVERTISING/PROMOTIONA	9,350	6,906	9,300	10,095
	TOTAL APPROPRIATIONS	50,530	33,029	49,560	56,185
	NET OF REVENUES/APPROPRIATIONS - C&M	(50,530)	(33,029)	(49,560)	(56,185)
Function: MAINTENANCE					
APPROPRIATIONS					
	Totals for dept 20-7000-PAYROLL	116,492	94,390	116,722	129,233
	Totals for dept 20-7300-CONTRACTED SERVICES	125,448	109,740	129,180	116,640
	Totals for dept 20-7500-SUPPLIES	9,000	5,248	6,500	8,500
	Totals for dept 20-8100-EQUIPMENT	600			500
	Totals for dept 20-8200-EQUIPMENT MAINTENANCE/	7,400	6,746	7,400	6,800
	Totals for dept 20-8300-FACILITY MAINTENANCE/R	39,820	39,269	46,000	47,600
	TOTAL APPROPRIATIONS	298,760	255,393	305,802	309,273
	NET OF REVENUES/APPROPRIATIONS - MAINTENANCE	(298,760)	(255,393)	(305,802)	(309,273)
Function: PSSWC FITNESS					
ESTIMATED REVENUES					
	Totals for dept 30-4000-RENTALS	6,000	4,325	5,300	6,420
	Totals for dept 30-4100-MEMBERSHIPS	1,843,000	1,548,411	1,852,000	1,904,000
	Totals for dept 30-4200-GUEST SERVICES	194,255	129,643	158,396	185,160
	Totals for dept 30-4500-PRO SHOP		565		
	Totals for dept 30-5100-TENNIS	278,070	194,300	238,327	265,500
	TOTAL ESTIMATED REVENUES	2,321,325	1,877,244	2,254,023	2,361,080
APPROPRIATIONS					
	Totals for dept 30-4200-GUEST SERVICES	151,524	115,241	140,628	156,276
	Totals for dept 30-4500-PRO SHOP		569	569	
	Totals for dept 30-5000-GENERAL PROGRAMS	95,743	80,456	100,109	100,534
	Totals for dept 30-5100-TENNIS	196,853	134,103	169,695	188,125
	Totals for dept 30-7000-PAYROLL	21,784	20,635	24,335	27,398
	Totals for dept 30-7500-SUPPLIES	64,500	46,851	56,500	63,595
	Totals for dept 30-8100-EQUIPMENT	1,500		1,500	2,500
	Totals for dept 30-8200-EQUIPMENT MAINTENANCE/	22,600	15,312	18,000	19,000
	TOTAL APPROPRIATIONS	554,504	413,167	511,336	557,428
	NET OF REVENUES/APPROPRIATIONS - PSSWC FITNESS	1,766,821	1,464,077	1,742,687	1,803,652
Function: GENERAL PROGRAMMING					

Calculations as of 10/31/2017

GL NUMBER	DESCRIPTION	2017 AMENDED BUDGET	2017 ACTIVITY THRU 10/31/17	2017 PROJECTED ACTIVITY	2018 FINANCE REQUEST BUDGET
Fund: 11 PSSWC					
Function: GENERAL PROGRAMMING					
ESTIMATED REVENUES					
	Totals for dept 50-5000-GENERAL PROGRAMS	12,000	5,790	5,600	12,768
	Totals for dept 50-5200-SPORTS PROGRAMS	11,950	7,423	9,110	13,250
	Totals for dept 50-6000-EARLY CHILDHOOD	18,288	18,166	18,398	19,012
	TOTAL ESTIMATED REVENUES	42,238	31,379	33,108	45,030
APPROPRIATIONS					
	Totals for dept 50-5000-GENERAL PROGRAMS	9,024	5,094	5,591	11,132
	Totals for dept 50-5200-SPORTS PROGRAMS	7,960	4,365	5,993	7,330
	Totals for dept 50-6000-EARLY CHILDHOOD	12,391	10,068	11,646	13,100
	TOTAL APPROPRIATIONS	29,375	19,527	23,230	31,562
	NET OF REVENUES/APPROPRIATIONS - GENERAL PROGRAMM	12,863	11,852	9,878	13,468
Function: AQUATICS					
ESTIMATED REVENUES					
	Totals for dept 80-4100-MEMBERSHIPS	15,782	11,490	13,251	14,000
	Totals for dept 80-5000-LESSONS	181,331	122,644	133,750	147,935
	TOTAL ESTIMATED REVENUES	197,113	134,134	147,001	161,935
APPROPRIATIONS					
	Totals for dept 80-5000-LESSONS	84,745	55,656	66,286	76,693
	Totals for dept 80-7500-SUPPLIES	10,437	8,377	10,300	10,500
	Totals for dept 80-7600-PROFESSIONAL DUES/SUBS	600	50	350	580
	Totals for dept 80-8200-EQUIPMENT MAINTENANCE/	8,000	19,991	22,000	18,000
	TOTAL APPROPRIATIONS	103,782	84,074	98,936	105,773
	NET OF REVENUES/APPROPRIATIONS - AQUATICS	93,331	50,060	48,065	56,162
Function: CAPITAL PROJECTS					
APPROPRIATIONS					
	Totals for dept 97-1120-PS FITNESS EQUIPMENT	175,000	153,869	153,869	
	Totals for dept 97-1130-PS COPIER	7,500	5,168	5,168	
	Totals for dept 97-1140-CAFE RECONSTRUCTION	10,500			
	Totals for dept 97-1150-PS GYM FLOOR RESURFACE	9,600	9,336	9,336	
	Totals for dept 97-1160-PSSWC LOCKERROOM PROJE	750,000	725,331	890,000	
	Totals for dept 98-3030-PS GYM CURTAIN DIVIDER				11,000
	TOTAL APPROPRIATIONS	952,600	893,704	1,058,373	11,000
	NET OF REVENUES/APPROPRIATIONS - CAPITAL PROJECTS	(952,600)	(893,704)	(1,058,373)	(11,000)
	NET OF REVENUES/APPROPRIATIONS - FUND 11	(850,000)	(798,043)	(1,005,000)	50,000
	BEGINNING FUND BALANCE	1,027,805	1,027,805	1,027,805	22,805
	ENDING FUND BALANCE	177,805	229,762	22,805	72,805

Calculations as of 10/31/2017

GL NUMBER	DESCRIPTION	2017 AMENDED BUDGET	2017 ACTIVITY THRU 10/31/17	2017 PROJECTED ACTIVITY	2018 FINANCE REQUEST BUDGET
Fund: 12 CAPITAL					
Function: ADMINISTRATION					
ESTIMATED REVENUES					
	Totals for dept 10-3400-INTERFUND CHARGES	314	260	314	1,913
	Totals for dept 10-3600-INVESTMENT INCOME	15,600		18,250	14,868
	Totals for dept 10-3900-GRANT REIMBURSEMENT	3,000			3,500
	Totals for dept 10-4100-BOND	1,500,000		2,095,000	1,525,000
	TOTAL ESTIMATED REVENUES	1,518,914	260	2,113,564	1,545,281
APPROPRIATIONS					
	Totals for dept 10-3400-INTERFUND CHARGES	117,348	97,790	117,348	127,368
	Totals for dept 10-7300-CONTRACTED SERVICES	18,066	4,797	5,314	36,913
	TOTAL APPROPRIATIONS	135,414	102,587	122,662	164,281
	NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION	1,383,500	(102,327)	1,990,902	1,381,000
Function: CAPITAL PROJECTS					
APPROPRIATIONS					
	Totals for dept 96-2400-TC RENOVATION	20,000	3,373	3,373	
	Totals for dept 97-0300-VICTORIA SOUTH PATH RE	10,700	10,700	10,700	
	Totals for dept 97-0400-WESTBURY PATH REPAIR	23,000	22,969	22,969	
	Totals for dept 97-0500-COLONY PLAYGROUND RPLC	42,500	40,135	40,135	
	Totals for dept 97-0600-VICTORIA S PLAYGROUND	74,300	74,593	74,593	
	Totals for dept 97-0700-EVERGREEN PATH REPAIR	53,500	53,248	53,248	
	Totals for dept 97-0800-BPC GREENS KING VI	60,000	70,050	70,050	
	Totals for dept 97-0900-MAINT GRACO RIDING STR	14,000	11,000	11,000	
	Totals for dept 97-1100-MAINT TORO Z-TURN MOWE	20,000	11,644	11,644	
	Totals for dept 97-1300-MAINT CHEVY PICKUP	33,000	32,550	32,550	
	Totals for dept 97-1500-MAINT CHEVY EXTENDED C	35,000	27,773	27,773	
	Totals for dept 97-1600-MAINT CHEVY 1-TON PICK	39,300	37,716	37,716	
	Totals for dept 97-1700-EISENHOWER TRACK RESUR	60,000	9,300	9,300	
	Totals for dept 97-1800-PARKING LOT PATCH	103,000	82,485	103,000	
	Totals for dept 97-1900-MAINT FUEL PUMP RPLC	28,000	20,508	20,508	
	Totals for dept 97-2000-ROOF REPAIR	10,000	7,140	7,140	
	Totals for dept 97-2100-COURT CRACKFILL	45,000	35,810	35,810	
	Totals for dept 97-2300-SEA SAND PLAY AREA	46,300	43,621	43,621	
	Totals for dept 97-2500-PSSWC TENNIS COURT RES	20,300	19,800	19,800	
	Totals for dept 97-2600-PSSWC ROOF RTU 4/5/8	27,000	26,100	26,100	
	Totals for dept 97-2700-BPC GOLF CART PURCHASE	385,600	393,056	393,056	
	Totals for dept 97-2800-CHINO PARK GARDENS	5,000		5,000	
	Totals for dept 97-2900-WRC GYM RTU-1	23,000		22,301	
	Totals for dept 97-3000-WRC RTU-6	25,000		29,515	
	Totals for dept 98-0010-PATH RENOVATION				18,000
	Totals for dept 98-0020-ARMSTRONG PLAY REPLACE				42,000
	Totals for dept 98-0030-MACARTHUR PLAY REPLACE				84,000
	Totals for dept 98-0040-BPC AIR HANDLING UNITS				110,000
	Totals for dept 98-0050-COURT CRACKFILL				58,000
	Totals for dept 98-0060-PARKS TORO Z-TURN MOWE				32,000
	Totals for dept 98-0070-PARKS TORO 580D 4X4 MO				86,000
	Totals for dept 98-0080-PARK LOT PATCH/REPAIR				143,000
	Totals for dept 98-0090-PS EXTERIOR PAINT/CAUL				70,000
	Totals for dept 98-0100-PS RTU-12				23,000
	Totals for dept 98-0110-PS RTU-6				25,000
	Totals for dept 98-0120-SEA SAND FILTERS				350,000
	Totals for dept 98-0130-CHINO PARK GARDENS				10,000
	Totals for dept 98-0140-VOG BARN SIDING/WINDOW				30,000
	TOTAL APPROPRIATIONS	1,203,500	1,033,571	1,110,902	1,081,000
	NET OF REVENUES/APPROPRIATIONS - CAPITAL PROJECTS	(1,203,500)	(1,033,571)	(1,110,902)	(1,081,000)
	NET OF REVENUES/APPROPRIATIONS - FUND 12	180,000	(1,135,898)	880,000	300,000
	BEGINNING FUND BALANCE	2,047,942	2,047,942	2,047,942	2,927,942
	ENDING FUND BALANCE	2,227,942	912,044	2,927,942	3,227,942

Calculations as of 10/31/2017

GL NUMBER	DESCRIPTION	2017 AMENDED BUDGET	2017 ACTIVITY THRU 10/31/17	2017 PROJECTED ACTIVITY	2018 FINANCE REQUEST BUDGET
Fund: 14 BPC					
Function: ADMINISTRATION					
ESTIMATED REVENUES					
	Totals for dept 10-3400-INTERFUND CHARGES	133,692	111,410	133,692	127,479
	Totals for dept 10-3600-INVESTMENT INCOME	1,500	164	1,500	1,500
	Totals for dept 10-3800-ADVERTISING	3,450	2,060	2,060	2,500
	Totals for dept 10-4000-RENTALS	20,180	18,650	20,180	20,180
	Totals for dept 10-9000-MISCELLANEOUS	7,500	7,852	7,977	8,500
	TOTAL ESTIMATED REVENUES	166,322	140,136	165,409	160,159
APPROPRIATIONS					
	Totals for dept 10-3400-INTERFUND CHARGES	280,466	129,560	280,466	301,212
	Totals for dept 10-7000-PAYROLL	263,212	204,231	250,074	266,933
	Totals for dept 10-7100-EMPLOYEE BENEFITS	826	859	859	830
	Totals for dept 10-7200-EDUCATION/TRAINING	1,200	1,192	1,192	2,124
	Totals for dept 10-7300-CONTRACTED SERVICES	19,199	16,770	20,134	31,846
	Totals for dept 10-7400-SERVICE/RENTAL AGREEME	300	443	443	420
	Totals for dept 10-7500-SUPPLIES	7,600	6,435	6,723	8,920
	Totals for dept 10-7600-PROFESSIONAL DUES/SUBS	12,725	9,848	12,725	13,300
	Totals for dept 10-8000-UTILITIES	121,820	100,260	117,990	124,024
	Totals for dept 10-8100-EQUIPMENT	3,500	3,039	3,039	543
	Totals for dept 10-8300-FACILITY MAINTENANCE/R	20,500	19,767	23,000	21,500
	Totals for dept 10-9000-MISCELLANEOUS	37,000	33,346	38,631	39,300
	TOTAL APPROPRIATIONS	768,348	525,750	755,276	810,952
	NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION	(602,026)	(385,614)	(589,867)	(650,793)
Function: MAINTENANCE					
APPROPRIATIONS					
	Totals for dept 20-7000-PAYROLL	360,642	297,413	342,576	337,176
	Totals for dept 20-7100-EMPLOYEE BENEFITS	1,496	1,111	1,111	1,849
	Totals for dept 20-7200-EDUCATION/TRAINING	2,500	1,674	1,825	4,000
	Totals for dept 20-7300-CONTRACTED SERVICES	5,470	4,506	4,873	8,920
	Totals for dept 20-7400-SERVICE/RENTAL AGREEME	2,600	700	1,900	1,900
	Totals for dept 20-7500-SUPPLIES	2,878	2,512	2,512	4,189
	Totals for dept 20-7600-PROFESSIONAL DUES/SUBS	4,850	1,715	5,615	5,310
	Totals for dept 20-8000-UTILITIES	28,460	17,249	21,700	22,140
	Totals for dept 20-8100-EQUIPMENT	500	495	495	6,505
	Totals for dept 20-8200-EQUIPMENT MAINTENANCE/	26,700	20,096	22,151	27,385
	Totals for dept 20-8300-FACILITY MAINTENANCE/R	6,000	4,428	5,115	4,153
	Totals for dept 20-8400-PROPERTY MAINTENANCE	86,280	78,573	80,528	94,139
	Totals for dept 20-8500-FUEL/LUBRICANTS	16,920	10,819	12,619	15,500
	TOTAL APPROPRIATIONS	545,296	441,291	503,020	533,166
	NET OF REVENUES/APPROPRIATIONS - MAINTENANCE	(545,296)	(441,291)	(503,020)	(533,166)
Function: GOLF OPERATIONS					
ESTIMATED REVENUES					
	Totals for dept 40-4000-RENTALS	405,800	411,069	414,696	424,310
	Totals for dept 40-4100-MEMBERSHIPS	13,273	13,506	13,506	14,515
	Totals for dept 40-4200-GUEST SERVICES	19,680	20,458	20,605	20,880
	Totals for dept 40-4300-GREENS FEES - RES	79,817	74,120	74,662	75,923
	Totals for dept 40-4400-GREENS FEES - NON	401,398	403,182	406,357	414,895
	Totals for dept 40-4500-MERCHANDISE RESALE	91,650	89,622	92,692	89,200
	Totals for dept 40-5000-GENERAL PROGRAMS	34,055	22,304	22,304	29,530
	Totals for dept 40-5100-TOURNAMENTS	157,700	160,090	165,350	170,630
	Totals for dept 40-5200-DRIVING RANGE FEES	132,415	143,394	144,185	145,942
	Totals for dept 40-9000-MISCELLANEOUS	1,500	927	1,000	1,500
	TOTAL ESTIMATED REVENUES	1,337,288	1,338,672	1,355,357	1,387,325
APPROPRIATIONS					
	Totals for dept 40-4000-RENTALS	4,500	2,391	3,200	4,000
	Totals for dept 40-4200-GUEST SERVICES	15,000	13,064	14,250	14,000
	Totals for dept 40-4300-GREENS FEES - RES				7,696
	Totals for dept 40-4500-MERCHANDISE RESALE	68,529	75,693	77,735	68,795
	Totals for dept 40-5000-GENERAL PROGRAMS	16,570	12,400	12,654	14,500
	Totals for dept 40-5100-TOURNAMENTS	19,378	12,136	15,932	12,560
	Totals for dept 40-7000-PAYROLL	162,961	155,530	172,294	169,740
	Totals for dept 40-7100-EMPLOYEE BENEFITS	2,930	2,921	2,921	3,078
	Totals for dept 40-7200-EDUCATION/TRAINING	1,150	115	115	1,150
	Totals for dept 40-7300-CONTRACTED SERVICES	1,750	740	740	1,750
	Totals for dept 40-7500-SUPPLIES	2,414	2,088	2,088	2,448

Calculations as of 10/31/2017

GL NUMBER	DESCRIPTION	2017 AMENDED BUDGET	2017 ACTIVITY THRU 10/31/17	2017 PROJECTED ACTIVITY	2018 FINANCE REQUEST BUDGET
Fund: 14 BPC					
Function: GOLF OPERATIONS					
APPROPRIATIONS					
	Totals for dept 40-7800-ADMINISTRATIVE	2,300	1,845	2,544	2,150
	Totals for dept 40-7900-ADVERTISING/PROMOTIONA	2,250	1,367	1,367	2,090
	Totals for dept 40-8100-EQUIPMENT	16,000	14,569	14,569	17,590
	Totals for dept 40-8200-EQUIPMENT MAINTENANCE/	500	109	250	500
	TOTAL APPROPRIATIONS	316,232	294,968	320,659	322,047
	NET OF REVENUES/APPROPRIATIONS - GOLF OPERATIONS	1,021,056	1,043,704	1,034,698	1,065,278
Function: FOOD & BEVERAGE					
ESTIMATED REVENUES					
	Totals for dept 45-4000-RENTALS	26,000	36,090	37,000	41,000
	Totals for dept 45-4500-TOBACCO	2,750	2,372	2,373	2,750
	Totals for dept 45-4600-FOOD	450,000	414,900	427,000	460,000
	Totals for dept 45-4700-BEVERAGE	343,000	328,645	334,000	360,000
	Totals for dept 45-4900-GRATUITIES	105,000	92,675	94,500	105,000
	Totals for dept 45-9000-MISCELLANEOUS		231	231	
	TOTAL ESTIMATED REVENUES	926,750	874,913	895,104	968,750
APPROPRIATIONS					
	Totals for dept 45-4000-RENTALS	3,500	1,450	1,450	3,300
	Totals for dept 45-4500-TOBACCO	1,600	1,496	1,496	1,600
	Totals for dept 45-4600-FOOD	148,500	129,833	140,910	151,800
	Totals for dept 45-4700-BEVERAGE	89,180	80,260	86,840	93,600
	Totals for dept 45-7000-PAYROLL	391,420	321,522	367,389	400,778
	Totals for dept 45-7100-EMPLOYEE BENEFITS	2,876	3,191	3,191	3,208
	Totals for dept 45-7300-CONTRACTED SERVICES	20,420	14,863	17,328	21,000
	Totals for dept 45-7400-SERVICE/RENTAL AGREEME	25,000	26,932	32,000	25,000
	Totals for dept 45-7500-SUPPLIES	18,830	18,877	19,573	17,840
	Totals for dept 45-7800-ADMINISTRATIVE	2,050	1,260	1,260	1,287
	Totals for dept 45-7900-ADVERTISING/PROMOTIONA	17,608	15,154	17,500	17,950
	Totals for dept 45-8100-EQUIPMENT	6,500	6,152	6,152	6,500
	Totals for dept 45-8200-EQUIPMENT MAINTENANCE/	3,000	3,457	3,457	3,000
	TOTAL APPROPRIATIONS	730,484	624,447	698,546	746,863
	NET OF REVENUES/APPROPRIATIONS - FOOD & BEVERAGE	196,266	250,466	196,558	221,887
Function: CAPITAL PROJECTS					
APPROPRIATIONS					
	Totals for dept 90-0010-LEASE AGREEMENT	30,000	28,206	28,206	28,206
	Totals for dept 97-3800-BPC BUNKER RENOVATION	40,000	40,163	40,163	
	Totals for dept 98-4010-POPLAR ROOM FLOOR REPL				40,000
	Totals for dept 98-4020-EVENT AREA LIGHTING				5,000
	TOTAL APPROPRIATIONS	70,000	68,369	68,369	73,206
	NET OF REVENUES/APPROPRIATIONS - CAPITAL PROJECTS	(70,000)	(68,369)	(68,369)	(73,206)
	NET OF REVENUES/APPROPRIATIONS - FUND 14		398,896	70,000	30,000
	BEGINNING FUND BALANCE	168,856	168,856	168,856	238,856
	ENDING FUND BALANCE	168,856	567,752	238,856	268,856
	ESTIMATED REVENUES - ALL FUNDS	32,685,780	21,144,122	32,925,668	27,612,101
	APPROPRIATIONS - ALL FUNDS	33,350,780	19,674,347	32,735,668	26,672,101
	NET OF REVENUES/APPROPRIATIONS - ALL FUNDS	(665,000)	1,469,775	190,000	940,000
	BEGINNING FUND BALANCE - ALL FUNDS	15,535,920	15,535,920	15,535,920	15,725,920
	ENDING FUND BALANCE - ALL FUNDS	14,870,920	17,005,695	15,725,920	16,665,920

ORDINANCE NO. O-17-006
BUDGET AND APPROPRIATION ORDINANCE
An Ordinance adopting the combined
Annual Budget and Appropriation of Funds for the
Hoffman Estates Park District,
Cook, (County), Illinois,
for the Fiscal Year beginning on
the first (1st) day of January, 2018 and
ending on the thirty-first (31st) day
of December, 2018

BE IT ORDAINED BY THE BOARD OF PARK COMMISSIONERS OF
THE Hoffman Estates Park District, Cook County, Illinois:

SECTION I. It is hereby found and determined:

- (a) This Board has heretofore caused to be prepared a combined annual Budget and Appropriation in tentative form, which Ordinance has been conveniently available for public inspection for at least 30 days prior to final action thereon;
- (b) A public hearing was held at the Triphahn Center, 1685 W. Higgins, Hoffman Estates, Illinois on the 12th day of December 2017 on said Ordinance, notice of said hearing having been given by publication in The Daily Herald, being a newspaper published within this District, at least one week prior to such hearing; and,
- (c) That all other legal requirements for the adoption of the annual Budget and Appropriation Ordinance of this District for the fiscal year beginning January first (1st), 2018 and ending on the thirty-first (31st) day of December, 2018, have heretofore been performed.

SECTION II. The following sums of money, or so much thereof as may be authorized by law for the following objects and purposes, be and the same are hereby budgeted and appropriated for the fiscal year beginning the first day of January, 2018 and ending the last day of December 2018.

I. Corporate Fund

Beginning Cash \$4,331,423

Income

Administration

Interfund Charges	\$1,770,102
Property Taxes	\$3,133,000
Investment Income	\$134,000
Advertising Income	\$195,000
Rental Income	\$94,780
Miscellaneous	\$1,003

Maintenance

Grant Reimbursement	\$0
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Total Corporate Fund Income **\$5,327,885**

Total Corporate Fund Appropriation **\$9,659,308**

Budgeted and Appropriated Expenditures

Administration

Interfund Charge	\$57,756
Advertising Expense	\$6,106
Property & Liability Insurance	\$154,409
Employment Insurance	\$127,523
Unemployment Insurance	\$74,500
Loss Prevention	\$8,300
Audit Service	\$16,800
Payroll	\$1,463,876
Employee Benefits	\$643,650
Education & Training	\$12,150
Contracted Services	\$73,250
Service & Rental Agreements	\$74,845
Supplies	\$19,000
Dues & Subscriptions	\$21,520
Administrative Expenses	\$30,625
Utilities	\$14,640
Equipment	\$2,000
Maintenance & Repair	\$0
Technology Equipment	\$58,750
Miscellaneous	\$3,800

Maintenance

Loss Prevention	\$20,000
Payroll	\$1,560,210
Employee Benefits	\$10,000
Education & Training	\$6,500
Contracted Services	\$15,260
Service & Rental Agreements	\$0
Supplies	\$16,500
Dues & Subscriptions	\$2,000
Administrative Expenses	\$2,500
Utilities	\$112,740
Equipment	\$10,500
Equipment Maintenance & Repair	\$86,175
Facility Maintenance & Repair	\$18,000
Property & Field Maintenance	\$144,000
Fuel and Lubricants	\$65,000

Capital	
Facility Lot Security Camera	\$60,000
Black Bear Fall Surface	\$20,000
Birch Playground Refurbish	\$10,000
Data Storage Server	\$30,000
TC Roof Engineering	\$60,000
Virtual Computer Server	<u>\$15,000</u>
Total Corporate Fund Expenditures	\$5,127,885
Estimated Ending Cash	\$4,531,423

<u>II. Recreation Fund</u>	
Beginning Cash	\$2,137,687

Income

Administration

Interfund Charges	\$444,412
Property Taxes	\$1,075,000
Investment Income	\$0
Grant Reimbursement	\$0
Field Rentals	\$147,000
Merchandise Resale	\$1,000
Miscellaneous	\$10,000

Triphahn Center

Rentals	\$65,350
Memberships	\$226,200
Guest Services	\$7,510
General Programs	\$3,000
Fitness Programs	\$12,000

Willow Recreation Center

Rentals	\$112,140
Memberships	\$100,833
Guest Services	\$5,302
Court Fees	\$9,870
Merchandise Resale	\$170
General Programs	\$14,800
Lessons	\$2,000
Leagues	\$4,420
Fitness Programs	\$20,500

General Leisure Services

Rentals	\$3,215
General Programs	\$14,330
Daycamps	\$179,799
Gymnastics	\$75,835
Arts & Crafts	\$4,096
Martial Arts	\$129,280
Special Events	\$24,935
Dance	\$116,124
Archery	\$16,380

Senior

Senior Memberships	\$21,115
Senior Programs	\$85,361
Active Adult	\$2,000

Early Childhood	
General Programs	\$72,100
Daycamps	\$371,168
Preschool	\$301,755
Parent/Tot	\$21,678
STAR Program	\$950,400
Child Care	\$375,524
Adult Athletics	
General Programs	\$0
Basketball Leagues	\$18,720
Softball Leagues	\$15,540
Football Leagues	\$5,760
Youth Athletics	
General Programs	\$8,700
Athletic Camps	\$4,864
Volleyball	\$4,200
Basketball	\$49,400
Baseball	\$50,375
Softball	\$5,850
Soccer	\$51,250
Seascape	
Rentals	\$15,000
Memberships	\$81,300
User Fees	\$132,000
Merchandise Resale	\$0
Concession Rental	\$4,330
Lessons	\$38,154
Special Events	\$1,750
Ice	
Rentals	\$730,900
Daily Admissions	\$57,000
Merchandise Resale	\$0
Concession Rental	\$8,600
Lessons	\$340,000
Camps	\$35,000
Adult Leagues	\$75,000
Youth Leagues	\$450,000
Special Events	\$3,600
Total Recreation Fund Income	\$7,213,895

Total Recreation Fund Appropriation **\$9,351,582**

Budgeted and Appropriated Expenditures

Administration	
Interfund Charges	\$1,787,208
Rental Expenses	\$0
Payroll	\$713,983
Employee Benefits	\$1,000
Education & Training	\$8,930
Contracted Services	\$38,500
Service & Rental Agreements	\$18,900
Supplies	\$0
Dues & Subscriptions	\$2,100
Administrative Expenses	\$0
Utilities	\$524,340
Equipment	\$4,956
Facility Maintenance & Repair	\$60,000
Credit Card Processing Fees	\$72,300

Communications & Marketing

Corporate Relations Expense	\$0
Payroll	\$233,932
Professional Education	\$3,900
Contracted Services	\$3,905
Supplies	\$5,250
Dues & Subscriptions	\$8,823
Postage	\$44,100
Printing & Publication	\$77,317
Advertising	\$9,700

Maintenance

Payroll	\$210,692
Custodial Supplies	\$17,869

Triphahn Center

Rentals	\$0
Guest Services	\$2,727
General Programs	\$300
Fitness Program Expense	\$6,976
Payroll	\$107,408
Employee Benefits	\$2,490
Supplies	\$9,980
Promotional Expense	\$1,776
Maintenance & Repair	\$13,610

Willow Recreation Center

Rental Expense	\$8,646
Memberships	\$3,100
Guest Services	\$1,809
Merchandise Resale	\$120
General Programs	\$4,671
Lessons	\$1,400
Leagues & Tournaments	\$560
Fitness Wages	\$14,136
Payroll	\$77,261
Employee Benefits	\$1,924
Professional Services	\$5,292
Supplies	\$3,295
Promotional Expense	\$1,926
Equipment	\$4,470
Maintenance & Repair	\$4,450
Facility Maintenance & Repair	\$10,365

General Leisure Services

Rentals	\$3,685
General Programs	\$8,263
Summer Camps	\$96,717
Gymnastics	\$54,085
Arts & Crafts	\$2,867
Martial Arts	\$92,186
Vogelei Program Expense	\$6,206
Special Events & Trips	\$49,874
Dance	\$64,809
Archery	\$11,466

Senior

Senior Programs	\$66,309
Active Adult	\$1,038

Early Childhood		
General Programs		\$46,668
Daycamps		\$174,813
Preschool		\$164,966
Parent/Tot		\$12,277
STAR Program		\$449,488
Full Day day Care		\$218,984
Adult Athletics		
General Programs		\$0
Basketball Leagues		\$13,718
Softball Leagues		\$8,161
Football Leagues		\$2,613
Youth Athletics		
General Programs		\$31,681
Athletic Camps		\$3,405
Volleyball		\$1,601
Basketball		\$28,376
Baseball		\$28,382
Softball		\$2,232
Soccer		\$23,201
Seascope		
Lessons		\$17,908
Special Event		\$726
Payroll		\$192,393
Employee Benefits		\$4,005
Education & Training		\$13,695
Contracted Services		\$3,600
Supplies		\$18,963
Dues & Subscriptions		\$650
Promotional Expense		\$1,500
Utilities		\$84,216
Equipment		\$11,750
Equipment Maintenance & Repair		\$6,906
Facility Maintenance & Repair		\$10,000
Ice		
Rentals		\$0
Lessons		\$123,008
Camps		\$16,148
Adult Leagues		\$8,261
Youth Leagues		\$147,848
Payroll		\$410,180
Employee Benefits		\$1,500
Professional Education		\$1,000
Contracted Services		\$20,600
Supplies		\$1,500
Dues & Subscriptions		\$300
Mileage Reimbursement		\$500
Promotional Expense		\$2,000
Utilities		\$8,000
Equipment		\$7,000
Equipment Maintenance & Repair		\$7,000
Facility Maintenance & Repair		\$5,270
Capital		
SEA Pump #1		\$20,000
SEA Pool Motor 1/2		\$12,000
SEA Diving Board		\$6,000

Total Recreation Fund Expenditures **\$6,968,895**

Estimated Ending Cash **\$2,382,687**

III. I.M.R.F. Fund

Beginning Cash	\$612,953
<u>Income</u>	
Interfund Charges	\$0
Property Taxes	\$550,000
Investment income	<u>\$2,300</u>
Total I.M.R.F. Fund Income	\$552,300
Total I.M.R.F. Fund Appropriation	\$1,165,253
<u>Budgeted and Appropriated Expenditures</u>	
IMRF Interfund Transfers	\$392,300
IMRF Contribution UAAL	<u>\$0</u>
Total I.M.R.F. Fund Expenditures	\$392,300
Estimated Ending Cash	\$772,953

IV. Debt Service

Beginning Cash	\$4,559,944
<u>Income</u>	
Interfund Transfers	\$1,575,000
Property Taxes	\$3,470,000
Investment Income	\$16,403
BABs Rebates	\$151,000
Bond Proceeds	<u>\$1,075,000</u>
Total Debt Service Fund Income	\$6,287,403
Total Debt Service Fund Appropriation	\$10,847,347
<u>Budgeted and Appropriated Expenditures</u>	
Bond Issue Costs	\$25,000
Bond Principal & Interest Payments	<u>\$6,437,403</u>
Total Debt Service Fund Expenditures	\$6,462,403
Estimated Ending Cash	\$4,384,944

V. Special Recreation

Beginning Cash	\$410,443
<u>Income</u>	
Interfund Charges	\$0
Property Taxes	\$590,000
Investment Income	<u>\$560</u>
Total Special Recreation Fund Income	\$590,560
Total Special Recreation Fund Appropriation	\$1,001,003

<u>Budgeted and Appropriated Expenditures</u>	
NWSRA Special Assessment	\$298,200
Special Recreation Rental Payments	\$85,860
ADA Path Renovation	\$37,000
ADA Armstrong Playground Replace	\$38,000
ADA MacArthur Playground Replace	\$44,000
ADA Shoe Factory Bike Trail	<u>\$22,500</u>
Total Special Recreation Fund Expenditures	\$525,560
Estimated Ending Cash	\$475,443
 <u>VI. Social Security Fund</u>	
Beginning Cash	\$481,867
<u>Income</u>	
Property Taxes	\$645,000
Interest Income	<u>\$4,000</u>
Total Social Security Fund Income	\$649,000
Total Social Security Fund Appropriation	\$1,130,867
<u>Budgeted and Appropriated Expenditures</u>	
FICA Interfund Transfers	\$584,000
Total Social Security Fund Expenditures	\$584,000
Estimated Ending Cash	\$546,867
 <u>VII. Prairie Stone Sports & Wellness Fund</u>	
Beginning Cash	\$22,805
<u>Income</u>	
Administration	
Interfund Transfers	\$121,678
Investment Income	\$0
Rentals	\$237,000
Merchandise Resale	\$2,820
Fitness	
Rentals	\$6,420
Membership Fees	\$1,904,000
Guest Services	\$185,160
Pro Shop Sales	\$0
Tennis Lessons	\$265,500
General Programming	
General Programs	\$12,768
Sports Specific Programs	\$13,250
Early Childhood Programs	\$19,012
Aquatics	
Membership Fees	\$14,000
Swim Lessons	<u>\$147,935</u>
Total Prairie Stone Sports & Wellness Income	\$2,929,543
Total Prairie Stone Sports & Wellness Appropriation	\$2,952,348

Budgeted and Appropriated Expenditures**Administration**

Interfund Transfers	\$790,740
Rental Expense	\$13,080
Payroll	\$642,431
Employee Benefits	\$1,500
Professional Education	\$5,279
Contracted Services	\$8,646
Service Agreements	\$629
Supplies	\$6,750
Dues & Subscriptions	\$25,910
Administrative Expense	\$287
Utilities	\$262,070
Equipment	
Credit Card Processing Fees	\$51,000

Communications & Marketing

Contracted Marketing	\$6,120
Printing & Publication	\$39,970
Advertising	\$10,095

Maintenance

Payroll	\$129,233
Custodial Service	\$116,640
Supplies	\$8,500
Equipment	\$500
Equipment Maintenance	\$6,800
Facility Maintenance	\$47,600

Fitness

Guest Services	\$156,276
Pro Shop	\$0
Fitness Program Wages	\$100,534
Tennis Lessons	\$188,125
Payroll	\$27,398
Supplies	\$63,595
Equipment	\$2,500
Equipment Maintenance	\$19,000

General Programming

General Programs	\$11,132
Sports Specific Programs	\$7,330
Early Childhood Programs	\$13,100

Aquatics

Swim Lessons	\$76,693
Supplies	\$10,500
Professional Dues	\$580
Equipment Maintenance	\$18,000

Capital

Gym Curtain Divider	\$11,000
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Total Prairie Stone Sports & Wellness Expenses **\$2,879,543**

Estimated Ending Cash

\$72,805

VIII. Capital Improvement Fund

Beginning Cash	\$2,927,942
<u>Income</u>	
General	
Interfund Transfer	\$1,913
Investment Income	\$14,868
Grant Reimbursement	\$3,500
Bond Proceeds	<u>\$1,525,000</u>
Total Capital Improvement Fund Income	\$1,545,281
Total Capital Improvement Fund Appropriation	\$4,473,223

Budgeted and Appropriated Expenditures

General	
Administration	
Interfund Transfers	\$127,368
Contracted Services	\$36,913
Path Renovation	\$18,000
Armstrong Playground Replace	\$42,000
MacArthur Playground Replace	\$84,000
BPC Air Handling Units	\$110,000
Court Crack Fill	\$58,000
Parks Toro Z-Turn Mower	\$32,000
Parks Toro 580D 4x4 Mower	\$86,000
Parking Lot Patch/Repair	\$143,000
PSSWC Exterior Paint/Caulk	\$70,000
PSSWC RTU-12	\$23,000
PSSWC RTU-6	\$25,000
SEA Sand Filters	\$350,000
Chino Park Gardens	\$10,000
Vogelei Barn Siding/Windows	\$30,000
Total Capital Fund Expenditures	\$1,245,281

Estimated Ending Cash **\$3,227,942**

X. Bridges Of Poplar Creek Fund

Beginning Cash	\$238,856
<u>Income</u>	
Administration	
Interfund Transfer	\$127,479
Investment Income	\$1,500
Advertising	\$2,500
Rental Income	\$20,180
Vending	\$0
Miscellaneous	\$8,500
Food & Beverage	
Rentals	\$41,000
Merchandise Resale - Tobacco	\$2,750
Merchandise Resale - Beverages	\$460,000
Merchandise Resale - Food	\$360,000
Gratuities/Service Charges	\$105,000

Golf Operations

Rentals	\$424,310
Memberships	\$14,515
Guest Services	\$20,880
Green Fees - Resident	\$75,923
Green Fees - Non-Resident	\$414,895
Merchandise Resale	\$89,200
Lessons	\$29,530
Tournaments & Outings	\$170,630
Driving Range Fees	\$145,942
Ball Retrieval Fee	<u>\$1,500</u>
Total Golf Course Fund income	\$2,516,234

Total Golf Course Fund Appropriation**\$2,755,090****Budgeted and Appropriated Expenditures****Administration**

Interfund Transfers	\$301,212
Payroll	\$266,933
Uniforms	\$830
Education & Training	\$2,124
Contracted Services	\$31,846
Service & Rental Agreements	\$420
Supplies	\$8,920
Dues & Subscriptions	\$13,300
Utilities	\$124,024
Equipment	\$543
Facility Maintenance & Repair	\$21,500
Credit Card Processing Fees	\$39,300

Maintenance

Payroll	\$337,176
Employee Benefits	\$1,849
Professional Education	\$4,000
Contracted Services	\$8,920
Service & Rental Agreements	\$1,900
Supplies	\$4,189
Dues & Subscriptions	\$5,310
Administrative Expenses	\$0
Utilities	\$22,140
Equipment	\$6,505
Equipment Maintenance & Repair	\$27,385
Facility Maintenance & Repair	\$4,153
Course Maintenance	\$94,139
Fuel & Lubricants	\$15,500

Food & Beverage

Rentals	\$3,300
COG Tobacco	\$1,600
COG Food	\$151,800
COG Beverage	\$93,600
Payroll	\$400,778
Uniforms	\$3,208
General Services	\$21,000
Service & Rental Agreements	\$25,000
Supplies	\$17,840
Administrative Expenses	\$1,287
Advertising	\$17,950
Equipment	\$6,500
Equipment & Repair	\$3,000

Golf Operations

Rentals	\$4,000
Lightning Passes	\$14,000
Greens Fees	\$7,696
Merchandise Resale COGS	\$68,795
Programs	\$14,500
Tournaments & Outings	\$12,560
Payroll	\$169,740
Employee Benefits	\$3,078
Education & Training	\$1,150
Contracted Services	\$1,750
Supplies	\$2,448
Administrative Expenses	\$2,150
Advertising	\$2,090
Equipment	\$17,590
Equipment Maintenance & Repair	\$500

Capital

Golf Cart GPS	\$28,206
Poplar Room Floor Replace	\$40,000
Event Area Lighting	<u>\$5,000</u>
Total Golf Course Fund Expenditures	\$2,486,234

Estimated Ending Cash**\$268,856**

Recapitulation

I. Total Corporate Fund Appropriation	\$9,659,308
II. Total Recreation Fund Appropriation	\$9,351,582
III. Total IMRF Fund Appropriation	\$1,165,253
IV. Total Debt Service Fund Appropriation	\$10,847,347
V. Total Special Recreation Fund Appropriation	\$1,001,003
VI. Total FICA Fund Appropriation	\$1,130,867
VII. Total Prairie Stone Fund Appropriation	\$2,952,348
VIII. Total Capital Fund Appropriation	\$4,473,223
X. Total Golf Course Fund Appropriation	\$2,755,090
TOTAL ALL FUNDS	\$43,336,021

SECTION III. The following determinations have been made and are hereby made a part of the aforesaid budget:

- (a) **An estimate of the cash on hand at the beginning of the fiscal year is expected to be \$15,723,920.**
- (b) **An estimate of the cash expected to be received during the fiscal year from all sources is \$27,612,101.**
- (c) **An estimate of the expenditures contemplated for the fiscal year is \$26,672,101.**
- (d) **An estimate of the cash expected to be on hand at the end of the fiscal year is \$16,663,920.**
- (e) **An estimate of the amount of taxes to be received during the fiscal year is \$9,463,000.**

Each of said sums of money and the aggregate thereof are deemed necessary by this Board to defray the necessary expenses and liabilities of this District during the fiscal year beginning January 1, 2018 and ending December 31, 2018 for the respective purposes set forth.

SECTION IV. All unexpended balances of the appropriations for the fiscal year ended December 31, 2018 and prior years are hereby specifically reappropriated for the same general purposes for which they were originally made and may be expended in making up any insufficiency of any other items provided in this appropriation ordinance, in making this appropriation in accordance with applicable law.

SECTION V. The receipts and revenue of said District derived from sources other than taxation and not specifically appropriated, shall constitute the general corporate fund and shall first be placed to the credit of such fund.

This Ordinance shall be in full force and effect immediately upon its passage.

Passed by the Board of Park Commissioners of the Hoffman Estates Park District this 19th day of December, 2017.

AYES:

NAYS:

ABSENT:

President
Board of Park Commissioners Hoffman Estates Park District

ATTEST:

Secretary

**CERTIFICATION OF ESTIMATE OF
REVENUE FOR FISCAL YEAR 2018**

I, Lili Kilbridge, do hereby certify that I am the duly qualified Treasurer of the Hoffman Estates Park District and the Chief Fiscal Officer of said Board of Park Commissioner; as such Officer I do further certify that the revenues, by source, anticipated to be received by said District in the fiscal year beginning January 1st 2018 and ending on December 31, 2018 are estimated to be as follows:

<u>SOURCE</u>	<u>AMOUNT</u>
Taxes	\$9,463,000
Interest Earned	173,631
Debt Issuance	2,751,000
Grants, Donations, Sponsorship, Advertising	201,000
Memberships	2,361,963
Program and User Fees	4,810,955
Rentals	1,444,915
Merchandise Resale, Vending & Misc.	112,693
Interfund Charges	4,040,584
Golf Course Operations	2,252,360
TOTAL	\$27,612,101

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the said Hoffman Estates Park District this 19th day of December, 2017.

Treasurer and Chief Fiscal Officer
Hoffman Estates Park District

STATE OF ILLINOIS)
) SS
COUNTY OF COOK)

CERTIFICATION

I, Dean R. Bostrom, do hereby certify that I am the duly qualified and acting Secretary of the Hoffman Estates Park District in the county and state aforesaid, and as such Secretary, I am the keeper of records and files of the Board of Park Commissioners of said district.

I do further certify that the attached and foregoing is a true and complete copy of the "Combined Annual Budget and Appropriation Ordinance of the Hoffman Estates Park District, Cook County, Illinois for the Fiscal Year beginning January 1st, 2018 and ending December 31st, 2018", as adopted by the Board of Park Commissioners at its properly convened meeting held on the 19th day of December, 2017.

Secretary
Hoffman Estates Park District