



1685 West Higgins Road, Hoffman Estates, Illinois 60169
heparks.org t (847) 885-7500 f (847) 885-7523



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 12, 2019
6:00 P.M.**

1. ROLL CALL
2. APPROVAL OF AGENDA
3. COMMENTS FROM THE AUDIENCE
4. OLD BUSINESS
5. NEW BUSINESS
 - A. The Club Renovation Project / M19-110
 - B. Ice Rink 2 Consulting / M19-107
 - C. LED Lighting for Bridges Driving Range Lights / M19-108
 - D. Credentials Certificate for IAPD Annual Meeting / M19-109
 - E. 2020 Budget / M19-105
 - o Budget Overview
 - o Personnel
 - Organization Chart
 - 2020 Salary Ranges
 - o 2020 Goals & Objectives
 - o 2020 Tax Levy Amount
 - o 2020 Budget
 - Fund 01 (Admin)
 - Fund 01 (Maintenance)
 - Fund 02 (Rec & Facilities)
 - Fund 07 (IMRF)
 - Fund 08 (Debt Service)
 - Fund 09 (Special Rec)
 - Fund 10 (FICA)
 - Fund 11 (Club)
 - Fund 12 (Capital)
 - Fund 14 (BPC)
 - F. 2020 Budget & Appropriation Ordinance in Tentative Form / O19-006
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 MONICA LOGAN AT MLOGAN@HEPARKS.ORG OR (847) 885-7500 WITH AT LEAST 48 HOURS' NOTICE.

MEMORANDUM M19-110

TO: Committee of the Whole
FROM: Craig Talsma, Executive Director
Brian Bechtold, Director of Golf & Facilities
Christine Tusa, The Club General Manager
Jeremy Dawkins, The Club Fitness Manager
RE: The Club Renovation Project
DATE: November 12, 2019

Background:

Staff has been working on a detailed plan to help The Club financially succeed for the future. General concepts have been discussed in past committee meetings along with member information meetings. With the input from these meetings, a detailed plan was prepared and presented at the Special Board Meeting on October 29, 2019. The key change from the previous plan recommended by the B&G Committee was to keep one tennis court instead of adding a turf field. This would help meet the need of current tennis members. A court fee was added to the proposal and staff will continue to evaluate the interest in The Club offering tennis as we move forward.

We have attached these plans in the form of The Club at Prairie Stone Renovation Plan / M19-104, along with The Club at Prairie Stone 2020 Business Plan. In addition, members of The Club staff delivered a PowerPoint presentation entailing the revised proposal for The Club renovation and a copy of that has been attached. In conjunction with the PowerPoint presentation, Mark Davis and Bryan Dugger, consultants from CMS International, joined the discussion via conference call. The consultants provided their professional insight and answered any questions from the Board.

Audience members were granted the opportunity to speak and their concerns were heard. This presentation was for discussion purposes and no action was taken by the Board at the meeting.

Implications:

Staff has prepared the 2020 budget with it to include Phase One of the renovation to begin in January 2020.

2020 Phase One will include with a project budget of \$450,000 which is included in the 2020 budget.

- Court 1 will remain as a tennis court for our tennis members
- Court 2 Conversion to Strength Zone:
This will include resurfacing to sport flooring, relocating all free weights and strength training equipment, and adding additional power racks and strength equipment.
- Court 3 Conversion to Functional Fitness Zone:
This will include resurfacing with turf/sport floor combination along with adding state-of-the-art equipment and a sound system. This will allow us to offer specialized small group HIIT classes

along with Speed and Agility fee-based classes. These classes will be offered in addition to our complimentary group fitness classes.

- Group Fitness Studio #2:

This will include resurfacing the current free weight room with wood to create an additional studio to give us the opportunity to add new classes and programs to our group fitness schedule.

- Enhancement of Kids Club:

This will include the enhancement of the current area for more inviting space for all ages.

- Women's Workout Zone:

This 525 sf area will consist of dedicated stretching area and a few fitness machines.

Staff Recommendation:

Staff recommends that the Committee of the Whole recommends to the full Board to approve Phase I of The Club Renovation Project and to include it in the 2020 Budget.

MEMORANDUM M19-104

TO: HEParks Board
FROM: Craig Talsma, Executive Director
Brian Bechtold, Director of Golf & Facilities
Christine Tusa, The Club General Manager
Jeremy Dawkins, The Club Fitness Manager
RE: The Club at Prairie Stone Renovation Plan
DATE: October 29, 2019

Background:

Staff has developed a plan to help The Club financially succeed for the future. The following is a brief recap of the Committees and Board review and input on the project:

- In June, staff presented the concept and the need to hire an independent consultant to verify staff's concern with Club operations. Hiring the consultant was supported by the Recreation Committee.
- In July, an update was given to the Recreation Committee and they agreed to present the proposal to an August Recreation Committee Meeting to allow the full consultant's report to be presented.
- At the August Recreation Committee Meeting, the full conceptual enhancement project was presented and the Recreation Committee made the following motion for approval of the project concept:
 - *Comm Rep Macdonald made a motion, seconded by Commissioner Chhatwani to recommend to the board the conceptual improvements to The Club as presented in M19-074. This will allow staff to begin working on bid documents, proposals and business plans for the 2020 budget process. Final plans will be presented as part of the 2020 budget process with all supporting bid results and business plans. The motion carried by voice vote.*
- The Board unanimously approved the Recreation Committee motion at the Special Board Meeting in August.
- During the Committee of the Whole Meeting in August a tour of the Club showing the proposed improvements was provided. Support from the Committee was vocalized and no opposition was heard.
- At the September Recreation Committee Meeting, during the Facilities board report, staff provided an update that they were continuing to get numbers and cost estimates for the Club Renovation Project.
- Staff held two information meetings the first week of October at the Club to discuss the project with members. Approximately 20 people attended each discussion. There were members in favor and against the Club Renovation Project. The major complaint was the removal of the tennis courts.
- At the October B&G Committee Meeting, staff presented the cost estimate for the Club Renovation Project. The following recommendation was made by the B&G Committee:
 - *Comm Rep Sernett made a motion, seconded by Comm Rep Bettencourt to recommend to the Board to include the Phase One of the Club Renovation*

Project in the amount of \$500,000 as part of the 2020 District annual budget as outlined in M19-097. The motion carried by voice vote.

At that October B&G Committee Meeting, there were 36 individuals from the public that attended, of which 20 were tennis members and six were Hoffman residents. The tennis members spoke against losing the tennis courts. From the beginning, staff informed everyone that this project would certainly upset the tennis members; however the number of tennis members has averaged only 60 in the last five years and was currently at 85 with the new lower add-on price of only \$20.

It was asked what the current memberships thought about the renovation and staff explained that it was important to keep current members happy, but one of the primary reasons for the renovation was to attract new members. To obtain a level of interest from current members, staff conducted a one question survey that stated:

“Would you be in favor of replacing the tennis courts with new, state-of-the-art fitness, strength, and circuit training equipment for your health and wellness journey?”

The survey was emailed to all members and was open for four days. During that time all walk-in members were encouraged to answer the question as well. The final vote totals were 304 in favor of the renovation and 128 against it. It needs to be noted that some members that voted against it informed staff that they feared their membership rate would have to increase and that is why they voted no. Others also stated that such improvements would result in more members and they didn't want the Club to get crowded.

After the public input at the October meeting, staff has spent considerable time evaluating the current proposal and adjusting it to allow a compromise for the tennis members. Staff has revised the proposal and has eliminated the turf rental area to allow the continuation of a single tennis court.

Implications:

Staff has included the preliminary business plan and ROI analysis for the project. Staff will also present a power point presentation at the October 29 Special Board Meeting. Additionally, the District's consultants on this project, Mark Davis and Bryan Dugger, from CMS International, will be on a conference call to provide their professional insight and answer any questions from the Board.

Based on the revised plan, staff is now proposing the following:

2020 Phase One will include:

- Court 1 will remain as a tennis court for our tennis members
- Court 2 Conversion to Strength Zone:

This will include resurfacing to sport flooring, relocating all free weights and strength training equipment, and adding additional power racks and strength equipment.

- Court 3 Conversion to Functional Fitness Zone:

This will include resurfacing with turf/sport floor combination along with adding state-of-the-art equipment and a sound system. This will allow us to offer specialized small group HIIT classes along with Speed and Agility fee-based classes. These classes will be offered in addition to our complimentary group fitness classes.

- Group Fitness Studio #2:

This will include resurfacing the current free weight room with wood to create an additional studio to enhance our mind and body classes along with giving us the opportunity to add new classes and programs to our group fitness schedule.

- Enhancement of Kids Club:

This will include the enhancement of the current area for a more inviting space for all ages.

- Women's Workout Zone:

This 525 sf area will consist of dedicated stretching area and a few fitness machines.

Phase One estimated cost is \$450,000 to be paid from the Club Debt Service payment.

Additionally, during 2020 the scheduled GIS carpet replacement is budgeted in the Capital Fund.

2021 Phase Two will include:

- Locker Room Renovations:

This will include replacing all lockers in both men's and women's locker rooms with personalized lock codes. We will also be updating the community locker rooms as part of this renovation.

- Outside Fitness Zone:

This will be located off the Functional Fitness Zone. This fitness zone will give our members a place to exercise outside in a unique setting along with additional programming to include outdoor classes.

Phase Two estimated cost is \$525,000 to be paid from the Club Debt Service payment.

Club Staff will present a power point that highlights information from staff, the consultant, and the business plan to move the facility into the future and ensure it stays relevant in the industry.

A copy of the preliminary business plan is attached to this memo.

Staff Recommendation:

This is presented for discussion purposes for the Board.



The Ultimate
FITNESS
Experience

2020 Business Plan

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THE FULL TIME TEAM

BRIAN BECHTOLD – DIRECTOR OF GOLF & FACILITIES

CHRISTINE TUSA – GENERAL MANAGER

JEREMY DAWKINS – FITNESS MANAGER

DIANNE ECHLIN – MEMBER SERVICES MANAGER

TBD – MEMBER SERVICES ASSOCIATE

BETH ZIMMER – OPERATIONS MANAGER

MICHAEL JOHNSON – LEAD CUSTODIAN

FRANCISCO MARRON – CUSTODIAN

BRYANT ESPINOZA – OVERNIGHT CUSTODIAN

CLUB BIO

THE CLUB AT PRAIRIE STONE™ (THE CLUB) WAS BUILT IN 2000. THIS 100,000 SQ. FT. HEALTH AND WELLNESS CENTER LOCATED ON THE WEST SIDE OF HOFFMAN ESTATES.

THE CLUB FEATURES FITNESS EQUIPMENT WHICH INCLUDES STRENGTH TRAINING EQUIPMENT AND FREE WEIGHTS, OVER 120 PIECES OF CARDIOVASCULAR EQUIPMENT, TWO GROUP FITNESS STUDIOS WITH OVER 50 CLASSES PER WEEK, 25 YARD LAP POOL, ZERO-DEPTH ACTIVITY POOL, WHIRLPOOL AND STEAM ROOMS. IT ALSO FEATURES AN INDOOR TRACK, THREE GYMNASIUMS, AN INDOOR CLIMBING WALL, SPINNING STUDIO, PILATES TRAINING, THREE INDOOR TENNIS COURTS, FEE-BASED CHILD CARE AND MORE.

OVER THE PAST 19 YEARS THE CLUB HAS SPENT ONLY \$321,100 ON CAPITAL FITNESS EQUIPMENT. THE CLUB HAS REMAINED STAGNANT EVEN WITH THESE PROGRAM AND FACILITY UPGRADES. THE FITNESS INDUSTRY IS CONSTANTLY CHANGING AND GROWING AS NEW TRENDS EMERGE REGULARLY WITH INCREASED TECHNOLOGY OPTIONS CREATING COMPETITIVE STUDIOS AND BOUTIQUE CENTERS ALL ACROSS THE COUNTY.

TO BECOME THE TRUE ULTIMATE FITNESS EXPERIENCE WE MUST INVEST IN EQUIPMENT AND FACILITY INNOVATIONS TO ATTRACT NEW MEMBERS AND MAINTAIN OUR MEMBERSHIP BASE.

S.W.O.T ANALYSIS

MEMBERSHIP AT THE CLUB

SUMMARY OF OPERATIONS

RECRUITS NEW MEMBERS AND RETAINS EXISTING MEMBERS. LISTENS TO FEEDBACK FROM RESIDENTS AND PATRONS PERTAINING TO OPERATIONS. DEVELOPS INCENTIVE PROGRAMS TO ENGAGE PATRONS AND PROMOTE HEALTH/WELLNESS.

STRENGTHS

- COMMUNITY SURVEY RESULTS: HIGH SATISFACTION ABOUT THE CLUB.
- THE CLUB IS APPEALING TO PROSPECTIVE MEMBERS.
- MANY LONG TERM, LOYAL MEMBERS. MEMBERS AND GUESTS ALWAYS FEEL WELCOME.
- POSITIVE IMAGE & STRONG CUSTOMER SERVICE.
- MEMBERSHIP FLEXIBILITY, MONTH-TO MONTH, NO LONG TERM CONTRACTS.
- COMPETITIVE PRICING.
- MULTI-PURPOSE FACILITY, PROVIDES DIVERSE EXERCISE/FITNESS OPTIONS (POOL, TRACK, TENNIS)
- GOOD LOCATION FOR COMMUTERS, CORPORATE PARK EMPLOYEES.
- ALL “INCLUSIVE” MEMBERSHIP WITH ATTRACTIVE MEMBERSHIP PRIVILEGES: ALL ACCESS TO DISTRICT FITNESS CENTERS, FITNESS ASSESSMENTS& ORIENTATIONS, GROUP FITNESS CLASSES; STRONG SELLING POINTS.
- COMPLIMENTARY GROUP FITNESS INCLUDED IN MEMBERSHIP.
- HIGHLY EDUCATED, KNOWLEDGEABLE, QUALIFIED STAFF LOW RATES & MONTHLY AUTO-PAY PAYMENT OPTIONS.

WEAKNESSES

- NOT ENOUGH OUTSIDE SALES BEING DONE (VISITS TO CORPORATIONS AND COMMUNITY).
- LACK OF FITNESS SPECIALIZED SALES SOFTWARE (TO TRACK POTENTIAL MEMBERS/VISITS/FOLLOW-UP).
- LACK OF TECHNOLOGY AND LATEST FITNESS EQUIPMENT.
- LOCATION IN BUSINESS PARK – DO PEOPLE KNOW WHAT THE FACILITY HOUSES?

OPPORTUNITIES

- POTENTIAL TO INCREASE REVENUES BY HIGHLIGHTING FACILITY THROUGH DIRECT MARKETING, CREATIVE MARKETING, AND SOCIAL MEDIA.
- EXTERNAL MARKETING, VISITING POTENTIAL CORPORATE ACCOUNTS, WELLNESS FAIRS.
- INCREASE MEMBER RETENTION EFFORTS (CONTESTS, TRIVIA, FOOTBALL SQUARES, ETC.).
- PARTNERSHIPS WITH CORPORATIONS TO PROMOTE OUR SERVICES AND HELP WITH THEIR HEALTH INITIATIVES.
- INCREASE OUTSIDE CORPORATE SALES WITHIN THE COMMUNITY.
- COMMUNITY PRESENCE: GETTING THE NAME OUT EVERYWHERE.
- BRINGING THE CLUB TO DIGITAL WORLD: ELECTRONIC PURCHASES OF MEMBERSHIP, PASSES, FITNESS SERVICES, AND E-FORMS.

THREATS

- COMPETITION, CONTINUES TO SATURATE MARKET WITH THE LOW-COST, HIGH MEMBER VOLUME FITNESS CENTERS INCREASING, ALONG WITH BOUTIQUE CLUBS, CROSSFIT FACILITIES, PT STUDIOS AND PERSONAL FITNESS APPS.
- COMPETITION; ORANGE THEORY OPENED CLOSE BY, OTHER SMALL SPECIALTY STUDIOS (I.E. YOGA/PILATES) OPENED IN AREA.
- INDUSTRY STANDARDS: MUST CONTINUE TO STAY ON TOP OF INDUSTRY TRENDS AND STANDARDS (SUCH AS TECHNOLOGY AND FITNESS EQUIPMENT) OR WILL BECOME OUTDATED.
- AGING FACILITY RESULTS IN A CONSTANT NEED FOR REPAIRS AND UPGRADES.

FITNESS DEPARTMENT

SUMMARY OF OPERATIONS

DEVELOPS AND MANAGES EXERCISE OPTIONS AT THE CLUB IN THE AREAS OF WEIGHTS, CARDIO, AQUATICS, TENNIS, CLIMBING WALL, AND TRACK. PROMOTES AND OFFERS OPTIONS IN PERSONAL TRAINING AS WELL AS CLASSES IN GROUP EXERCISE.

STRENGTHS

- COMMUNITY SURVEY RESULTS: POSITIVE COMMENTS ABOUT THE CLUB.
- POSITIVE ON-LINE REVIEWS.
- POSITIVE IMAGE & STRONG CUSTOMER SERVICE.
- MULTI-PURPOSE FACILITY, PROVIDES DIVERSE EXERCISE/FITNESS OPTIONS (POOL, TRACK, TENNIS):
- LARGE FACILITY – VARIETY OF CHOICES.
- GOOD LOCATION FOR COMMUTERS, CORPORATE PARK EMPLOYEES.

- ALL-INCLUSIVE MEMBERSHIP WITH ATTRACTIVE MEMBERSHIP PRIVILEGES: ALL ACCESS TO DISTRICT FITNESS CENTERS, FITNESS ASSESSMENTS & ORIENTATIONS, GROUP FITNESS CLASSES; STRONG SELLING POINTS.
- COMPLIMENTARY GROUP FITNESS INCLUDED IN MEMBERSHIP.
- HIGHLY EDUCATED, KNOWLEDGEABLE, QUALIFIED FITNESS STAFF (ONLY DEGREES AND CERTIFICATIONS FROM REPUTABLE PT CERTIFICATION ORGANIZATIONS ACCEPTED FROM OUR TRAINERS).
- NEW BRANDING AND MARKETING EFFORTS OF SIMPLE FEE STRUCTURE.

WEAKNESSES

- COMPETITION; ORANGE THEORY OPENED CLOSE BY, OTHER SMALL SPECIALTY STUDIOS (I.E., YOGA/ PILATES) OPENED IN AREA.
- MEETING FITNESS INDUSTRY STANDARDS: ELECTRONIC PURCHASES OF MEMBERSHIP, PASSES AND FITNESS SERVICES.
- CONSISTENT NEED TO KEEP EQUIPMENT UP TO DATE WITH THE ADVANCES IN TECHNOLOGY.
- LOCKERS ARE DATED AND IN NEED OF REPLACEMENT.
- HAVE NOT UPDATED FITNESS AREAS SINCE BUILT.

OPPORTUNITIES

- POTENTIAL TO INCREASE REVENUES BY HIGHLIGHTING FITNESS SERVICES THROUGH DIRECT MARKETING, CREATIVE MARKETING, AND SOCIAL MEDIA.
- OPPORTUNITY TO HIGHLIGHT CURRENT FITNESS TRENDS THROUGH THE IMPLEMENTATION OF FACILITY. BASED WEARABLE TECHNOLOGY, MARKETING AND HIGHLIGHTING OUR GROUP FITNESS CLASSES, AND PROGRAMMING THE SYNERGY PIECE AND DEVELOPING OTHER HIGH-INTENSITY TRAINING (HIT) OPTIONS.
- PARTNERSHIPS WITH CORPORATIONS TO PROMOTE OUR SERVICES AND HELP WITH THEIR HEALTH INITIATIVES.
- WITH THE INCREASE OF THE INFORMATION AVAILABLE TO THE AVERAGE PERSON ON TOPICS RELATED TO THEIR HEALTH, DIET, AND OVERALL WELLNESS, THERE IS OPPORTUNITY FOR US TO ASSIST PEOPLE WITH THEIR HEALTH GOALS THROUGH EDUCATIONAL WORKSHOPS AND CLASSES.
- MORE COMMUNITY INVOLVEMENT. SEND AN AMBASSADOR OUT TO COMMUNITY EVENTS TO REPRESENT AND PROMOTE THE FACILITY AND SERVICES.
- OPPORTUNITY TO BUILD PERSONAL TRAINING SALES/PARTICIPATION, PARTICULARLY UPON TIME OF ENROLLMENT AND WITH USE OF FLOOR STAFF.
- OPPORTUNITY TO SWIPE IN VIA A PHONE SCAN (VS A MEMBERSHIP CARD).
- OPPORTUNITY FOR PRO-SHOP SALES/SELL LOGO WEAR.
- BUILD THE NEW BRAND.

- REINVEST IN FACILITY WITH NEW DESIGN AND EQUIPMENT.

THREATS

- COMPETITION, CONTINUES TO SATURATE MARKET WITH THE LOW-COST, HIGH MEMBER VOLUME FITNESS CENTERS INCREASING, ALONG WITH BOUTIQUE CLUBS, CROSSFIT FACILITIES, PT STUDIOS, HIT STUDIOS, FUNCTIONAL FITNESS COMPETITION AND PERSONAL FITNESS APPS.
- INDUSTRY STANDARDS: MUST CONTINUE TO STAY ON TOP OF INDUSTRY TRENDS AND STANDARDS (SUCH AS TECHNOLOGY AND FITNESS EQUIPMENT) OR WILL BECOME OUTDATED.
- AGING FACILITY RESULTS IN A CONSTANT NEED FOR REPAIRS AND UPGRADES.
- TECHNOLOGY CONSTANTLY CHANGING AND EVOLVING MAKING IT CHALLENGING TO HAVE LATEST EQUIPMENT.

RENTALS AT THE CLUB

SUMMARY OF OPERATIONS

GENERATES INCOME FOR THE FACILITY BY SCHEDULING PROGRAMS, TOURNAMENTS, AND SPECIAL EVENTS.

STRENGTHS

- THE CLUB IS APPEALING TO PROSPECTIVE MEMBERS.
- COMPETITIVE PRICING.
- POSITIVE IMAGE & STRONG CUSTOMER SERVICE.
- EXCELLENT FOLLOW-UP/FOLLOW-THROUGH.
- MULTI-PURPOSE FACILITY PROVIDES OPTIONS FOR PARTIES (WALL, POOL).
- LARGE PARKING LOT, COOPERATIVE BUSINESS NEIGHBORS.
- KNOWLEDGEABLE, QUALIFIED, STAFF.

WEAKNESSES

- SPACE USE AND BALANCE BETWEEN MEMBERS AND RENTERS.
- ELECTRONIC FORMS AND EASE OF PAYMENT ONLINE.
- SLOW SEASON (SUMMER), POSSIBLE INCENTIVE NEEDED.
- NO GROUP MEETING SPACE.
- FACILITY USAGE CONTROL – RENTERS IN THE REST OF THE FACILITY.

OPPORTUNITIES

- TEAM TRAINING SPACE.

- BATTING CAGES/TUNNELS.
- YOUTH PROGRAMMING.
- OPEN VOLLEYBALL TIME.
- VIRTUAL TOUR FOR WEBSITE
- TEAM BUILDING POSSIBILITIES TO FILL DAYTIME OPEN SPACE (CORPORATIONS).
- ON-LINE PRESENCE WHEN SEARCHING FOR “CLIMBING WALL” “POOL”.

THREATS

- COMPETITION, VARIETY OF LOCAL OPTIONS FOR RENTERS.
- SPACE LIMITS TO BALANCE MEMBER/RENTAL USE

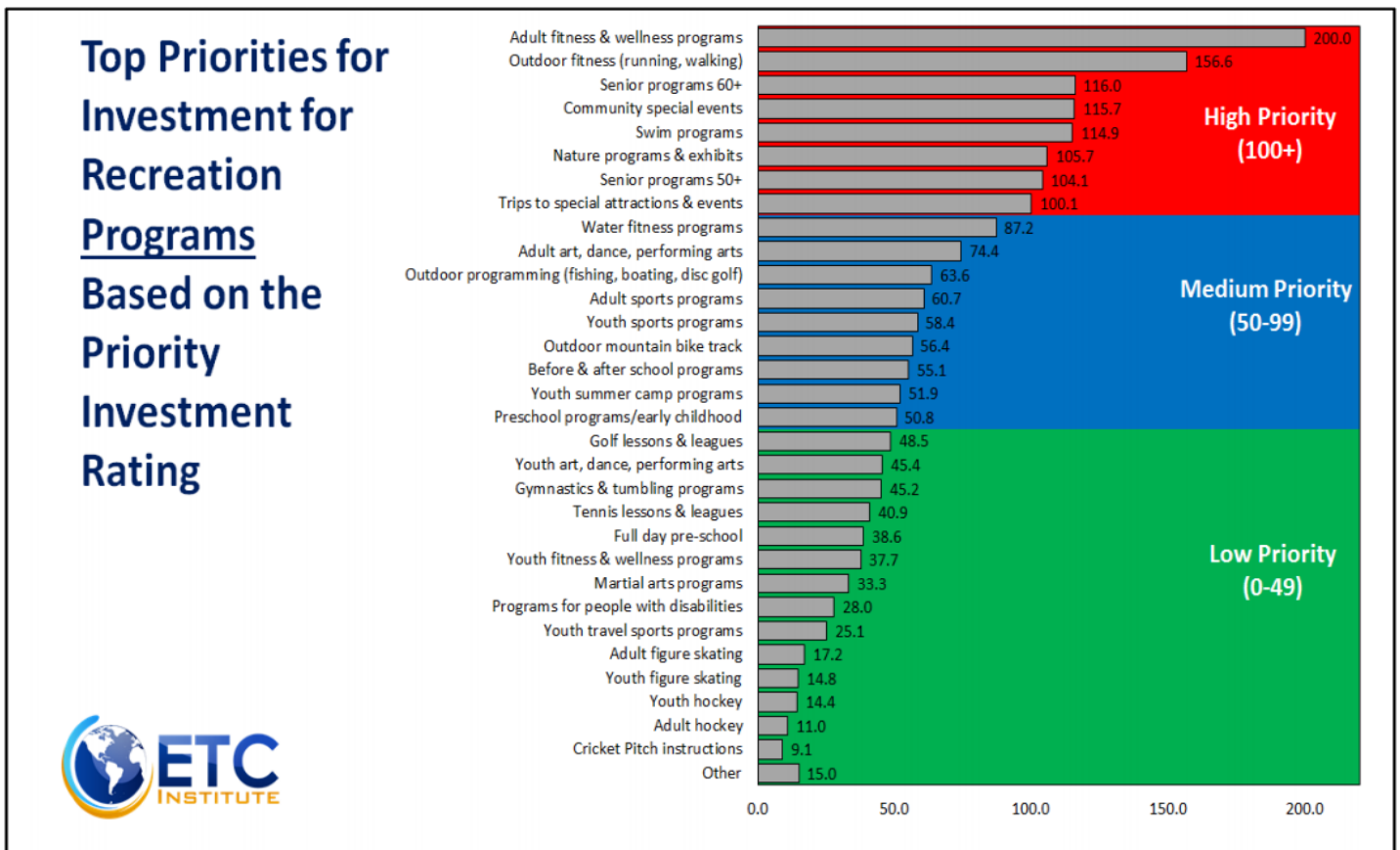
THE CLUB'S FUTURE

THE CLUB HAS EXPERIENCED A STEADY DECLINE IN MEMBERSHIP NUMBERS OVER THE PAST 5 YEARS. WITH THIS, STAFF BEGAN A NECESSARY REVIEW OF OPERATIONS. CONSIDERATION WAS GIVEN TO INDUSTRY TRENDS AND A COMPETITIVE ANALYSIS WAS COMPLETED. ANOTHER IMPORTANT TOOL STAFF CONSIDERED WERE THE RESULTS OF THE *COMMUNITY NEEDS ASSESSMENT SURVEY* THE PARK DISTRICT CONDUCTED AS PART OF THE 2020-2025 CMP PROCESS.

THE COMMUNITY SURVEY RESULTS INDICATED INDOOR FITNESS AND WELLNESS FACILITIES WITHIN THE “HIGH PRIORITY” CATEGORY FOR RESIDENTS AND INDOOR TENNIS COURTS IN THE “LOW PRIORITY” CATEGORY FOR RESIDENTS.

COMMUNITY NEEDS ASSESSMENT FINDINGS & HIGHLIGHTS

WHAT IS MOST IMPORTANT FOR OUR PROGRAMS? FITNESS! AGAIN WE SEE THE STRONG SUPPORT FOR FITNESS PROGRAMS, BOTH INDOORS AND OUTDOORS, AS BEING BY FAR THE MOST IMPORTANT AREA TO FOCUS ON. SPECIAL EVENTS AND NATURE-TYPE PROGRAMS, AS WELL AS SENIOR PROGRAMMING, ARE AT THE TOP AS WELL. MANY OF THE MORE INDIVIDUAL ACTIVITIES SHOW VARIED LEVELS OF SUPPORT.

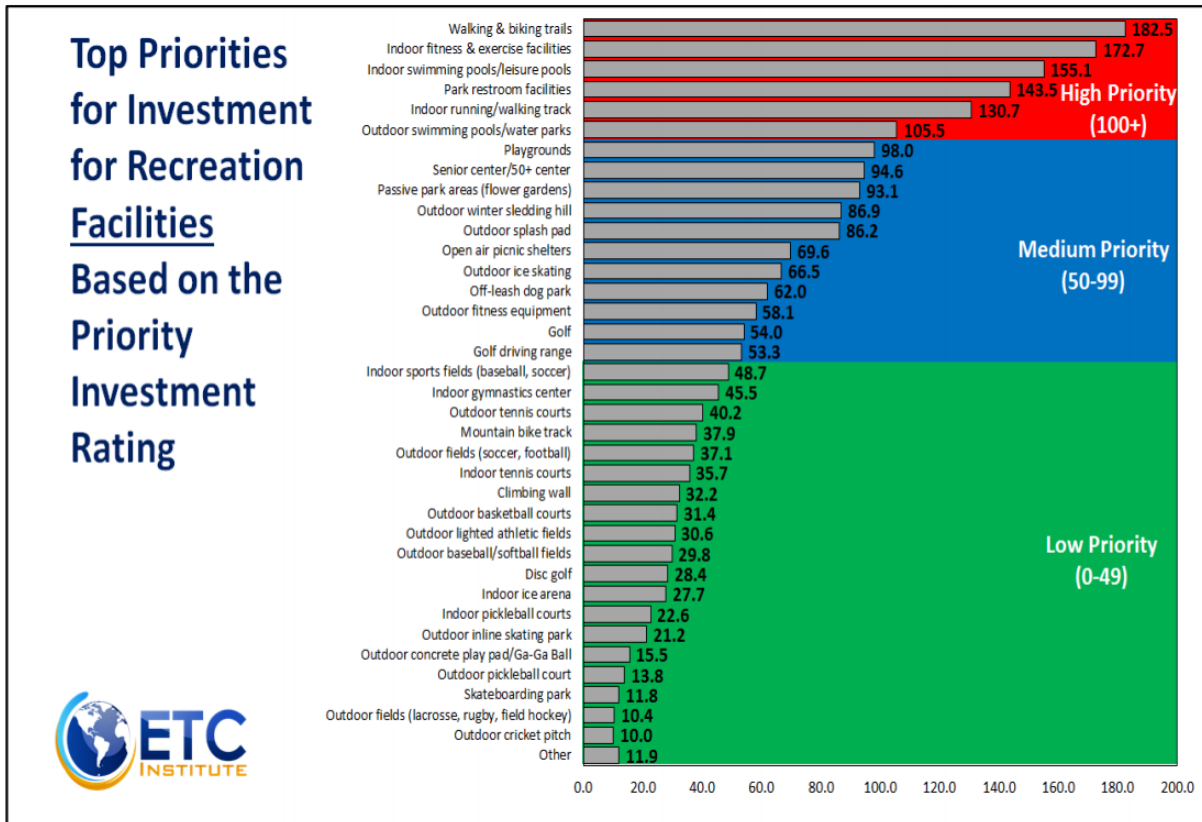


DOES LOCATION CHANGE PRIORITIES? NOT REALLY! ACROSS THE ENTIRE COMMUNITY, THE TOP FIVE OR SIX PRIORITIES REMAIN THE SAME

Top Priorities for Investment for Programs by Area			
NORTH	SOUTH	WEST	OVERALL
Adult Fitness and Wellness Programs	Adult Fitness and Wellness Programs	Adult Fitness and Wellness Programs	Adult Fitness and Wellness Programs
Outdoor Fitness (running, walking)	Community Special Events	Swim Programs	Outdoor Fitness (running, walking)
Community Special Events	Outdoor Fitness (running, walking)	Outdoor Fitness (running, walking)	Senior Programs 60+
Senior Programs 60+	Senior Programs 60+	Community Special Events	Community Special Events
Swim Programs	Nature Programs & Exhibits	Senior Programs 60+	Swim Programs
Nature Programs & Exhibits	Senior Programs 50+	Golf Lessons & Leagues	Nature Programs & Exhibits
Senior Programs 50+	Trips to Special Attractions and Events	Youth Sports Programs	Senior Programs 50+
Water Fitness Programs	Adult Art, Dance, Performing Arts	Nature Programs & Exhibits	Trips to Special Attractions & Events
Trips to Special Attractions and Events	Swim Programs	Adult Art, Dance, Performing Arts	Water Fitness Programs
Outdoor Programming (fishing, boating, disc golf)	Preschool Programs/Early Childhood	Trips to Special Attractions and Events	Adult Art, Dance, Performing Arts

Adult Fitness and Wellness and Outdoor Fitness Are Among the Top 3 Priorities for Each Area

WHAT DO WE NEED FOR FACILITIES? EXERCISE AND FITNESS ARE CLEARLY THE BIGGEST DESIRE. WHETHER ENTIRE FITNESS FACILITIES OR INDOOR/OUTDOOR WALKING TRACKS OR POOLS, ACTIVE HEALTHY LIFESTYLES ARE DESIRED. STRONG INVESTMENTS TO MAINTAIN OR UPGRADE OUR FITNESS FACILITIES ARE CLEARLY A NEED. ADDITIONALLY, PARKS AND PLAYGROUNDS CONTINUE TO BE A TOP PRIORITY FOR THE DISTRICT.



IN ADDITION, INDOOR FITNESS AND EXERCISE FACILITIES ARE RATED AT THE HIGHEST PRIORITY FOR RESIDENTS FOR INVESTMENT IN FACILITIES ON THE WEST SIDE OF HOFFMAN ESTATES WHERE THE CLUB IS LOCATED. RESIDENTS RATED THIS A HIGHER PRIORITY THAN WALKING AND BIKING TRAILS, WHICH IS THE #1 PRIORITY NATION-WIDE.

Top Priorities for Investment for Facilities by Area			
NORTH	SOUTH	WEST	OVERALL
Walking and Biking Trails	Walking and Biking Trails	Indoor Fitness & Exercise Facilities	Walking and Biking Trails
Indoor Fitness & Exercise Facilities	Indoor Fitness & Exercise Facilities	Walking and Biking Trails	Indoor Fitness & Exercise Facilities
Indoor Swimming Pools/Leisure Pools	Indoor Swimming Pools/Leisure Pools	Park Restroom Facilities	Indoor Swimming Pools/Leisure Pools
Park Restroom Facilities	Park Restroom Facilities	Indoor Swimming Pools/Leisure Pools	Park Restroom Facilities
Indoor Running/Walking Track	Indoor Running/Walking Track	Indoor Running/Walking Track	Indoor Running/Walking Track
Outdoow Swimming Pools/Water Parks	Outdoow Swimming Pools/Water Parks	Playgrounds	Outdoow Swimming Pools/Water Parks
Senior Center/50+ Center	Playgrounds	Passive Park Areas (Flower Gardens)	Playgrounds
Outdoor Splash Pad	Senior Center/50+ Center	Outdoor Winter Sledding Hill	Senior Center/50+ Center
Playgrounds	Passive Park Areas (Flower Gardens)	Outdoow Swimming Pools/Water Parks	Passive Park Areas (Flower Gardens)
Passive Park Areas (Flower Gardens)	Outdoor Winter Sledding Hill	Open Air Picnic Shelters	Outdoor Winter Sledding Hill

KEY AREAS OF FOCUS

- MARKETING
- SALES
 - NEW MEMBERSHIPS
 - PAST MEMBERS
 - CORPORATE MEMBERSHIPS
 - ONBOARDING PROCESS
- RETENTION
 - PROGRAMS & CONTESTS
 - MEMBER EVENTS
 - SAVE PROGRAM
 - RETENTION MANAGEMENT SOFTWARE
- FACILITY USAGE
 - PERSONAL TRAINING
 - AQUATICS
 - TENNIS
 - FITNESS
 - RENTALS
- RENOVATION PROJECT

MARKETING PLAN – THIS IS A DYNAMIC, WORKING DOCUMENT THAT MAY CHANGE BASED ON FINANCIAL IMPACT

CLUB MARKETING MISSION

INCREASE COMMUNITY AWARENESS, HIGHLIGHT AMENITIES AND ATTRACT NEW MEMBERS TO THE CLUB WHILE RETAINING THE CURRENT MEMBERSHIP

KEY PERFORMANCE INDICATORS

INCREASE COMMUNITY AWARENESS OF THE CLUB

- SEARCH ENGINE OPTIMIZATION (SEO) – FOCUS ON SEO TO INCREASE GOOGLE RANKING AND SEARCH RESULTS
- WEBSITE – INCORPORATE SEO AND SEM TACTICS TO DRIVE ORGANIC SEARCHES
- DIGITAL ADVERTISING – BROWSER-BASED AND TARGETED SOCIAL MEDIA ADVERTISING FOCUSING ON FITNESS PROMOTIONS AND SPECIALS
- DIGITAL ADVERTISING – LOCATION AND PRESENCE AWARENESS, BOTH DIGITAL AND SOCIAL MEDIA
- GEOFENCING – TARGETING POTENTIAL CUSTOMERS BASED ON THEIR LOCATION AND HABITS
- DIRECTORY SERVICE INCLUSION – CURATING THE CLUB'S PRESENCE IN THE MAJOR DIRECTORY LISTINGS (YELP, YELLOW PAGES, GOOGLE, ETC.)
- ON-SITE PRESENCE AT COMMUNITY EVENTS AND SERVICES
- CROSS-SELLING THE CLUB AS A CO-SPONSOR OF SPORTS/FITNESS RELATED SPECIAL EVENTS AND PROGRAMS AT HEPARKS
- INCLUSION OF THE CLUB IN HEPARKS MARKETING INCLUDING SOCIAL MEDIA, PRINT, SPECIAL EVENTS AND EMAIL COMMUNICATIONS
- PRINT ADVERTISING – PAID NEWSPAPER ADVERTISING ALONG WITH CHAMBER AND NEW MOVER OPTIONS
- YEARLY MAILER – WINTER PROMOTION
- NEW MOVER MAILER – POSTCARD MAILED TO NEW MOVERS AT THE BEGINNING OF EACH MONTH
- PRESS RELEASES – AMENITY AND ACTIVITIES RELEASE
- FITTEST LOOSER
- SOCIAL MEDIA
- AFFILIATE MARKETING
- EXTERIOR FACILITY SIGNAGE

HIGHLIGHT AMENITIES

- THROUGH THE USE OF VIDEO - EQUIPMENT, PERSONAL TRAINING, GROUP EXERCISE
- SOCIAL MEDIA

- POSTCARD
- HEPARKS PROGRAM GUIDE
- MEMBER NEWSLETTER
- CHILDCARE OPTION
- SWIMMING LESSONS AND LAP POOL
- TENNIS
- MEMBER RETENTION ACTIVITIES AND COMMUNICATIONS

ATTRACT NEW MEMBERSHIP

- MONTHLY PROMOTIONS
- DIGITAL ADVERTISING
- SEO
- WEBSITE
- DIRECTORY SERVICE INCLUSION
- SALES PROCESS
- STUDENT WINTER AND SUMMER SHORT-TERM MEMBERSHIPS
- CORPORATE MEMBERSHIP
- ON-BOARDING STRATEGY
- CONVERTING SWIM LESSONS, SPECIAL EVENTS AND SPORTS CLASS FAMILIES TO MEMBERS
- CUSTOMER RETENTION MANAGEMENT SOFTWARE (CRM) – TRACK LEADS
- AFFILIATE MARKETING

RETENTION MANAGEMENT

- REFERRAL PROGRAM
- MEMBERS NEWSLETTER
- MEMBERSHIP APPRECIATION DAYS
- PERSONAL TRAINING SPECIALS
- HEALTH AND WELLNESS OFFERINGS
- SPECIAL MONTHLY EVENTS
- MONTHLY FITNESS CHALLENGES
- MUSCLES OF THE MONTH.
- SOCIAL MEDIA – REMIND MEMBERS OF AMENITIES, MONTHLY ACTIVITIES AND UPCOMING NEWS

PRICING STRATEGY

ENROLLMENT FEE

- STABILIZE INITIATION FEE TO CREATE CONSISTENCY IN MEMBERSHIP VALUE.
INCENTIVIZE ENROLLMENT THROUGH GIFTS AND FITNESS PROMOTIONS.

MONTHLY FEE

- ALL MEMBERS RECEIVE UNLIMITED USE OF THE FITNESS CENTER, INDOOR AQUATIC CENTER, INDOOR TRACK AND GROUP FITNESS CLASSES AS WELL AS ACCESS PRIVILEGE TO TRIPHAHN CENTER FITNESS AND WILLOW RECREATION CENTER FITNESS.
- RESIDENT INDIVIDUAL \$55 /\$59 NON-RESIDENT MONTHLY FEE
- ADDITIONAL MEMBER \$50 /\$55 MONTHLY
- JUNIOR MEMBERS \$30/\$35 MONTHLY
- SENIOR (62+) \$40/\$45 MONTHLY
- STUDENT (16-24 YEARS) \$40/\$45 MONTHLY
- ADD TENNIS + \$20 MONTHLY
- NO REDUCTION IN THE MONTHLY FEE AS PART OF PROMOTIONS
- WINTER AND SUMMER SHORT-TERM MEMBERSHIPS FOR STUDENTS
- CORPORATE MEMBERSHIP STRUCTURE

MONTHLY OFFERS

- EACH MONTH OFFER A SALES PROMOTION FOR NEW MEMBERS, A CUSTOMER RETENTION PROMOTION AND A GROUP EXERCISE CLASS OR PERSONAL TRAINING HIGHLIGHT

REFERRAL STRATEGY

- REFERRALS IN 2019 – 42 (THROUGH OCTOBER 1, 2019)
- REFERRAL GOAL FOR 2020- 84
- REFER A FRIEND AND RECEIVE A FREE MONTH AFTER THE NEW MEMBERS HAVE JOINED FOR THREE MONTHS. NO LIMIT ON NUMBER OF REFERRAL BONUSES.
- STRONG HIGHLIGHT OF REFERRAL IN WINTER MONTHS TO MEMBERSHIP – NOVEMBER, DECEMBER, JANUARY AND FEBRUARY.
- HIGHLIGHT AGAIN IN A SUMMER MONTH
- REPLACE SIGNAGE IN THE FACILITY TO REFLECT NEW REFERRAL
- ADD REFERRAL PROMOTION TO THE WEBSITE
- REFERRAL MENTIONED IN MEMBERSHIP NEWSLETTER AND SOCIAL MEDIA
- YEAR-ROUND PROMOTIONS
- ADD MEMBERSHIP REFERRAL TO ON-BOARDING PROCESS AND REGISTRATION FORM

RETENTION STRATEGY

- UNVEIL NEW REFERRAL PROGRAM
- MEMBER NEWSLETTER – INCREASE COMMUNITY FEEL, RAISE AWARENESS OF EXCLUSIVE MEMBER BENEFITS AND SPECIAL EVENTS AND SERVICES OFFERED AT THE CLUB, MAKE THIS INFORMATION ALSO AVAILABLE TO MEMBERS AROUND THE FACILITY
- PROGRAM DEMOS
- MEMBERSHIP APPRECIATION DAYS

- PERSONAL TRAINING SPECIALS
- HEALTH SCREENINGS
- MEMBERSHIP CHALLENGES
- MUSCLES OF THE MONTH – EDUCATIONAL AND COMMUNITY BUILDING, ALSO INCORPORATE CROSS-PROMOTION TO PERSONAL TRAINING AND AMENITY AWARENESS → INVESTED MEMBERSHIP
- SOCIAL MEDIA SHOWING MEMBERS
- CRM SYSTEM – BIRTHDAY EMAILS AND SPECIALS, JOINING ANNIVERSARY NOTICES, 30, 60 90 DAY MEMBERS COMMUNICATIONS, WE WANT YOU BACK PROMOTIONS TO ENCOURAGE MEMBERS TO COME BACK, TRACKING MEMBERS WHO HAVE NOT BEEN ATTENDING AND ENCOURAGE THEM TO ENGAGE
- SURVEYS AND COMMENT CARDS

DIGITAL ADVERTISING MONTHLY STRATEGY

- GOOGLE ADS – ONLINE PAID ADVERTISING
- RE-MARKETING – USE OF TRACKING PIXELS TO SERVE UP CLUB ADVERTISING ACROSS SOCIAL AND WEB.
- SOCIAL MEDIA MARKETING – PAID AND ORGANIC STRATEGIES.
- SOCIAL MEDIA STRATEGY AND STORY – CONSISTENT POSTS, INCLUDING SALES, EXERCISES, PERSONALITY, VIDEO, MUSCLES, AMENITIES AND INFORMATION
- EMAIL MARKETING – USING THE MEMBERSHIP LIST
- GEOFENCING AND GEOTARGETING- TARGETING SPECIFIC ADDRESSES AND AREAS WHERE ADS ARE SERVED UP TO MOBILE DEVICES.

MARKETING BUDGET \$93,000

- ADVERTISING \$50,500
- COMMERCIAL \$7,000
- SIGNAGE \$2,500
- DIRECT MAILING -\$7,500
- PRINTING AND PUBLICATION \$20,500
- MEMBERS INCENTIVES \$5,000

MONTH BY MONTH GOALS AND STRATEGY

- MEMBERSHIP GOAL BY THE END OF DECEMBER 2020 – 2,793 MEMBERS
- MEMBERSHIP AS OF OCTOBER 2019 2,780 MEMBERS

JANUARY

- SALES GOAL - 175
- PROMOTION - NEW YEAR, NEW YOU JOIN NOW FOR \$XX, REFERRAL HIGHLIGHT,
- SPECIAL EVENTS - HEALTH CLINICS
- CROSS PARK DISTRICT PROMOTIONS - PARENTS NIGHT OUT

- MARKETING FOCUS - DRIVING IN NEW MEMBERS AND BRAND AND FACILITY AWARENESS, INCREASE SEO, DRIVE PATRONS TO THE WEBSITE AND IN THE DOOR, INDOOR TENNIS TO TIE INTO AUSTRALIAN OPEN, NEW MOVER MAILER
- RETENTION FOCUS - NEW MEMBERS AND RETURNING MEMBERS: HIGHLIGHTING AMENITIES AND IN-HOUSE SERVICES, PERSONAL TRAINING, PICKLEBALL, OPEN GYM AND SWIM. BEGIN 30, 60, 90 RETENTION PROCESS
- PROGRAM HIGHLIGHT - PROGRAMS AT THE FACILITY, BASKETBALL, SWIMMING, YOUTH SPORTS, NEW GROUP EXERCISE AND PAY FITNESS
- MONTHLY NEWSLETTER

FEBRUARY

- SALES GOAL - 135
- PROMOTION - FALL IN LOVE WITH FITNESS - BEGIN PRE-SALES FOR ZONE FITNESS, SPRING BREAK FITNESS CHALLENGE
- SPECIAL EVENTS - REFERRAL HIGHLIGHT, GROUP EXERCISE MONTH, DEMOS
- CROSS PARK DISTRICT PROMOTIONS - PARENTS NIGHT OUT, CABIN FEVER GET AWAY, BIGGEST LOSER, HEALTH CLINICS
- MARKETING FOCUS - NEW AREA CONSTRUCTION HYPE, MEMBERSHIP DRIVE FOR THE NEW ZONE, UPDATING WEBSITE AND PRINT MATERIALS TO REFLECT MODERN AMENITIES, NEW MOVER MAILER
- RETENTION FOCUS - NEW MEMBERS AND RETURNING MEMBERS: HIGHLIGHTING AMENITIES AND IN-HOUSE SERVICES, ORIENTATIONS AND PERSONAL TRAINING, 30, 60, 90 RETENTION PROCESS
- MONTHLY NEWSLETTER

MARCH

- SALES GOAL - 100
- PROMOTION - ZONE FITNESS,
- SPECIAL EVENTS - MARCH MADNESS FITNESS SQUARES, HEALTH CLINICS
- CROSS PARK DISTRICT PROMOTIONS - PARENTS NIGHT OUT, POT OF GOLD CLIMB,
- MARKETING FOCUS - NEW AREA CONSTRUCTION HYPE, MEMBERSHIP DRIVE FOR THE NEW ZONE, UPDATING THE WEBSITE AND PRINT MATERIALS TO REFLECT UPDATED AMENITIES, NEW MOVER MAILER
- GRAND OPENING PARTY - DIGITAL, RADIO, SOCIAL MEDIA, PROGRAM GUIDE BACK COVER
- RETENTION STRATEGIES - 30, 60, 90 RETENTION PROCESS, REVIEW ANY OF WINTER JOINERS WHO ARE SHOWING DECREASED ATTENDANCE, SPECIAL PERSONAL TRAINING OFFER OR REFERRAL OPTION TO RE-ENGAGE, INCREASE VIDEO AND INFORMATION ON HOW TO USE THE EQUIPMENT IN THE NEW AREA
- PROGRAM HIGHLIGHT - PROGRAMS HELD AT THE FACILITY, BASKETBALL, SWIMMING, YOUTH SPORTS, NEW GROUP EXERCISE AND PAY FITNESS
- MONTHLY NEWSLETTER

APRIL

- SALES GOAL - 80
- PROMOTION - REFERRAL FOCUSED MONTH
- SPECIAL EVENTS - HEALTH CLINICS
- CROSS PARK DISTRICT PROMOTIONS - PARENTS NIGHT OUT
- MARKETING FOCUS - RE-EVALUATE GOOGLE ADS AND SEO STRATEGIES. ADJUST DEMOGRAPHICS AND ZIP CODES FOR TARGETED ADVERTISING. DIGITAL ADVERTISING TO HIGHLIGHT NEW FITNESS AREA. DIGITAL PUSH FOR THE FITNESS AREA, NEW MOVER MAILER
- RETENTION FOCUS - 30, 60, 90 RETENTION PROCESS, HIGHLIGHT REFERRAL, EXERCISE EXAMPLES FOR THE NEW ZONE,
- PROGRAM HIGHLIGHT - PROGRAMS HELD AT THE FACILITY, BASKETBALL, SWIMMING, YOUTH SPORTS, NEW GROUP EXERCISE AND PAY FITNESS
- MONTHLY NEWSLETTER

MAY

- SALES GOAL - 115
- PROMOTION - TBD
- SPECIAL EVENTS - FITNESS DEMOS, MOTHER'S DAY, KENTUCKY DERBY SPIN CLASS, HEALTH CLINICS
- CROSS PARK DISTRICT PROMOTIONS - PARENTS NIGHT OUT, NATIONAL KIDS TO PARKS DAY,
- MARKETING FOCUS - END OF SCHOOL STUDENT MEMBERSHIPS, GROUP FITNESS EVENING PROGRAMS, NEW CLASSES OR PROGRAM. GENERAL AWARENESS, INDOOR TENNIS HIGHLIGHT WITH FRENCH OPEN, NEW MOVER MAILER
- RETENTION FOCUS - AMENITY REMINDER, 30, 60, 90 RETENTION PROCESS, HIGHLIGHT REFERRAL
- MONTHLY NEWSLETTER

JUNE

- SALES GOAL - 125
- PROMOTION - WORKOUT HARD SO YOU CAN PLAY – INTENSITY TRAINING AND STRENGTH ZONE
- SPECIAL EVENTS - HEALTH CLINICS
- MARKETING FOCUS - HIGHLIGHT ZONE, TENNIS WITH WIMBLEDON, NEW MOVER MAILER
- RETENTION FOCUS - MEMBER DAY AT SEASCAPE
- CROSS PARK DISTRICT PROMOTIONS - PARENTS NIGHT OUT, YOGA BY THE LAKE, CHAMPION TO CHILDREN 5K, STUDENT SUMMER PASSES
- MONTHLY NEWSLETTER

JULY

- SALES GOAL - 110
- PROMOTION - OLYMPIC FITNESS – SUMMER OLYMPICS BEGIN JULY 24- AUGUST 9
- SPECIAL EVENTS - HEALTH CLINICS, YOGA BY THE LAKE, BUNS GUNS AND ABS, WEIGHTLIFTING COMPETITION, OR CIRCUIT COMPETITION ON THE NEW AREA.
- MARKETING PUSH - VIDEO COMMERCIAL TO AIR DURING OLYMPICS HIGHLIGHTING THE CLUB. HIGHLIGHT INDOOR POOL AND LAP POOL AMENITIES ALONG WITH STRENGTH ZONE AND TRACK, NEW MOVER MAILER
- RETENTION FOCUS - MEMBER DAY AT SEASCAPE, 30, 60, 90 RETENTION PROCESS
- CROSS PARK DISTRICT PROMOTIONS - PARENTS NIGHT OUT, FIT AMERICA RUN,
- MONTHLY NEWSLETTER

AUGUST

- SALES GOAL - 125
- PROMOTION - OLYMPIC THEMED
- SPECIAL EVENTS - HEALTH CLINICS, FREE FITNESS DEMOS,
- MARKETING PUSH - VIDEO COMMERCIAL ON AIR. CONTINUE OLYMPIC THEMED AD. HIGHLIGHT INDOOR POOL AND LAP POOL AMENITIES ALONG WITH STRENGTH ZONE AND TRACK, INDOOR TENNIS TRAINING US OPEN, NEW MOVER MAILER
- RETENTION - MEMBER DAY AT SEASCAPE, 30, 60, 90 RETENTION PROCESS, NEW ZONE FITNESS PUSH
- CROSS PARK DISTRICT PROMOTIONS - PARENTS NIGHT OUT, PARTY IN THE PARK, YOGA BY THE LAKE,
- MONTHLY NEWSLETTER

SEPTEMBER

- SALES GOAL - 85
- PROMOTION - PUSH OUT REFERRAL BONUS – BACK TO SCHOOL/BACK TO YOU, GROUP EXERCISE MONTH – DEMOS
- MARKETING FOCUS - AD TARGET AUDIENCE TO ADS: WOMEN WITH YOUNG SCHOOL-AGED CHILDREN, CORPORATE MEMBERSHIPS, NEW MOVER MAILER
- RETENTION FOCUS - 30, 60, 90 RETENTION PROCESS, MEMBER APPRECIATION DAY, NEW ZONE FITNESS PUSH
- SPECIAL EVENTS - HEALTH CLINICS, OUTDOOR SPIN CLASS, FOOTBALL SQUARES
- CROSS PARK DISTRICT PROMOTIONS - PARENTS NIGHT OUT, FALL PROGRAMS, SWIMMING AND SPORTS

- PROGRAM HIGHLIGHT - PROGRAMS HELD AT THE FACILITY, BASKETBALL, SWIMMING, YOUTH SPORTS, NEW GROUP EXERCISE AND PAY FITNESS
- MONTHLY NEWSLETTER

OCTOBER

- SALES GOAL - 110
- PROMOTION - DON'T BE SCARED TO JOIN THE CLUB - JOIN IN OCTOBER FOR \$19, REFERRAL PROMOTION HIGHLIGHT
- SPECIAL EVENTS - HEALTH CLINICS
- MARKETING FOCUS - AD TARGET AUDIENCE TO ADS: WOMEN WITH YOUNG SCHOOL-AGED CHILDREN, CORPORATE MEMBERSHIPS, NEW MOVER MAILER
- RETENTION FOCUS - 30, 60, 90 RETENTION PROCESS, MEMBER APPRECIATION DAY
- CROSS PARK DISTRICT PROMOTIONS - PARENTS NIGHT OUT, TRUNK OR TREAT, PUMPKIN SWIM, TRICK OR TREAT CLIMB, FALL PROGRAMS
- PROGRAM HIGHLIGHT - PROGRAMS HELD AT THE FACILITY, BASKETBALL, SWIMMING, YOUTH SPORTS, NEW GROUP EXERCISE AND PAY FITNESS
- MONTHLY NEWSLETTER

NOVEMBER

- SALES GOAL - 130
- PROMOTION - JOIN IN NOVEMBER FOR \$28, REFERRAL PROMOTION HIGHLIGHT, BLACK FRIDAY MEMBERSHIP PROMOTION, PT BLACK FRIDAY DEAL
- MARKETING FOCUS - DRIVING NEW CUSTOMERS INTO CLUB, AWARENESS, BROADER TARGETING, INCREASE GEOFENCING TO SHOPPING AREAS DURING BLACK FRIDAY, CONTINUE THROUGH DECEMBER, CORPORATE MEMBERSHIP, NEW MOVER MAILER
- SPECIAL EVENTS - BRIDGES RUN FOR FRIENDS 5K
- CROSS PARK DISTRICT PROMOTIONS - PARENTS NIGHT OUT
- PROGRAM HIGHLIGHT - PROGRAMS HELD AT THE FACILITY, BASKETBALL, SWIMMING, YOUTH SPORTS, NEW GROUP EXERCISE AND PAY FITNESS
- MONTHLY NEWSLETTER

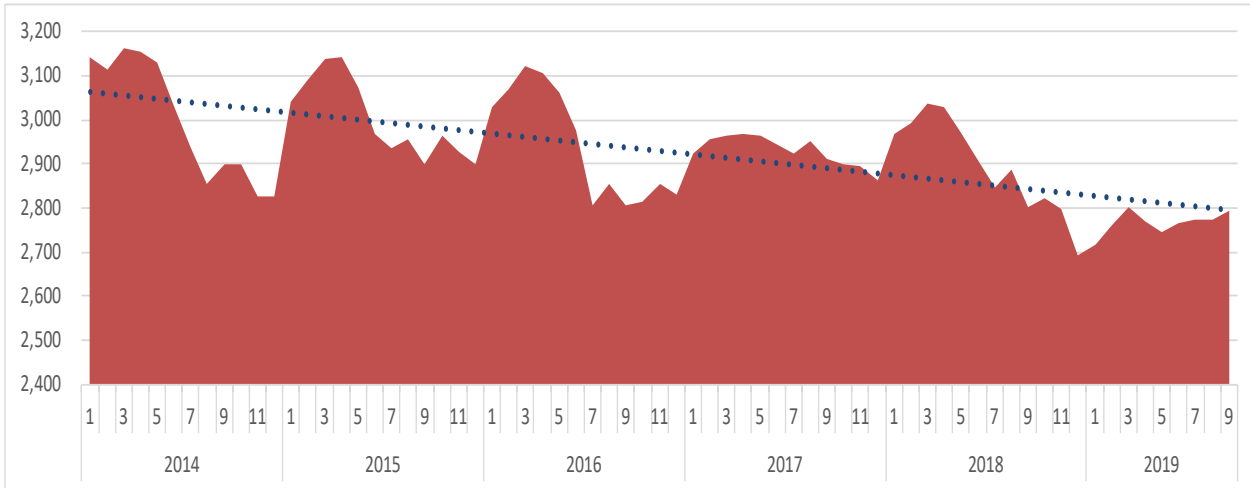
DECEMBER

- SALES GOAL - 100
- PROMOTION - JOIN IN DECEMBER FOR \$25, STUDENT WINTER PASS ON SALE, REFERRAL PROMOTION HIGHLIGHT
- MARKETING FOCUS - DRIVING NEW CUSTOMERS INTO THE CLUB, INCREASED AWARENESS, POSTCARD, NEW MOVER MAILER
- SPECIAL EVENTS - HEALTH CLINICS
- CROSS PARK DISTRICT PROMOTIONS - WINTERFEST, PARENTS NIGHT OUT, STUDENT WINTER PASS,

- PROGRAM HIGHLIGHT - PROGRAMS HELD AT THE FACILITY, BASKETBALL, SWIMMING, YOUTH SPORTS, NEW GROUP EXERCISE AND PAY FITNESS
- MONTHLY NEWSLETTER

SALES PLAN

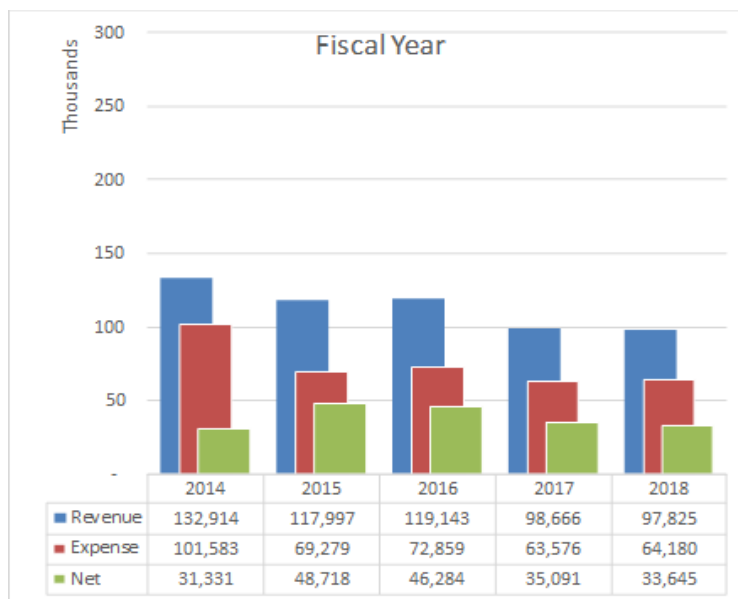
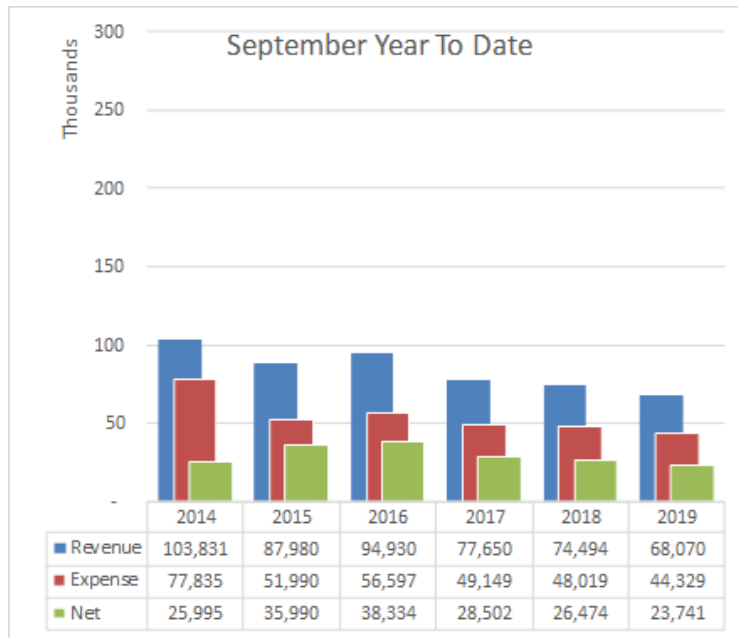
MEMBER TREND



THE IMPLEMENTATION OF THE MARKETING PLAN LAYS THE FOUNDATION OF THE SALES PLAN. THIS PLAN WILL CONCENTRATE ON THE KEY POINTS BELOW:

- NEW RESIDENTS TO AREA – WITH HELP OF MARKETING DEPARTMENT, GET LIST OF NEW RESIDENTS AND CALL, EMAIL, OR MAIL SPECIAL ENROLLMENT OFFERS
- LEADS - INFORMATION FROM VISITING GUESTS ARE LOGGED IN NEW SALES SOFTWARE AND THIS LIST IS USED TO SEND OUT INCENTIVE OFFERS. LEADS WILL AUTOMATICALLY BE CREATED FROM WEBSITE INQUIRES AND GUEST PASS REDEMPTIONS.
- PAST MEMBERS – FOLLOW-UP WITH PAST MEMBERS MONTHLY WITH INCENTIVE OFFERS TO RETURN, HIGHLIGHTING WHAT MAY HAVE CHANGED SINCE THEY LEFT. SEND SURVEYS TO PAST MEMBERS WITH RETENTION MANAGEMENT SOFTWARE.
- REFERRAL PROGRAM – INTRODUCE FREE MONTH REFERRAL PROGRAM. WITH THE USE OF NEW SALES SOFTWARE COLLECT REFERRALS FROM NEW MEMBERS AT TIME OF ENROLLMENT.
- ADDITION OF FT MEMBER SERVICE ASSOCIATE – THIS POSITION WILL BE CONTINGENT ON APPROVAL OF RENOVATION PLAN AND PROVIDE SUPPORT IN MEMBERSHIP SALES.
- STABILIZE INITIATION FEE TO CREATE CONSISTENCY IN MEMBERSHIP VALUE. INCENTIVIZE ENROLLMENT THROUGH GIFTS AND FITNESS PROMOTIONS.

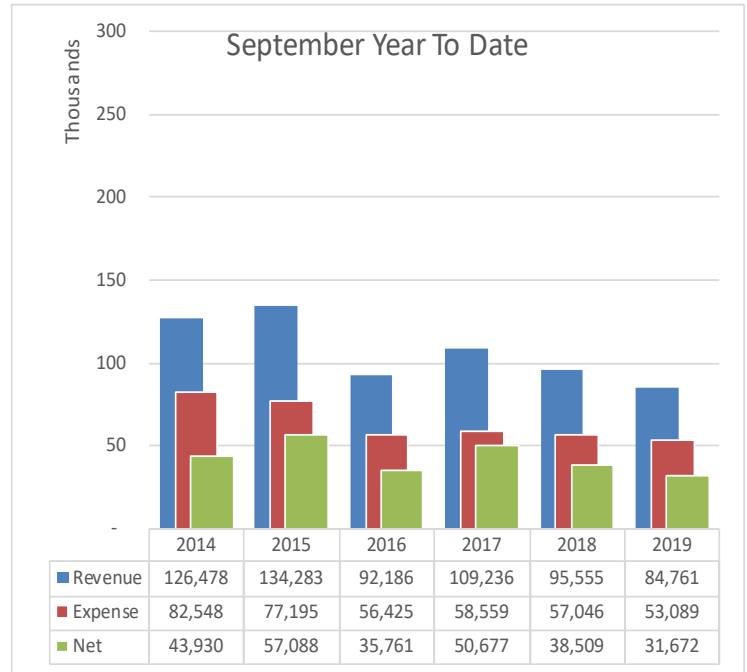
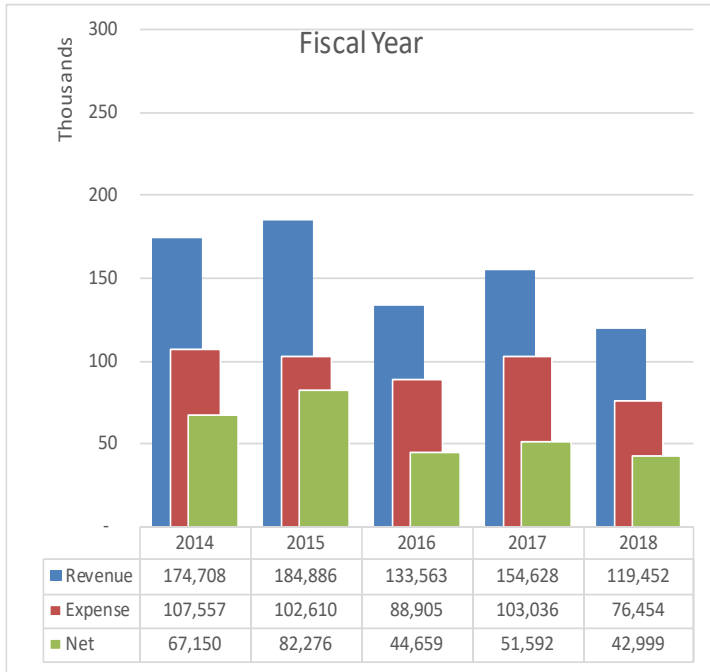
PERSONAL TRAINING



Similar to overall membership numbers at The Club, personal training has experienced a steady decline in revenue over the past several years. Over the past 10 years one-on-one personal training has become less popular, while small group training has gained in popularity. Our competitors have taken advantage of this trend by creating spaces specifically designed for small group training services. This has allowed them to maintain or exceed personal training goals and revenue by adding these lower price point small group training options. The Club does not currently have the space to offer these services however, with this proposed renovation we will be able to stay competitive and offer these programs to our members.

AQUATICS

Current Aquatics Analysis



AQUATICS PLAN

- RECRUIT & HIRE QUALITY INSTRUCTORS
- CREATE NEW INSTRUCTOR TRAINING MANUAL & SCHEDULE
- OFFER FREE SWIM AND/OR “DEMO” CLINIC AT THE CLUB
- PROMOTE ADULT-LEARN-TO-SWIM (LIFE SKILLS; DROWNING CAMPAIGN)
- PRIVATE LESSONS
- REGISTRATION INCENTIVES & DISCOUNTS

TENNIS

TENNIS MEMBERSHIP BREAKDOWN

CURRENT MEMBERSHIP TOTAL

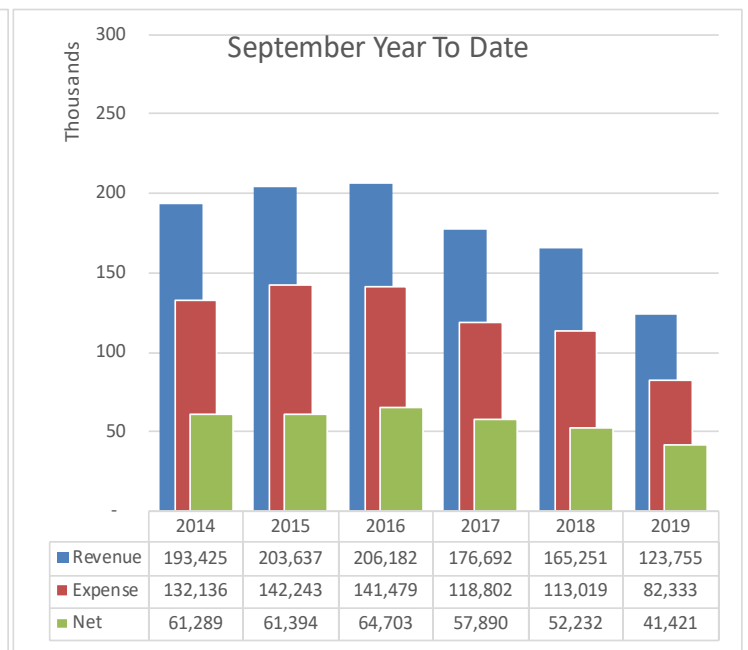
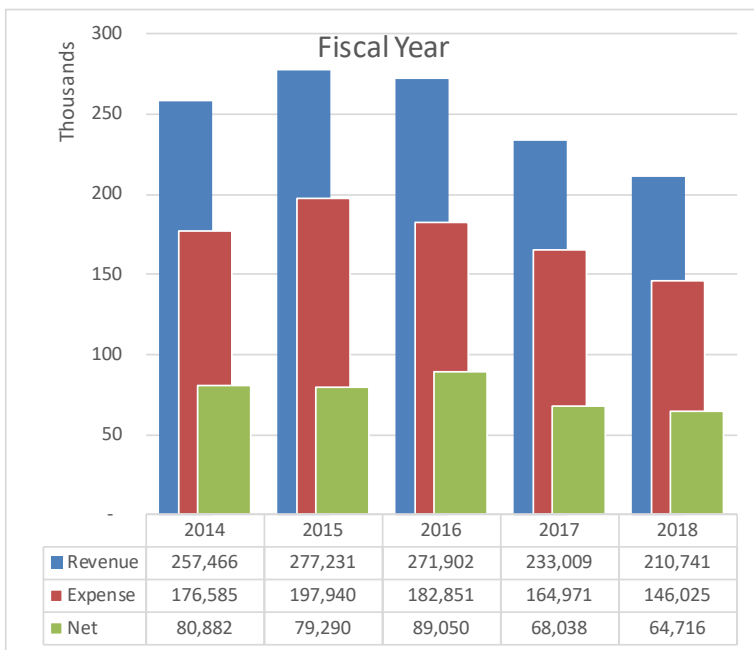
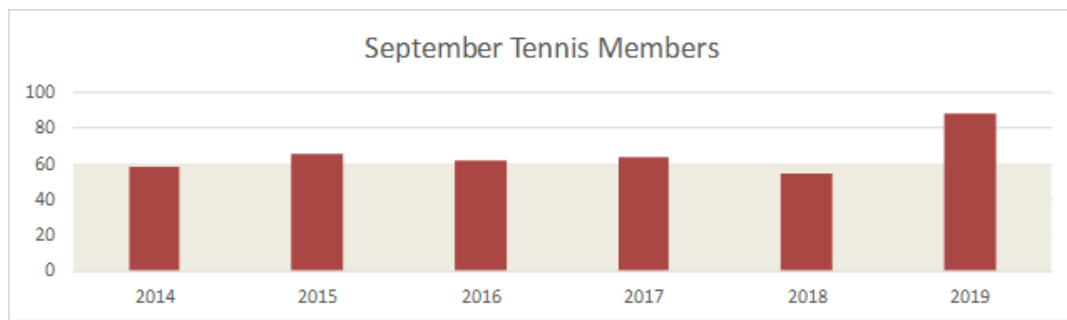
88 MEMBERS

- 37 RESIDENTS
- 51 NON-RESIDENTS

166 INDIVIDUALS PARTICIPATE IN TENNIS GROUP LESSONS IN 2019, 32 OF THESE ARE TENNIS MEMBERS.

- 105 RESIDENTS
- 61 NON-RESIDENTS

CURRENT TENNIS ANALYSIS



TENNIS PLAN

- ONE TENNIS COURT AVAILABLE
- TENNIS MEMBERSHIP ADD ON OPTION, \$20 PER MONTH
 - \$16 /HR COURT FEE NON-PRIME TIME & \$20/HR PRIME TIME
- TENNIS LESSONS WILL BE PROVIDED BY A THIRD PARTY CONTRACTOR

RENOVATION HIGHLIGHTS & BUDGET

THIS RENOVATION WILL HAVE NO EFFECT ON MEMBERS' DUES.

THE ULTIMATE FITNESS RENOVATION HIGHLIGHTS PHASE 1 - 2020

- TENNIS COURT 1 REMAINS AS TENNIS COURT
- TENNIS COURT 2 CONVERSION TO STRENGTH ZONE
- TENNIS COURT 3 CONVERSION TO FUNCTIONAL FITNESS ZONE
- MIND AND BODY STUDIO
- ENHANCEMENT OF KIDS CLUB
- WOMEN'S WORKOUT ZONE

BUDGET

COURT #3 FLOORING (TURF AND SPORT FLOOR)	\$60,000.00
COURT #2 RUBBER SPORT FLOORING	\$70,000.00
GENERAL CONSTRUCTION COSTS	\$35,000.00
AV EQUIPMENT & SOUND DAMPING	\$60,000.00
EQUIPMENT FUNCTIONAL	\$75,000.00
EQUIPMENT STRENGTH	\$75,000.00
WOMEN'S WORKOUT AREA	\$10,000.00
KIDS CLUB	\$10,000.00
WOOD FLOORING REPLACEMENT IN EXISTING FREE WEIGHT ROOM	\$30,000.00
TOTAL	\$425,000.00
CONTINGENCY	\$25,000.00
TOTAL CAPITAL BUDGET	\$450,000.00

PHASE 2 - 2021

- LOCKER ROOM RENOVATIONS
- OUTSIDE FITNESS COURT

BUDGET

LOCKER ROOM RENOVATIONS	\$425,000.00
OUTDOOR FITNESS COURT	\$70,000.00
GENERAL CONSTRUCTION COSTS	\$30,000.00
TOTAL	\$525,000.00

RENOVATION ROI ANALYSIS

THE BELOW PROFORMA'S WERE DEVELOPED WITH BRYAN DUGGER FROM CMS INTERNATIONAL

IMPACT WITHOUT RENOVATION

	Variables	2020	2021	2022	2023	2024
MEMBERSHIP DUES						
# MEMBERS-Prior Year		2774	2699	2624	2549	2474
Membership Increase		-75	-75	-75	-75	-75
# OF MEMBERS- End of Year	2774	2699	2624	2549	2474	2399
MEMBERSHIP DUES	\$612	\$1,674,738	\$1,628,838	\$1,582,938	\$1,537,038	\$1,491,138
DEPARTMENT BUDGETS						
	Inflation Rate	2020	2021	2022	2023	2024
Administration	1.50%	(\$740,294)	(\$751,398)	(\$762,669)	(\$774,109)	(\$785,721)
Communication & Marketing	1.50%	(\$84,000)	(\$84,000)	(\$85,260)	(\$86,539)	(\$87,837)
Maintainence	1.50%	(\$355,844)	(\$361,182)	(\$366,599)	(\$372,098)	(\$377,680)
Fitness Net		\$1,569,738	\$1,523,838	\$1,477,938	\$1,432,038	\$1,386,138
General Programming Net	-1.50%	\$78,636	\$77,456	\$76,295	\$75,150	\$74,023
Transfer for Debt Service		(\$600,000)	(\$600,000)	(\$600,000)	(\$600,000)	(\$600,000)
NET CASH FLOW		(\$131,764)	(\$195,286)	(\$260,296)	(\$325,559)	(\$391,077)

Assumptions:

Used 2020 Budget as a base

Membership will trend down based on current membership trends.

Expenses will increase by 1.5% per year as membership increases

Transfer to debt service remains at \$600000

RENOVATION IMPLEMENTATION

	Variables	2020	2021	2022	2023	2024
MEMBERSHIP DUES						
# MEMBERS-Prior Year		2774	2824	2924	2999	3074
Membership Increase		50	100	75	75	75
# OF MEMBERS- End of Year	2774	2824	2924	2999	3074	3149
MEMBERSHIP DUES	\$612	\$1,712,988	\$1,758,888	\$1,812,438	\$1,858,338	\$1,904,238
DEPARTMENT BUDGETS						
	Inflation Rate	2020	2021	2022	2023	2024
Administration	1.50%	(\$740,294)	(\$751,398)	(\$762,669)	(\$774,109)	(\$785,721)
Communication & Marketing	1.50%	(\$152,019)	(\$84,000)	(\$85,260)	(\$86,539)	(\$87,837)
Maintainence	1.50%	(\$355,844)	(\$361,182)	(\$366,599)	(\$372,098)	(\$377,680)
Fitness Net		\$1,637,988	\$1,683,888	\$1,737,438	\$1,783,338	\$1,829,238
General Programming Net	3.00%	\$78,636	\$80,995	\$83,425	\$85,928	\$88,506
Renovation/Transfer for Debt Service		(\$600,000)	(\$600,000)	(\$600,000)	(\$600,000)	(\$600,000)
NET CASH FLOW		(\$131,533)	(\$31,697)	\$6,334	\$36,519	\$66,506

Assumptions:

Used 2020 Budget as a base

Anticipating a March opening with presale starting Jan 1

Membership will trend up with new additions/marketing, using your projected increases

Expenses will increase by 2% per year as membership increases

Transfer to debt service remains at \$600000

Marketing will drop to \$84000 in 2021



THE CLUB EXTRAORDINARY PLAN

The Ultimate
FITNESS
Experience

The TEAM

Brian Bechtold – Director of Golf & Facilities

Christine Tusa – General Manager

Jeremy Dawkins – Fitness Manager

Dru Steinhoff – Aquatics Manager

Dianne Echlin – Member Services Manager

Beth Zimmer – Operations Manager

Michael Johnson – Lead Custodian

Francisco Marron – Custodian

Bryant Espinoza – Overnight Custodian

Over 125 Part Time Team Members

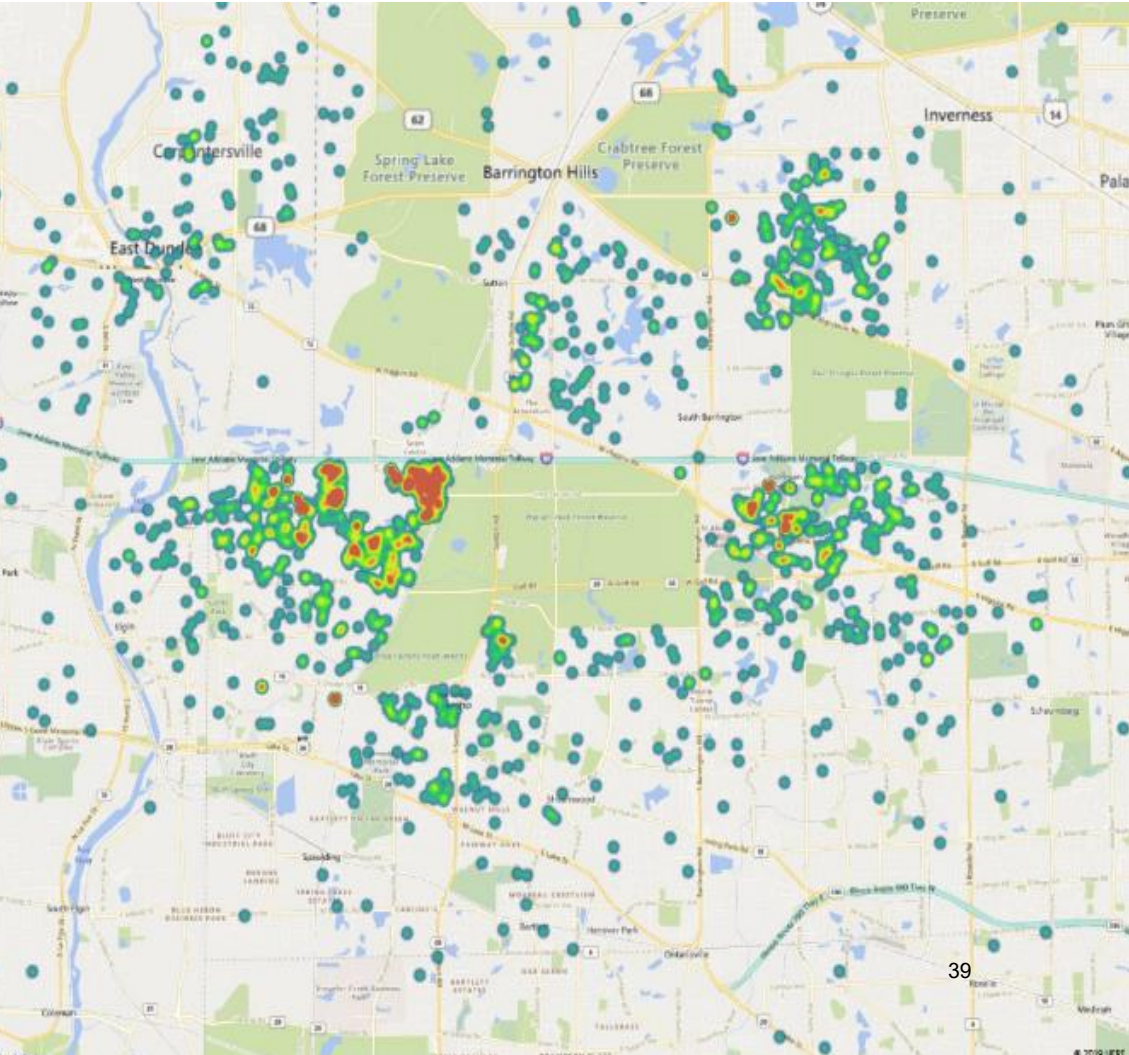




The CLUB

- **Built in 2000**
- 100,000 sq. ft. health and wellness center
- West side of Hoffman Estates
- 120 pieces of cardiovascular equipment
- Two group fitness studios
- 25 yard lap pool
- Zero-depth activity pool
- Whirlpool and steam rooms
- Indoor track
- Three gymnasiums
- Indoor climbing wall
- Three indoor tennis courts
- Fee-based child care
- To date District has spent \$321,000 in capital fitness equipment purchases. The recommended industry standard is 4% of membership revenue which equates to approximately \$1,050,000 over 15 years.

The CLUB MEMBERSHIP



Resident Members

1,455

Non Resident Member

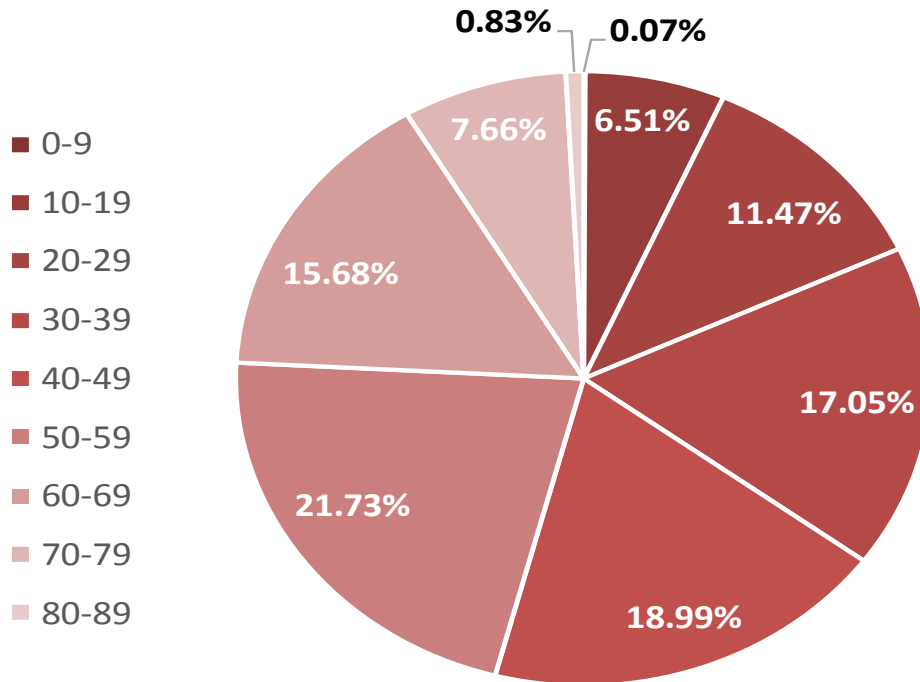
1,325

52.34%



45.83%

The CLUB MEMBERSHIP



AGE BREAKDOWN:

10-19 = 6.58% 40 – 49 = 18.99%
20 – 29 = 11.47% 50 – 59 = 21.73%
30 -39 = 17.05% 60 – 69 = 15.68%
70 + = 8.49%

TOTAL % MEMBERS <40 = 35.01%

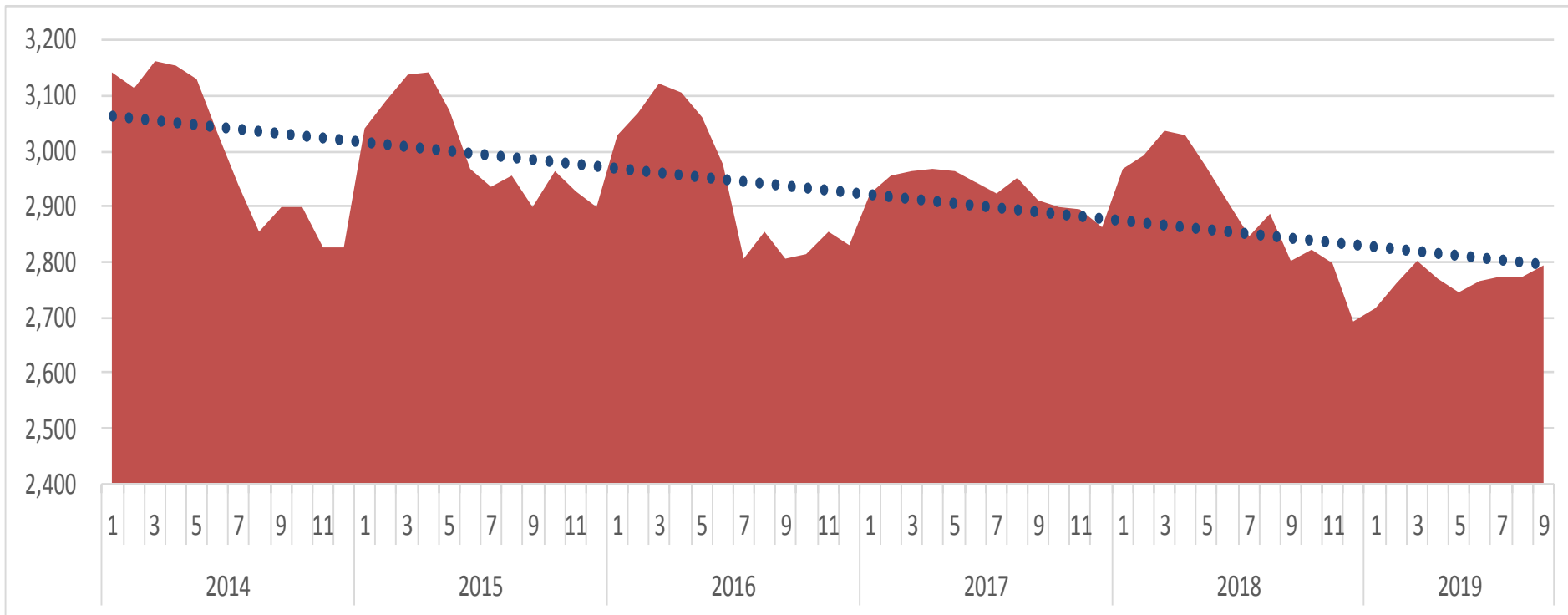
TOTAL % MEMBERS >40 = 64.89%

The

CLUB'S FUTURE



ACTIVE MEMBER TREND





FITNESS TRENDS 2019

- Small Group Training
- Bodyweight Resistance Training
- Free Weight Training
- Boot Camp Classes
- Functional Resistance Training
- HIIT (High-Intensity-Interval-Training)
- Cycle Classes
- Active Adult Fitness Programing
- Group Fitness Classes
- Mind & Body Classes
- Speed & Agility (sports specific)

COMMUNITY NEEDS ASSESSMENT

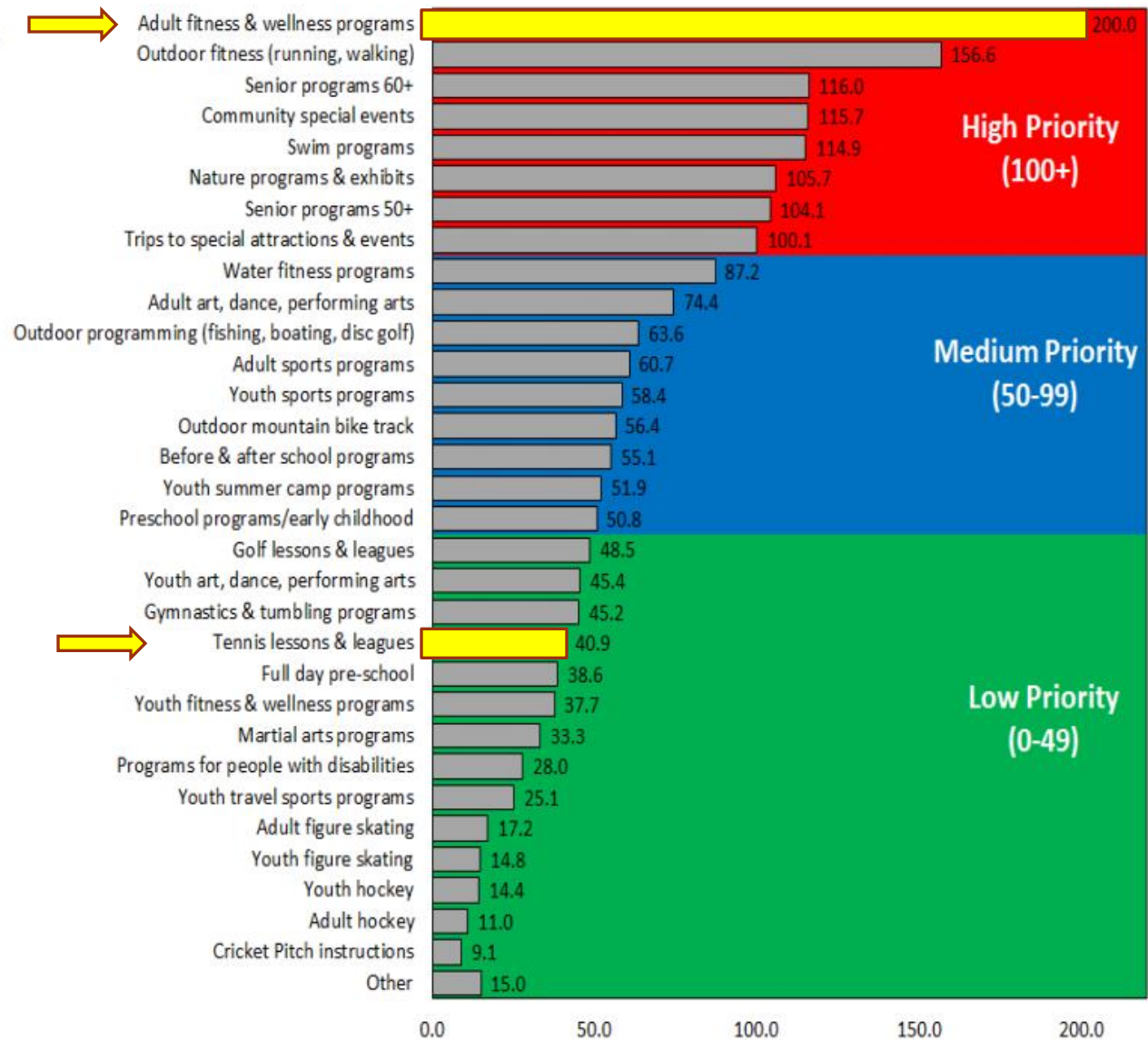
FINDINGS & HIGHLIGHTS

What programs are most important?

- Adult fitness and wellness programs
- Outdoor fitness programs
- Special events
- Senior programming



Top Priorities for Investment for Recreation Programs Based on the Priority Investment Rating



Top Priorities for Investment for Programs by Area

NORTH	SOUTH	WEST	OVERALL
Adult Fitness and Wellness Programs	Adult Fitness and Wellness Programs	Adult Fitness and Wellness Programs	Adult Fitness and Wellness Programs
Outdoor Fitness (running, walking)	Community Special Events	Swim Programs	Outdoor Fitness (running, walking)
Community Special Events	Outdoor Fitness (running, walking)	Outdoor Fitness (running, walking)	Senior Programs 60+
Senior Programs 60+	Senior Programs 60+	Community Special Events	Community Special Events
Swim Programs	Nature Programs & Exhibits	Senior Programs 60+	Swim Programs
Nature Programs & Exhibits	Senior Programs 50+	Golf Lessons & Leagues	Nature Programs & Exhibits
Senior Programs 50+	Trips to Special Attractions and Events	Youth Sports Programs	Senior Programs 50+
Water Fitness Programs	Adult Art, Dance, Performing Arts	Nature Programs & Exhibits	Trips to Special Attractions & Events
Trips to Special Attractions and Events	Swim Programs	Adult Art, Dance, Performing Arts	Water Fitness Programs
Outdoor Programming (fishing, boating, disc golf)	Preschool Programs/Early Childhood	Trips to Special Attractions and Events	Adult Art, Dance, Performing Arts

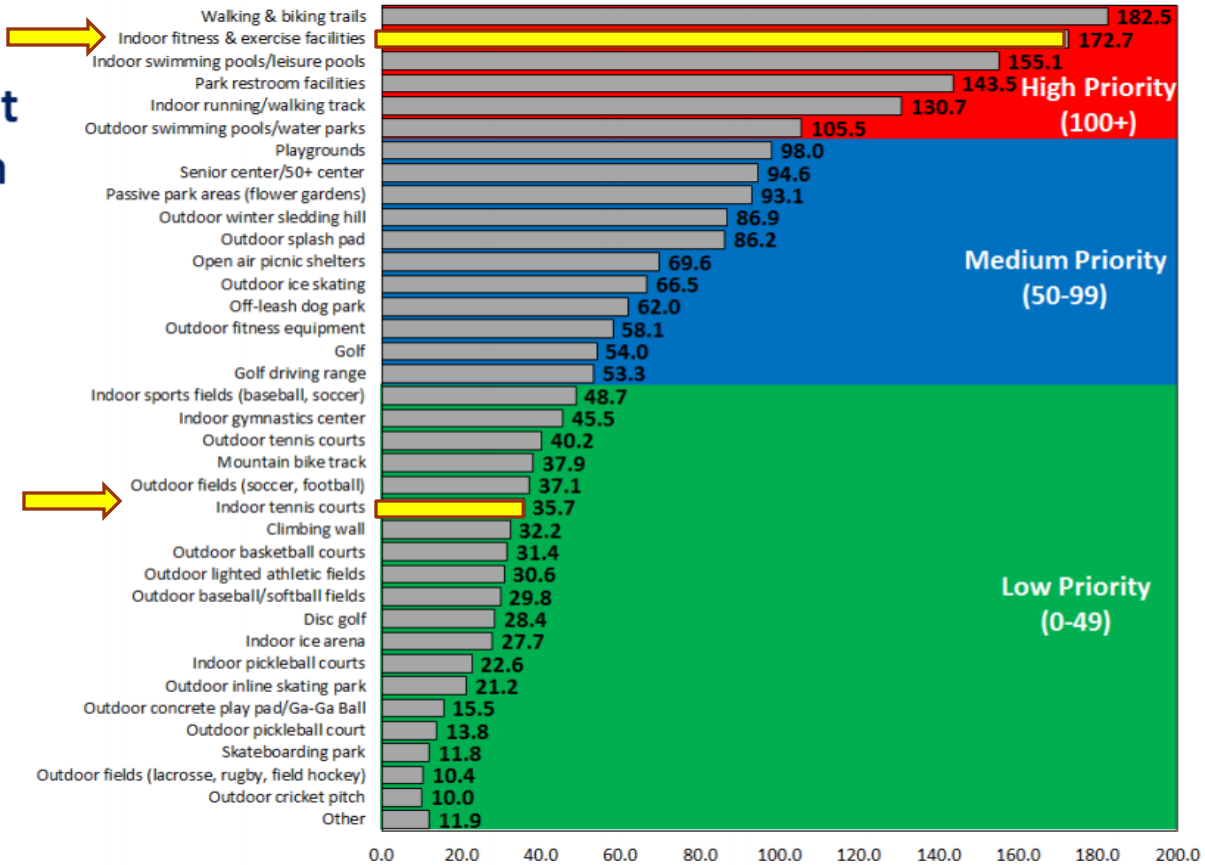
Adult Fitness and Wellness and Outdoor Fitness Are Among the Top 3 Priorities for Each Area

DOES LOCATION CHANGE PRIORITIES?

Not really! Across the entire community, the top five or six priorities remain the same.

WHAT FACILITIES DO RESIDENTS NEED?

Top Priorities for Investment for Recreation Facilities Based on the Priority Investment Rating



Top Priorities for Investment for Facilities by Area

NORTH	SOUTH	WEST	OVERALL
Walking and Biking Trails	Walking and Biking Trails	Indoor Fitness & Exercise Facilities	Walking and Biking Trails
Indoor Fitness & Exercise Facilities	Indoor Fitness & Exercise Facilities	Walking and Biking Trails	Indoor Fitness & Exercise Facilities
Indoor Swimming Pools/Leisure Pools	Indoor Swimming Pools/Leisure Pools	Park Restroom Facilities	Indoor Swimming Pools/Leisure Pools
Park Restroom Facilities	Park Restroom Facilities	Indoor Swimming Pools/Leisure Pools	Park Restroom Facilities
Indoor Running/Walking Track	Indoor Running/Walking Track	Indoor Running/Walking Track	Indoor Running/Walking Track
Outdoow Swimming Pools/Water Parks	Outdoow Swimming Pools/Water Parks	Playgrounds	Outdoow Swimming Pools/Water Parks
Senior Center/50+ Center	Playgrounds	Passive Park Areas (Flower Gardens)	Playgrounds
Outdoor Splash Pad	Senior Center/50+ Center	Outdoor Winter Sledding Hill	Senior Center/50+ Center
Playgrounds	Passive Park Areas (Flower Gardens)	Outdoow Swimming Pools/Water Parks	Passive Park Areas (Flower Gardens)
Passive Park Areas (Flower Gardens)	Outdoor Winter Sledding Hill	Open Air Picnic Shelters	Outdoor Winter Sledding Hill

PRIORITY FACILITY NEEDS

Residents on the west side of Hoffman Estates, where The Club is located, rated indoor fitness as the most important need.

MEMBER MEETINGS & SURVEY

Staff held meetings at The Club for comments and questions regarding the proposed renovation.

- **October 1st**
- **October 5th**



1 question survey was sent to the current Club membership asking:

“Would you be in favor of replacing the tennis courts with new, state-of-the-art fitness, strength, and circuit training equipment for your health and wellness journey?”

Results:

- 304 Yes
- 128 No



KEY AREAS OF FOCUS

Sales - Marketing - Retention - Facility Usage - Enhancement Project



The ULTIMATE FITNESS RENOVATION

PHASE 1 - 2020

- Tennis Court 1
 - remains as tennis court
- Tennis Court 2
 - Conversion to Strength Zone
- Tennis Court 3
 - Conversion to Functional Fitness Zone
- Mind and Body Studio

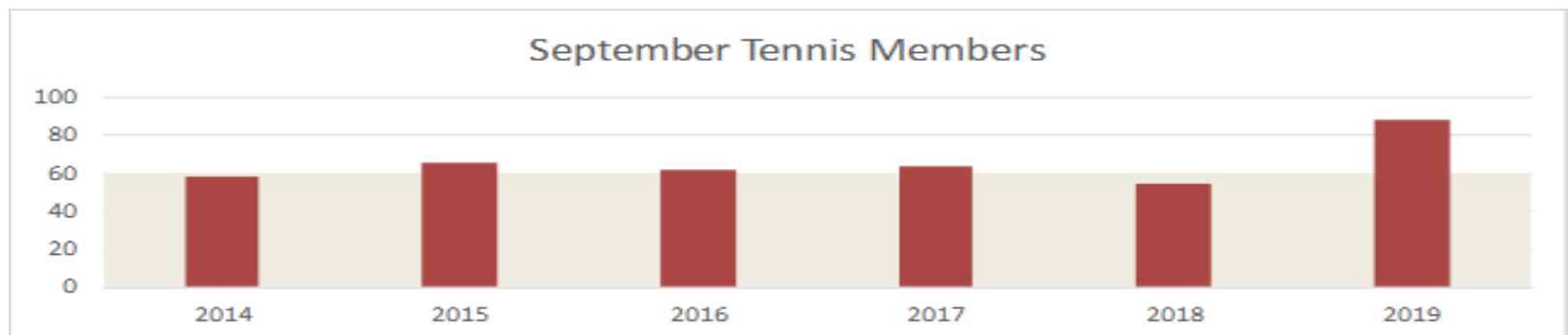
CURRENT TENNIS MEMBERSHIPS

88 Members (3% of total membership)

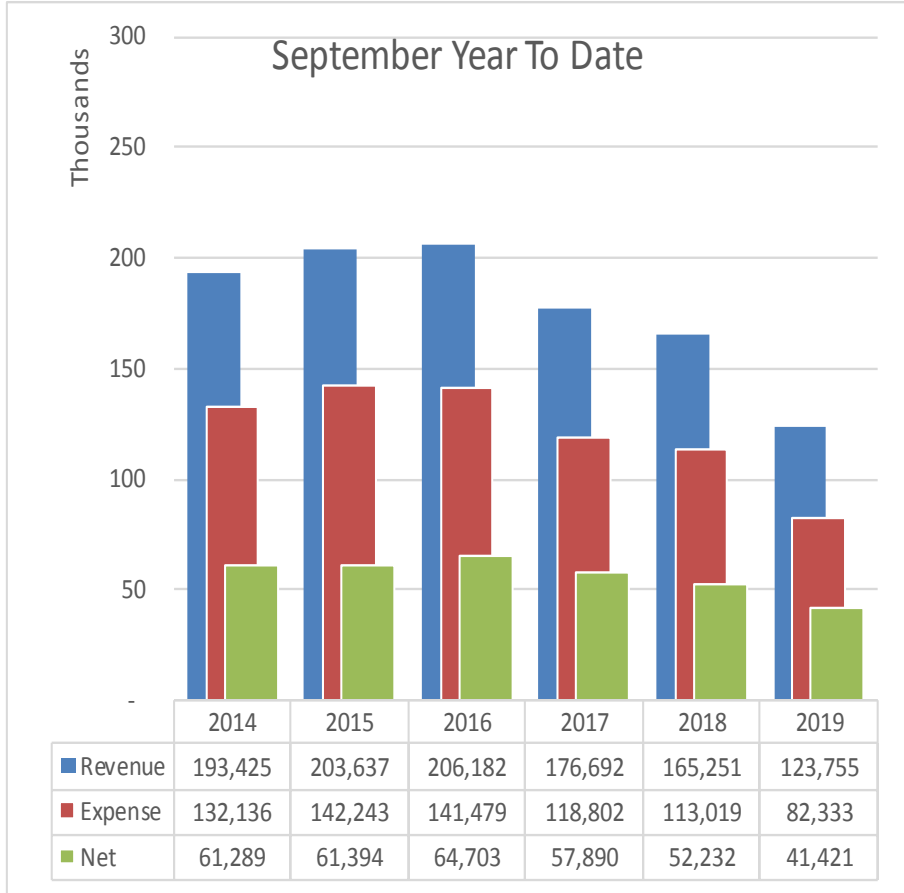
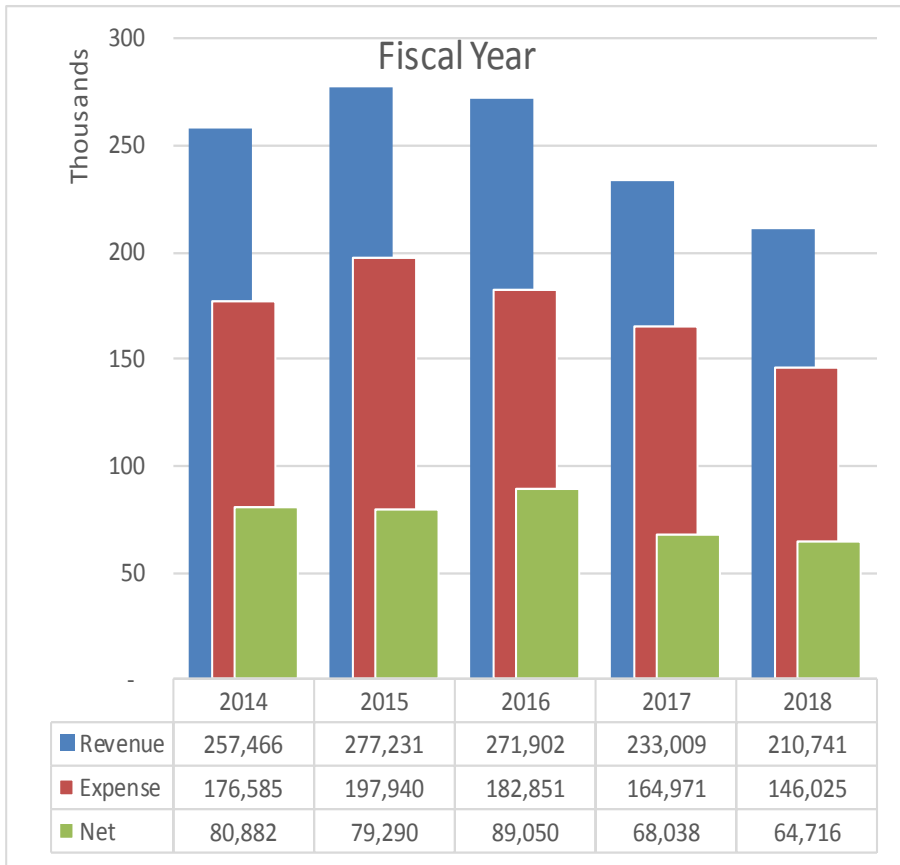
- 37 Residents
- 51 Non-Residents

166 Individuals in tennis group lessons in 2019

- 32 Tennis members
- 105 Residents
- 61 Non-residents



TENNIS LESSONS





The TENNIS PLAN

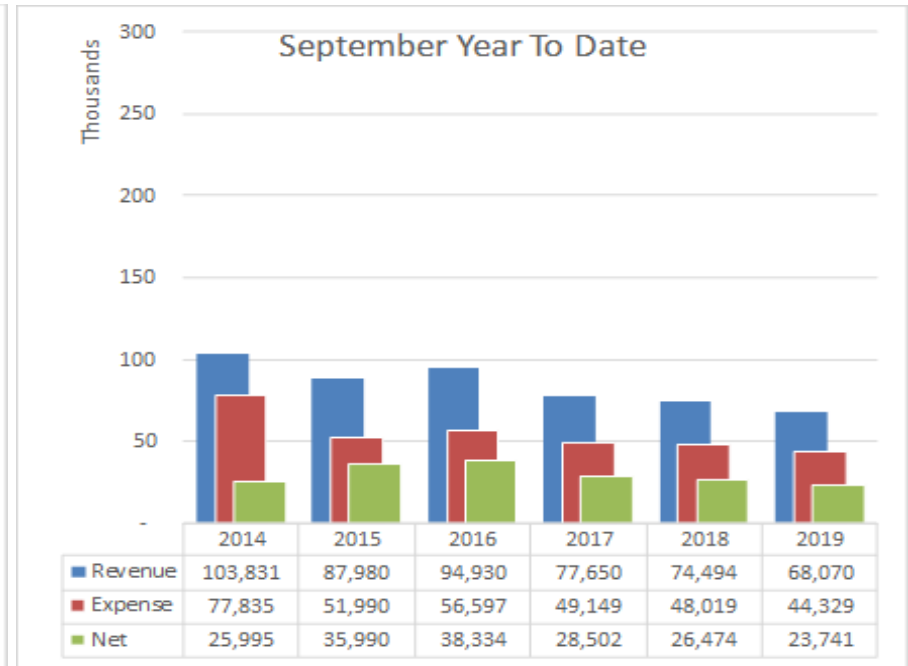
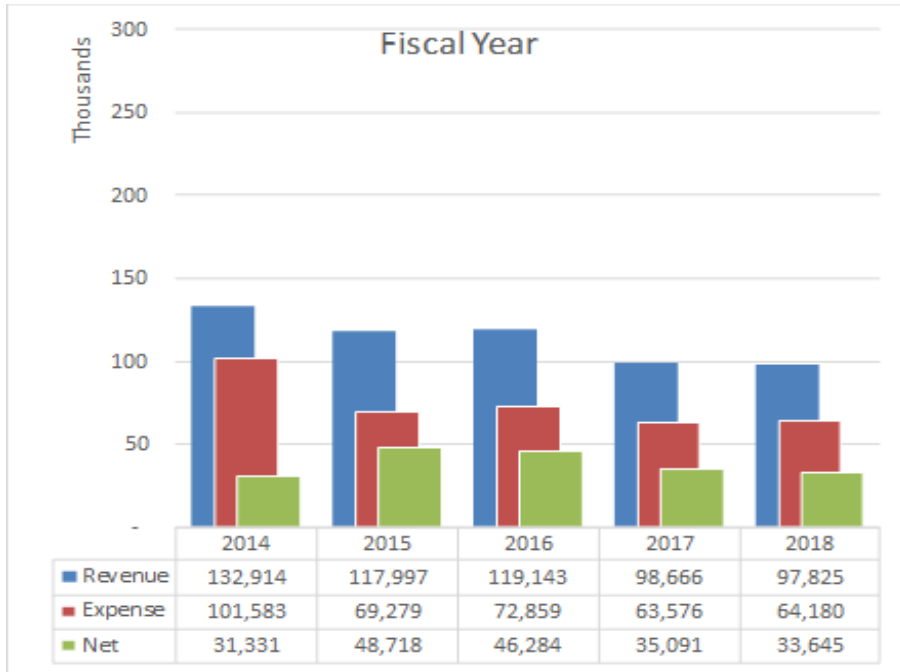
- One tennis court available
- Tennis membership add on option
 - \$20 per month
 - \$16 /hr court fee non-prime time & \$20/hr prime time
- Tennis lessons will be provided by a third party contractor



The FITNESS PLAN

- Add Specialized Small Group Training in new functional fitness zone.
- Enhance Personal Training program to be results oriented
- Update Group Fitness Schedule to include additional Studio.
- Updated Strength Training zone

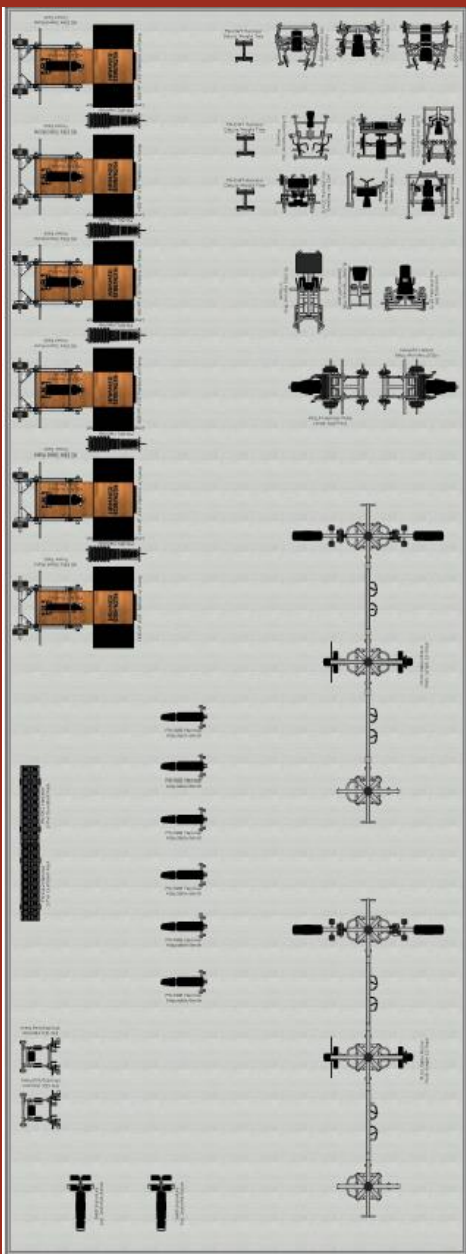
PERSONAL TRAINING

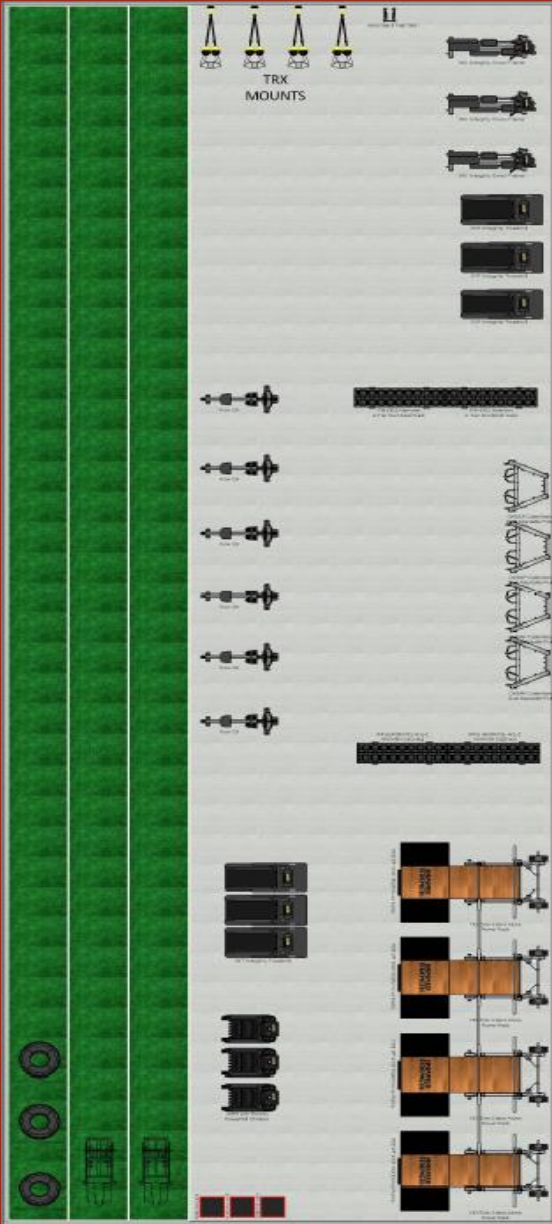


The

PLAN – STRENGTH TRAINING

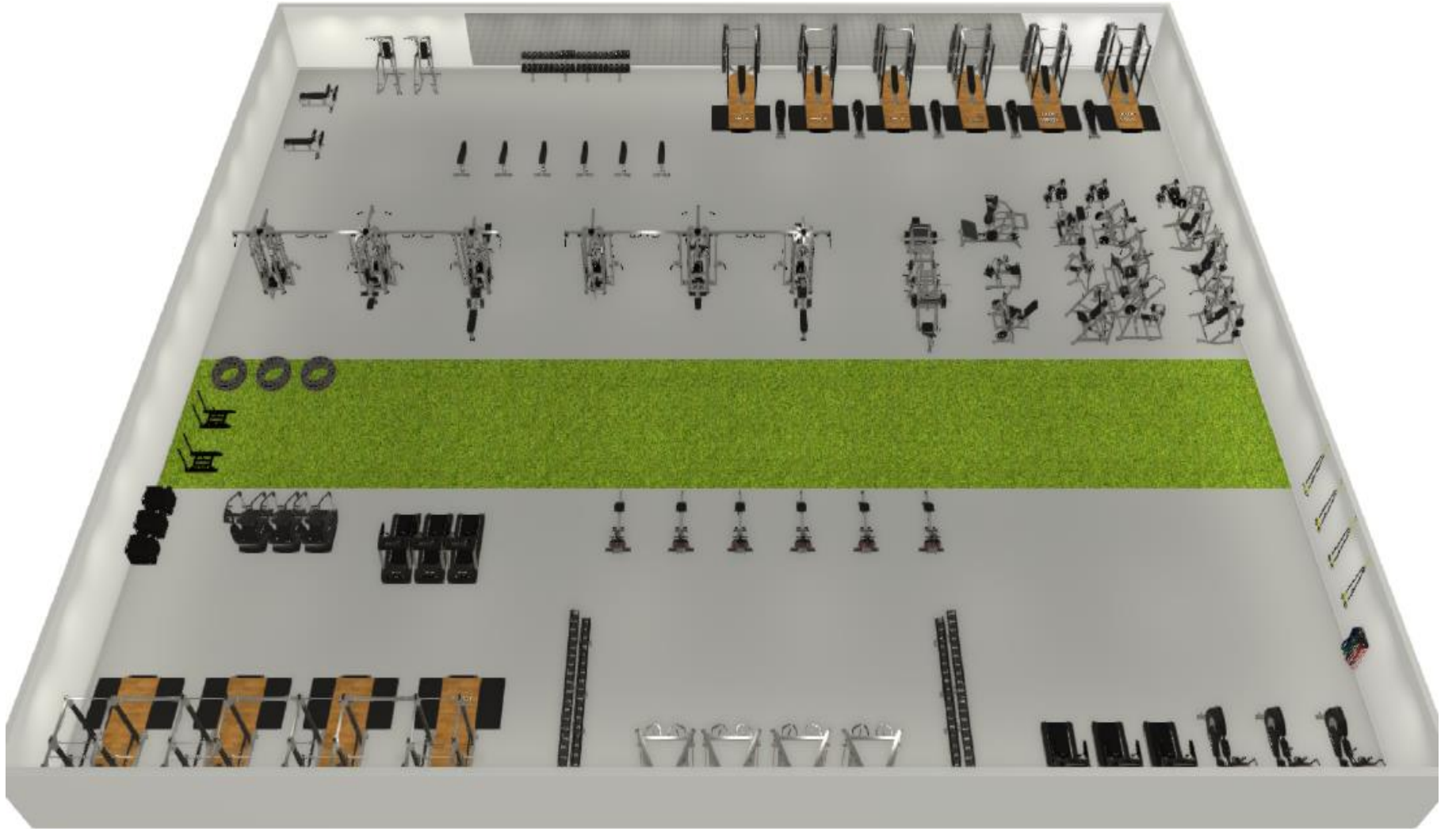
- Resurface tennis court #2 to sport flooring
- Relocate free weights and strength training equipment
- Purchase pieces to expand selection of strength equipment
 - power racks,
 - plate loaded machines
 - cable cross units
 - Olympic lifting platforms
 - additional weight plates.
- By expanding space and adding new equipment The Club will be in line with current fitness trends and attract a broader demographic of members.



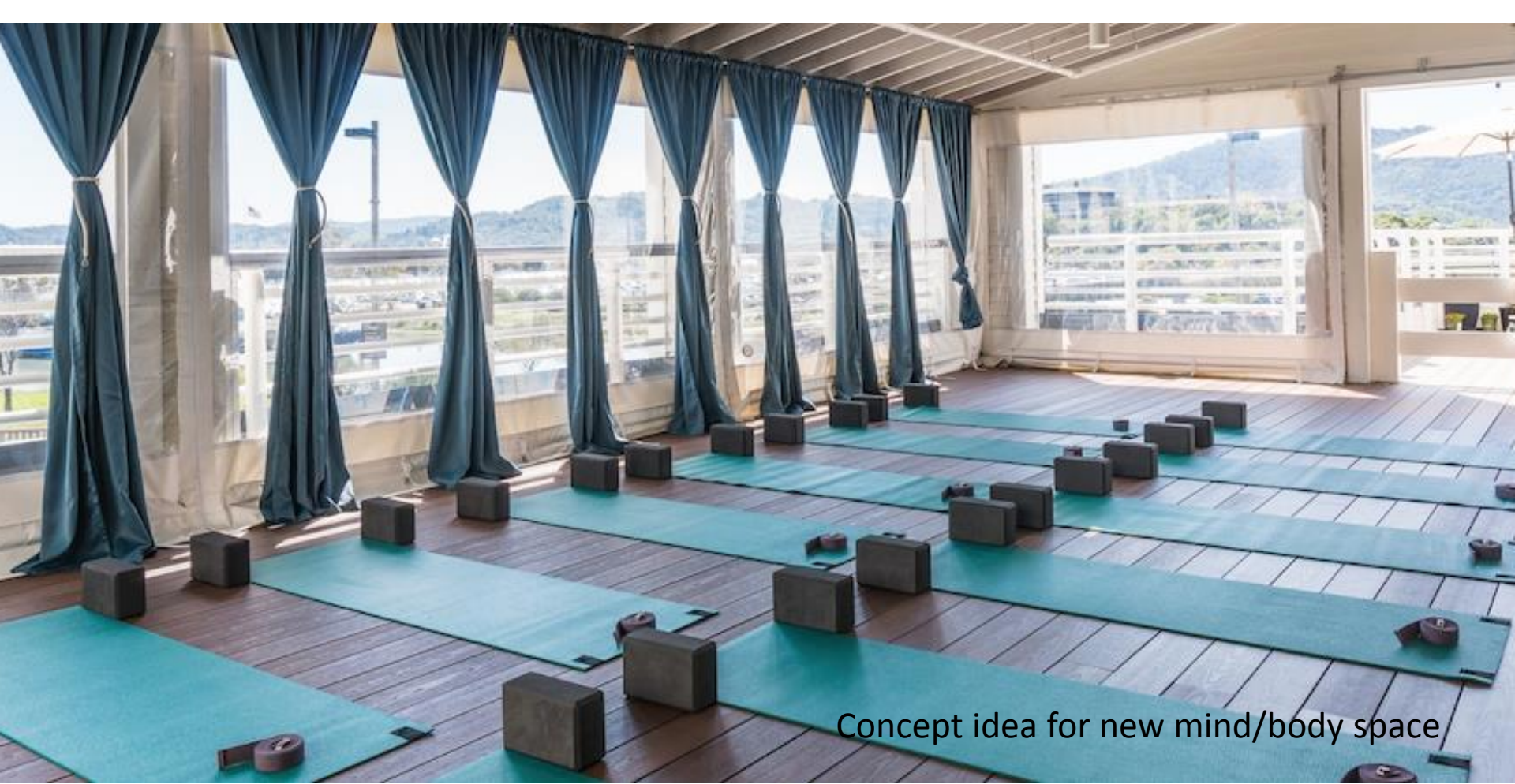


The PLAN – FUNCTIONAL FITNESS

- Resurface tennis court #3 with a turf/sport combination floor
- This area will be designed to host multiple levels of small group training classes and specialty programming
- Functional fitness classes are among the fastest growing fitness training classes in the industry.







Concept idea for new mind/body space

The PLAN – New Group Fitness Studio

The ULTIMATE EXPERIENCE

Why do we need the space of two tennis courts?

- Become competitive with big box, boutique, and studio fitness centers.
- This area needs to be, at minimum, two courts to provide the space for the necessary equipment
- With this plan The Club will have everything the fitness consumer needs under one roof.

A facility offering a functional fitness training zone similar to proposed space



The PLAN – BUDGET

COURT #3 FLOORING (TURF AND SPORT FLOOR)	\$60,000.00
COURT #2 RUBBER SPORT FLOORING	\$70,000.00
GENERAL CONSTRUCTION COSTS	\$35,000.00
AV EQUIPMENT & SOUND DAMPING	\$60,000.00
EQUIPMENT FUNCTIONAL	\$75,000.00
EQUIPMENT STRENGTH	\$75,000.00
WOMEN'S WORKOUT AREA	\$10,000.00
KIDS CLUB	\$10,000.00
WOOD FLOORING REPLACEMENT FREE WEIGHT ROOM	<u>\$30,000.00</u>
TOTAL	\$425,000.00
CONTINGENCY	\$25,000.00
TOTAL CAPITAL BUDGET	\$450,000.00

The IMPACT WITHOUT RENOVATION

	Variables	2020	2021	2022	2023	2024
MEMBERSHIP DUES						
# MEMBERS-Prior Year		2774	2699	2624	2549	2474
Membership Increase		-75	-75	-75	-75	-75
# OF MEMBERS- End of Year	2774	2699	2624	2549	2474	2399
MEMBERSHIP DUES	\$612	\$1,674,738	\$1,628,838	\$1,582,938	\$1,537,038	\$1,491,138
DEPARTMENT BUDGETS						
	Inflation Rate	2020	2021	2022	2023	2024
Administration	1.50%	(\$740,294)	(\$751,398)	(\$762,669)	(\$774,109)	(\$785,721)
Communication & Marketing	1.50%	(\$84,000)	(\$84,000)	(\$85,260)	(\$86,539)	(\$87,837)
Maintainence	1.50%	(\$355,844)	(\$361,182)	(\$366,599)	(\$372,098)	(\$377,680)
Fitness Net		\$1,569,738	\$1,523,838	\$1,477,938	\$1,432,038	\$1,386,138
General Programming Net	-1.50%	\$78,636	\$77,456	\$76,295	\$75,150	\$74,023
Transfer for Debt Service		(\$600,000)	(\$600,000)	(\$600,000)	(\$600,000)	(\$600,000)
NET CASH FLOW		(\$131,764)	(\$195,286)	(\$260,296)	(\$325,559)	(\$391,077)

Protorma's were developed with Bryan Dugger from CMS International

Assumptions:

- 2020 Budget as a base
- Membership will trend down based on current membership trends
- Expenses will increase by 1.5% per year as membership increases
- Transfer of debt service remains at \$600,000

The PLAN ROI WITH RENOVATION

	Variables	2020	2021	2022	2023	2024
MEMBERSHIP DUES						
# MEMBERS-Prior Year		2774	2824	2924	2999	3074
Membership Increase		50	100	75	75	75
# OF MEMBERS- End of Year	2774	2824	2924	2999	3074	3149
MEMBERSHIP DUES	\$612	\$1,712,988	\$1,758,888	\$1,812,438	\$1,858,338	\$1,904,237
DEPARTMENT BUDGETS						
	Inflation Rate	2020	2021	2022	2023	2024
Administration	1.50%	(\$740,294)	(\$751,398)	(\$762,669)	(\$774,109)	(\$785,721)
Communication & Marketing	1.50%	(\$152,019)	(\$84,000)	(\$85,260)	(\$86,539)	(\$87,837)
Maintainence	1.50%	(\$355,844)	(\$361,182)	(\$366,599)	(\$372,098)	(\$377,680)
Fitness Net		\$1,637,988	\$1,683,888	\$1,737,438	\$1,783,338	\$1,829,237
General Programming Net	3.00%	\$78,636	\$80,995	\$83,425	\$85,928	\$88,506
Renovation/Transfer for Debt Service		(\$600,000)	(\$600,000)	(\$600,000)	(\$600,000)	(\$600,000)
NET CASH FLOW		(\$131,533)	(\$31,697)	\$6,334	\$36,519	\$66,505

Proforma's were developed with Bryan Dugger from CMS International

Assumptions:

- 2020 Budget as a base
- Anticipating a March opening with presale beginning January 1
- Membership will trend up with new additions/marketing, using your projected increases
- Expenses will increase by 2% per year as a membership increases
- Transfer to debt service remains at \$600,000
- Marketing will drop to \$84,000 in 2021

The PLAN PHASE 2

2021 Phase Two will include:

- Locker Room Renovations
- Outside Fitness Zone



PHASE 2 - BUDGET

LOCKER ROOM RENOVATIONS	\$425,000.00
OUTDOOR FITNESS COURT	\$70,000.00
GENERAL CONSTRUCTION COSTS	\$30,000.00
TOTAL	\$525,000.00



Club Marketing & Management INC.

CMS is an internationally recognized consulting firm serving the health club industry since 1976.

Consultants – Mark Davis & Brian Dugger

“We’ve seen what works and know what it takes to make your club a winner...consultants include veteran club owners and managers, certified fitness trainers, a registered dietitian, and top sales trainers and producers and a former certified public accountant.”

Other park district clients

- Gurnee Park District
- Geneva Park District
- Fox Valley Park District

MEMORANDUM NO. M19-107

TO: Committee of the Whole
FROM: Craig Talsma, Executive Director
Dustin Hugen, Director of Parks, Planning & Maintenance
RE: Consulting for Ice Rink 2 Construction
DATE: November 12, 2019

Background:

The underfloor heating system on the north rink at Triphahn Center has not functioned for the past year and a half. The purpose of this system is to prevent frost heaving of the floor and the building structure itself. When first discovered, staff attempted to fix the mainline pipe and discovered the pipe had been wearing from the outside in. During rink one construction, staff had the construction expose the pipe going under Rink 2 and discovered the corrosion was worse than expected. The contractor then tried to pressurize the system and was unsuccessful indicating the system has multiple leaks and must be replaced.

Implications:

Staff believes the only way to get the floor back to level and remove the permafrost is to replace the rink. To initiate the process of getting the Triphahn Center Ice Rink 2 replaced, staff has started to work with Stantec Consulting Services Inc. on amending their current contract with the Park District. As a consulting firm, we are able to work with existing contractors without the need to complete another Request for Qualifications because we have a prior relationship. By keeping Stantec Consulting Services as our consultant, we save the time associated with introducing a new consultant as time is very sensitive to get this project bid out as soon as possible to meet our target dates. We are anticipating to release the bid on 11/27/2019 and open the bids on 12/13/2019. The construction project and plan would go before the B & G Committee on 12/10/2019 and the final bided price for the project would go the A&F Committee on 12/17/2019 with full Board approval on 12/17/2019. This schedule would allow time for a contractor to align the job with sub-contractors and equipment for a March 2, 2020 start date and a completion date of September 6, 2020.

Stantec was selected as part of a request for qualifications (RFQ) to select a firm for Ice Consulting Services for the Rink 1 project. Their current contract would end at the completion of the rink 1 project, but staff is recommending, per our legal counsel, to amend the contract with the following language: "The scope of the project will now include the same work for the north rink, and the total contract sum is increased to \$167,900 plus expenses estimated at \$15,350 (which is the original contract sum plus the new fees)."

For the Basic Services outlined for Rink 2 construction, we propose payment to Stantec by project phase on a lump sum basis, plus expenses at cost, in the following amounts:

- Preliminary Design Phase: Lump Sum Fee of \$5,500 plus expenses estimated at \$1,000.
- Final Design and Construction Documents Phase: Lump Sum Fee of \$37,900, plus expenses estimated at \$400.
- Bidding Phase: Lump Sum Fee of \$2,400, plus expenses estimated at \$1,200.
- Construction Phase: Lump Sum Fee of \$40,000, plus expenses estimated at \$5,500.

This fee structure for all phases would total \$85,800 with expenses (travel) estimated at \$8,100 for total cost of \$93,900. This price is part of the budgeted \$1,500,000 for the underfloor rink replacement of Rink 2 in the 2020 capital budget.

Staff Recommendation:

Staff recommends that the Committee of the Whole allow the contract for Stantec Consulting be amended for an additional \$93,900 as part of the \$1.5 million Rink 2 Capital Project.

MEMORANDUM NO M19-108

TO: Committee of the Whole
FROM: Craig Talsma, Executive Director
Dustin Hugen, Director of Parks, Planning & Maintenance
RE: LED Lighting for Bridges Driving Range Lights
DATE: November 12, 2019

Background:

Over the past three years, the park district has been making changes to our lighting structures. The changes that have been made began with parking lots at Willow, Bridges, TC, The Club and Vogelei. After parking lots, staff then started making changes at PSSWC (now The Club), TC fitness center, and walking/running track and off ice area. TC north side was converted to LED during the north side renovation.

Recently, ComEd released their Public Sector Energy Efficiency Program and we recently completed the gymnasiums at WRC and TC using the program. This program provides rebates to customers through pre-approved vendors based on the amount of wattage used for new LED fixture compared to current fixtures.

Implications:

While completing the conversion at WRC and TC this year we worked with Dominion Lighting, a pre-approved vendor (required for the grants) by ComED. We also had Windy City Lighting provide us with quotes, but in all cases Dominion Lighting's prices were the best. Last month, staff attended a ComEd Energy Efficient Seminar on incentives for the public sector. After this seminar, staff contacted Dominion Lighting to look at some other areas for the district.

The largest savings out of all the areas would be the driving range lights at Bridges. The cost break down is below:

- 600 WATT LED STADIUM LIGHT \$35,748
- Mounting Systems \$3,726
- Labor \$3,725
- **ComEd Public Sector Incentive** **-\$18,495**
- Total Cost To District \$24,704

The range lights are past their original replacement date per GIS; however, staff has put off this item until a grant could be available. Attached is the payback analysis for this project that shows the return on investment of 5.1 years. The program that we are currently qualifying for is only guaranteed until the end of 2019. ComEd believes they will have programs available in 2020 but they will not guarantee which programs will be available. Staff would like to move forward this year with this project to ensure we can receive the grant.

As with past projects the grant amount is given directly to Dominion so the total cost of the project to the District would be the net amount after the grant.

Being an unbudgeted project, the funds would be tied to the same grant funding project line item in the Capital Fund that was used for TC and WRC.

Recommendation:

Staff recommends that the Committee of the Whole recommend to the full Board the approval of \$24,704 to Dominion Lighting to complete the LED lighting upgrade at Bridges Driving Range using the ComED Public Sector Energy Efficiency Program.

Payback Analysis

This Analysis is for: Driving Range - Bridges of Poplar Creek

		Before Retrofit	After Retrofit
Total watts:		58,870	21,880
		58,870	21,880
Annual Burn Hours/1,000:	1,300	1.3	1.3
Annual Consumption (KW):		76531.0	28444
Number of fixtures:		1	1
Total Usage (KW):	19422.4	76531	28444
Energy cost / KWH:	\$0.090	<u>\$0.090</u>	<u>\$0.090</u>
Total Annual Energy Cost:		\$6,887.79	\$2,559.96

Savings Summary			
Energy Savings (Electrical):		\$4,327.83	
Maintenance Savings (2 bulbs & ballasts replaced per year)	\$480.00	\$480.00	
Total Annual Savings After Retrofit:		\$4,807.83	

Cost Summary			
Total Annual Savings:	\$4,807.83		
Cost of Retrofit:	\$43,199.00		
ComEd PSEEP Incentive:	<u>\$18,495.00</u>		
Net Cost of Retrofit:	\$24,704.00		

Payback Period			
Payback (In Years):	5.1	years	
Payback (In Months):	62	months	
Return On Investment:	19.46%		
Total 5 Year Savings (energy + maint):	\$24,039.15		
Total 10 Year Savings (energy + maint):	\$48,078.30		

Notes:
DRIVING RANGE Bridges of Poplar Creek 1400 Poplar Creek Dr. Hoffman Estates, IL 60169



1010 Jorie Blvd. Suite 333 Oak Brook, IL 60523

MEMORANDUM NO. M19-109

TO: Committee of the Whole
FROM: Craig Talsma, Executive Director
RE: IAPD Credentials Certificate
DATE: November 12, 2019

Background

IAPD's Annual Business Meeting will be held on Saturday, January 25th at 3:30 p.m. at the Hyatt Regency Hotel during the IAPD/IPRA Conference. Each member district shall be entitled to be represented at all Association Meetings and Conferences by a Delegate.

Implications

The Park Board must appoint one delegate and a 1st, 2nd, and 3rd alternate to attend IAPD's Annual Business Meeting on January 25th. Attached is a Credentials Certificate, which, when properly certified by the Board Secretary and approved by the Board, will entitle the delegate or, in their absence, an alternate listed thereon to vote on matters presented during the IAPD Annual Business Meeting.

Recommendation

Staff recommends the approval of the Credentials Certificate with the appointment of the delegate and 1st, 2nd, and 3rd alternates as follows:

Delegate: Ron Evans – Assistant Secretary/Commissioner
1st alternate: Lili Kilbridge – Vice President/Commissioner
2nd alternate: Keith Evans – Treasurer/Commissioner
3rd alternate: Pat McGinn - Commissioner

CREDENTIALS CERTIFICATE

This is to certify that at a meeting of the Governing Board of the

Hoffman Estates Park District held at
(Name of Agency)

Hoffman Estates on November 12, 2019 at 6:00 pm
(Location) *(Month/Day/Year)* *(Time)*

the following individuals were designated to serve as delegate(s) to the Annual Business Meeting of the ILLINOIS ASSOCIATION OF PARK DISTRICTS to be held at the Hyatt Regency Hotel, Chicago, Illinois on **Saturday, January 25, 2020 at 3:30 p.m. in the Grand Ballroom E/F:**

	<u>Name</u>	<u>Title</u>
Delegate:	<u>Ron Evans</u>	<u>Assistant Secretary/Commissioner</u>
1st Alternate:	<u>Lili Kilbridge</u>	<u>Vice President/Commissioner</u>
2nd Alternate:	<u>Keith Evans</u>	<u>Treasurer/Commissioner</u>
3rd Alternate:	<u>Pat McGinn</u>	<u>Commissioner</u>

This is to certify that the foregoing is a statement of action taken at the board meeting cited above.

Affix Seal: Signed: _____
(President of Board)

Attest: _____
(Board Secretary)

Return this form to: Illinois Association of Park Districts
211 East Monroe Street
Springfield, IL 62701-1186

MEMORANDUM NO. M19-105

TO: Committee of the Whole
FROM: Craig Talsma, Executive Director
Nicole Hopkins, Director of Accounting & Finance
Alisa Kapusinski, Director Recreation & Facilities
Dustin Hugen, Director Parks & Facilities
Brian Bechtold, Director of Golf Operations
SUBJECT: 2020 Budget
DATE: November 12, 2019

Introduction/Budget Review Process

Staff is pleased to present its recommendations for the Hoffman Estates Park District 2020 Budget. The process by which the budget is being presented allows 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 and 2020 salary ranges), will be reviewed and discussed as required.

The 2020 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 2020 rather than regular ongoing operations. The goals and objectives will be presented at the time the fund is being presented.

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 12th to approve the tentative Budget & Appropriation Ordinance. Following

this approval, the tentative budget will be available for public review through December 13th. A December 10th 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 2020 Budget & Appropriation Ordinance and the 2019 Tax Levy (collected 2020) at the board meeting on December 17, 2019, to allow time to file the documents with Cook County by the required deadlines.

2020 Budget Overview

The proposed 2020 budget documents are presented showing the 2019 actual budget, the nine-month operating actuals for January through September of 2019, the 2019 operating projections (the amount staff believes the year-end numbers will finish at), and the proposed 2020 budget.

The 2020 budget was formulated based on a number of different factors. These influencing factors are as follows:

1. Utilization of Reserves

As further discussed below, the district has continually strived to set aside resources to fund capital projects as opposed to requesting additional tax support. With two projects of a million dollars or more included in the 2020 budget and total renovation costs to The Club of a half million dollars, the advanced planning in prior years has provided enough resources to use reserves in the General and Debt Service funds.

To best utilize the resources available, the South Ridge Park Renovation is included in the capital purchases for the General fund. The transfers from Recreation and BPC will be made to the Capital Projects fund instead as part of the long term capital funding plan. The previous debt service transfer for The Club will be utilized to fund the renovation project.

2. 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 2020 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.

3. **Comprehensive Asset Management Plan (CAMP) – Geographic Information System (GIS)**

The 2020-2024 CMP included a listing of capital assets that were identified as needing replaced or repaired within a 5 year period (thru 2024). This is tracked through our GIS system. 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 GIS and are identified as Operational Capital items. All physical assets of the district are now included in the GIS system.

Each identified item in the GIS 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 GIS, only projects scheduled in 2020 are included in the 2020 budget for approval.

Financing Plan for GIS

As part of the GIS process, it has been recognized that we have numerous capital items to be funded in future years. The long range financial plan for the GIS 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 (The Club construction, Rec- Ice renovation, and BPC renovation).

Transfers of \$100,000 from Bridges along with \$750,000 from the Recreation fund were moved from Debt Service to the Capital fund for the 2020 budget. The transfer from The Club to Debt Service was eliminated this year to offset the cost of the renovations to the facility.

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 2020 budget includes \$2,068,878 of capital items funded through operations, in addition to the \$2,400,000 of capital items in the Capital Fund budget. The constructions costs for the South Ridge Park project is being funded by the General Fund and The Club renovation is being funded through The Club.

4. Objectives

To fulfill the mission, values and goals, staff annually prepares objectives which are tied directly to each of the district's long range 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. 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 2020.

Business Plans are incorporated into the objectives through a column representing Performance Measures/Action Plans. These are the specific manners to achieve the goal.

5. 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.

6. Zero Based Budget

In formulating the 2020 budget, no 2019 budget amount was assumed to be the same or even necessary, and was therefore not automatically included in the 2020 budget. Each 2020 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 2020 goals and objectives. All revenues and expenditures in the 2020 budget have been reviewed by all appropriate levels of staff.

7. Charge Backs

The 2020 budget eliminates the district's inter-fund charge back system for maintenance, administration and communication and marketing expenses. Health Insurance and directly attributable expenses were recorded in the funds directly. Marquee and sponsorship revenues were moved to the Recreation Fund in the Communication and Marketing Department.

There are 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-apportion these dollars.

As mentioned before, there are additional inter-funds between Recreation and BPC with Capital Projects 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.

8. Personnel

The 2020 proposed budget includes a total of 75 full-time employees, which compares to 74 employees in 2019. A full time Parks Planner position will partially overlap with a retiring Groundsman position in the Parks Department. There will be salary differential of approximately \$13,000 going forward. The total number of full time staff will still be 74. Included in the budget is a 3% merit increase pool.

Part time wages in several areas are increasing greater than 3%. The impact of the increase to the minimum wage to the District was analyzed at the time it was passed and the employees impacted was determined. The situation the District is currently facing is the issue of workforce shortages. The country as whole is experiencing the problem for certain part time positions due to the low unemployment rate. However, Illinois has the added difficulty of a declining population. Wage rates are being adjusted to meet the current market in order to fill positions.

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 2020 budget. The salary ranges are adjusted as needed within certain sections.

9. Tax Levy

Attached is a levy worksheet that illustrates last year's tax levy and next year's anticipated levy of \$9,451,433. The levy will be prepared in final form based on the current laws allowing a 1.9% CPI increase.

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 maximize our 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, refunds and any limiting factors. 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 2019 budget or actual numbers. These references are in addition to financial discussions reported throughout the year for 2019 operations.

District Wide

Employee Benefits: As mentioned above, the 2020 budget is eliminating the charge back system for the General Fund. In order to do this the Health Insurance cost that are recorded under Employee Benefits are charged directly in the funds the employees work in. This results in a significant positive variance in this line item for the General Fund and negative variances in the Recreation, The Club and Bridges funds.

Loss Prevention & Facility Maintenance/Repairs: As with Employee Benefits, increases to Facility Maintenance/Repairs for the Recreation, Club and Bridges funds is related to directly budgeting for Loss Prevention costs in the respective funds. Additionally, District wide an emphasis was placed on providing adequate resources to maintain our facilities.

Utilities: With a few exceptions, utilities are budgeted to have significant variances from projections. Our rates are contracted, but usage is still volatile. The budgeted amount is based on a historical review in order to remain conservative.

Fund 01 General

Taxes: Tax dollars were shifted between capped funds to better align resources to allow for the elimination of inter-fund chargebacks.

Investment Income: The District has a very conservative investment policy relying primarily on FDIC insured deposits. As a result, the return received does correspond to the federal funds rate which has been cut by .75% over the course of 2019 with further cuts expected.

Grant Reimbursement: The budget includes the receipt of the \$400,000 OSLAD grant awarded for the renovation of Southridge Park as well as an accrued portion of the Birch Park OSLAD grant the District has applied for. Should the grant for Birch Park not be awarded, there will be a corresponding reduction to expenses.

Advertising: The net is projected to meet budget for 2019 but sponsorships related to specific items were allocated to those areas. For example, the sponsorships for tables at Party in the Park used are in 02-50-5900 Revenue. The budgeted revenue and associated expenses for the Marquees and Sponsorships is now being recorded in the Recreation Fund.

Miscellaneous Revenue: These are unusual items. The amount budgeted for the upcoming year is for the purchasing card (Capital One cash back) income.

Administration Payroll: Reduction is due to the reclassification of Advertising and Sponsorship Manager Position to the Recreation Fund.

Administration, Service/Rental Agreements: The District entered into two additional service agreements for computer hardware purchased during 2019.

Maintenance Payroll: Maintenance wages were increased to the going rate in order to fill vacancies and retain existing staff and allow for greater in house work.

Utilities: The projected variance from budget is for water for Canon Park that was not an expense in prior years. This will be an ongoing expense of approximately \$25,000 per year.

Fund 02 Recreation

Taxes: Tax dollars were shifted between capped funds to better align resources with capital purchases.

Interfund Charges: The transfer to debt service was eliminated for the 2019 fiscal year to provide the resources necessary for the Rink 1 capital repairs.

Administration, Rental Revenue: Conant High School fields were under construction in 2019 resulting in additional rental income.

Administration, Rental Expense: Athletic Field Supplies previously recorded to the General Fund Maintenance Department and paid for by charge backs are now being charged directly to the Recreation Funds.

Administration, Payroll: Full time wages for programing staff from the Ice and Seascape departments were reclassified to the Administration department to better align them with other program areas.

C&M Payroll: Increase due to reclassification of Advertising and Sponsorship Manager Position from the General Fund.

C&M Corporate Relations: The Advertising revenue and related expenses moved from the General fund for the Marquee and Sponsorships.

C&M Advertising/Promotional: The additional cost is part of a District wide effort to expand our marketing efforts.

Maintenance, Payroll: Full time wages for maintenance staff from the Ice department was reclassified to the Maintenance department to better align them with other program areas.

Senior Programming, Memberships: Decrease is a conservative estimate based on preliminary ideas for expanding the 50+ Center usage.

Early Childhood, Day Camps: Increase due to reclassification of Creative Arts Camp from General Programming.

Early Childhood, STAR: Wages for the STAR and ELC were adjusted to match the going rate for similar positions in the area.

Aquatics: Revenue was budgeted for a slight decline to take into consideration the impact of the reopening of Hanover Park's outdoor pool. Projected utilities are greater than budgeted due to the water leak that occurred over the summer. The pipes have been repaired and tested.

Ice: The Ice budget only includes 5 months of the Wolves Rental. There is also a variance from projected to prior year budgeted due to a decision to pay coaches.

Fund 11 The Club

Administration, Payroll: Staff changes in certain areas resulted in a cost savings in 2019 increasing the variance from budget. Review of the sales staffing model delayed the rehire for the positive percentage.

Administration, Utilities: Utilities can vary greatly depending on temperatures so a conservative budget was used based on historical averages as opposed to actuals from 2019.

C&M, Advertising/Promotional: There is some non-recurring costs for internal signage to the new branding but the increase is primarily related to the enhanced marketing strategies that were recommended.

Fitness, Memberships: This has been changed so only fitness membership revenue is represented by this number. The increase to membership revenue is based on the renovation project and new sales strategies.

Fitness, Tennis Revenue: All revenue related to Tennis including memberships, court fees and lessons, is now represented in this line item. Although there is a significant negative variance to revenue, a positive variance to Tennis Expenses offsets all but \$6,000 of the variance.

Fitness, Group Exercise: The remodeling project would expand the space for Group Exercise classes allowing more classes to be offered. These classes are included in for free with a membership.

Fund 14 BPC

Administration, Payroll: Reduction due to reclassification of marketing position with a dedicated focus on facilities with a District wide position in the Recreation fund.

Administration, Utilities: Utilities can vary greatly depending on temperatures so a conservative budget was used based on historical averages as opposed to actuals from 2019.

Maintenance, Payroll: Additional hours were added to cover costs if needed for spring hours or staffing later in the fall.

Food & Beverage: Reduction in revenue due to advance bookings being lower than prior year. Revenue did exceed expectations in 2019, but the budget is taking a conservative approach.

Food & Beverage, Payroll: The Sous Chef position remained vacant for 2019 despite remaining posted for the entire year. The position is being reviewed to determine whether restructuring may make it more attractive to potential employees.

Overview of District Fund Balances and Operations

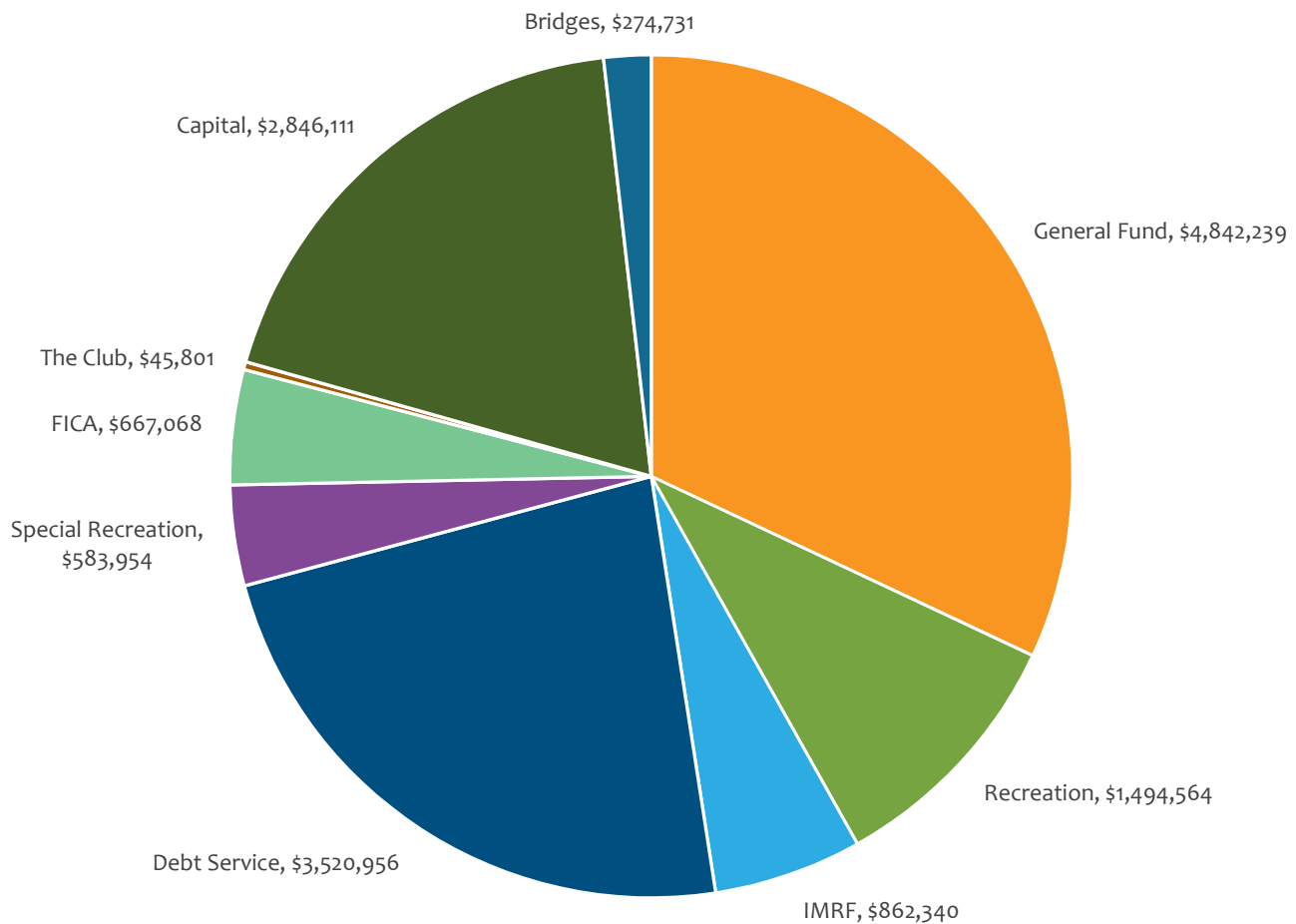
Attached are graphs that illustrate the projected operations and beginning and ending fund balances for 2019 and 2020 based on the 2020 budget as presented.

2020 Proposed Budget 2019 Fund Balance Summary

Fund	Projected 2019 January 01, 2019 Fund Balance	Projected 2019 Net Income (Loss) Excluding Capital and D/S	Projected 2019 Capital and D/S Expenditures	Projected 2019 Net Income (Loss)	Projected December 31, 2019 Fund Balance
General Fund	4,601,239	503,676	262,676	241,000	4,842,239
Recreation	1,553,564	1,365,464	1,424,464	(59,000)	1,494,564
IMRF	816,340	46,000	-	46,000	862,340
Debt Service	4,432,956		912,000	(912,000)	3,520,956
Special Recreation	429,954	207,601	53,601	154,000	583,954
FICA	624,068	43,000	-	43,000	667,068
The Club	75,801	(11,234) *	18,766	(30,000)	45,801
Capital	3,309,111		463,000	(463,000)	2,846,111
Bridges	211,731	129,286	66,286	63,000	274,731
Total	16,054,764	2,283,793	3,200,793	(917,000)	15,137,764

* Debt payment reduced by \$100,000

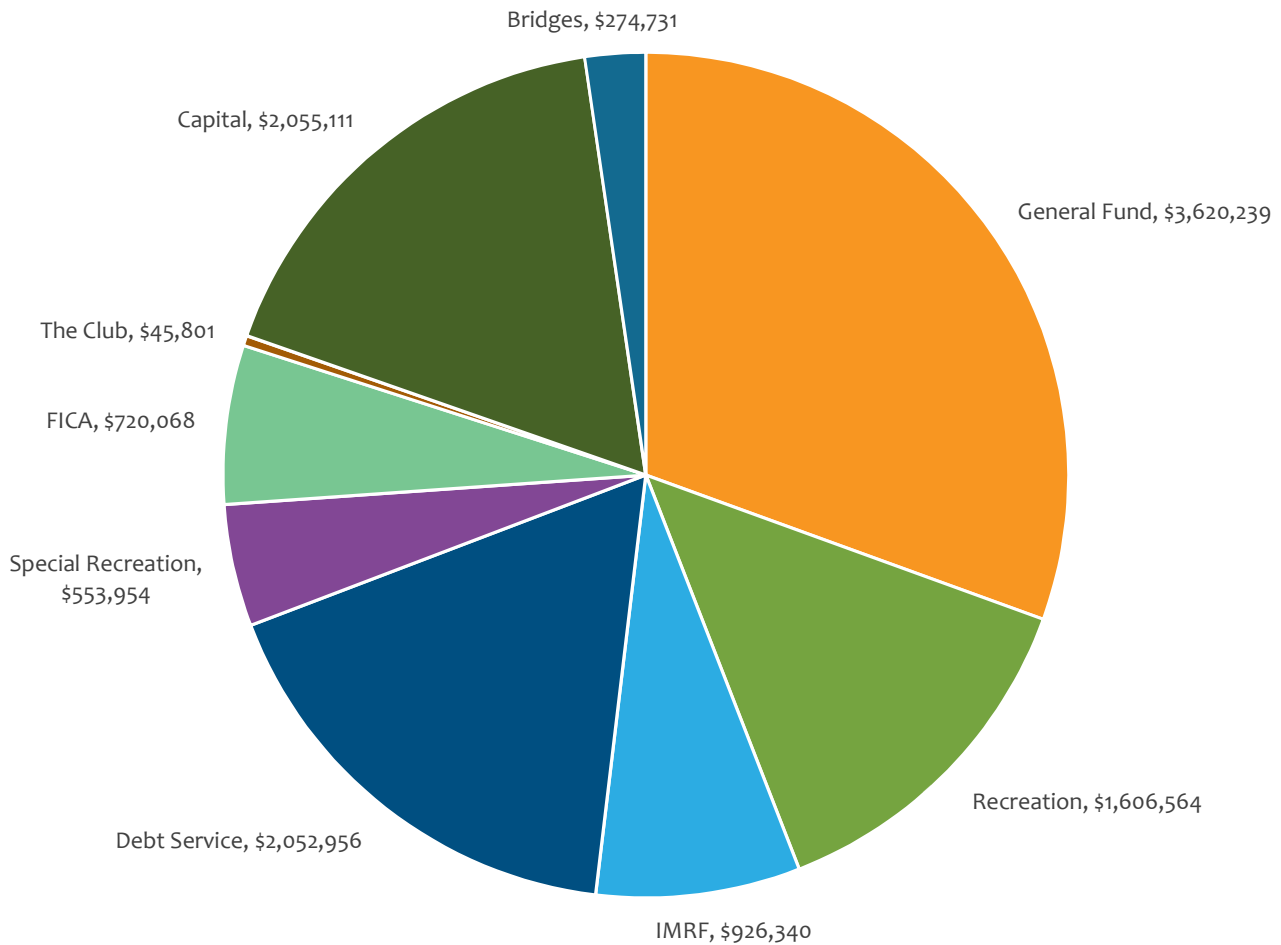
Projected December 31, 2019 Fund Balance



**2020 Proposed Budget
2020 Fund Balance Summary**

Fund	Projected January 01, 2020 Fund Balance	Budgeted 2020 Net Income (Loss) Excluding Capital and D/S	Budgeted 2020 Capital and D/S Expenditures	Budgeted 2020 Net Income (Loss)	Budgeted December 31, 2020 Fund Balance
General Fund	4,842,239	230,500	1,452,500	(1,222,000)	3,620,239
Recreation	1,494,564	169,500	57,500	112,000	1,606,564
IMRF	862,340	64,000	-	64,000	926,340
Debt Service	3,520,956	-	1,468,000	(1,468,000)	2,052,956
Special Recreation	583,954	230,672	260,672	(30,000)	553,954
FICA	667,068	53,000	-	53,000	720,068
The Club	45,801	450,000	450,000	-	45,801
Capital	2,846,111	-	791,000	(791,000)	2,055,111
Bridges	274,731	78,206	78,206	-	274,731
Total	15,137,764	1,275,878	4,557,878	(3,282,000)	11,855,764

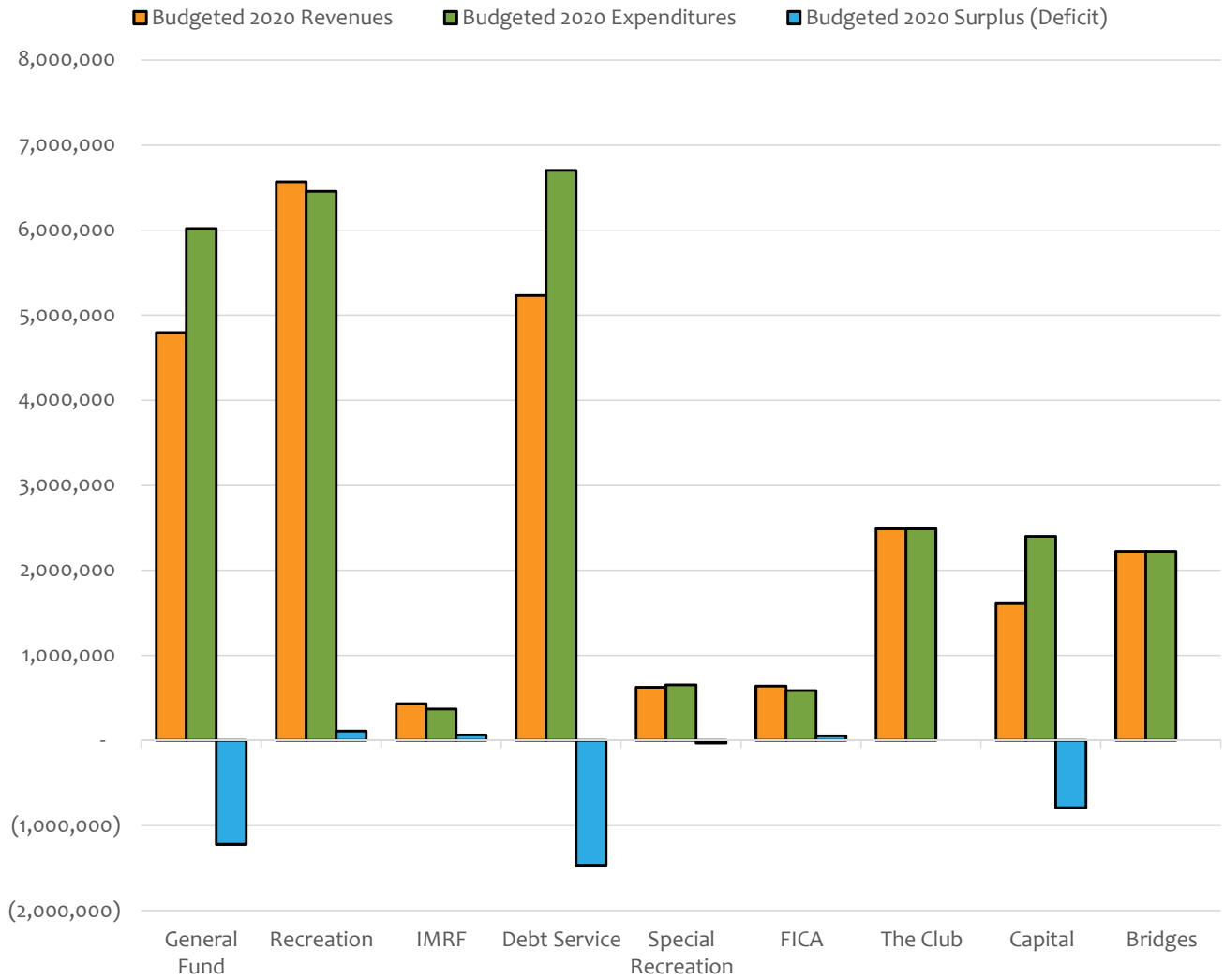
Budgeted December 31, 2020 Fund Balance



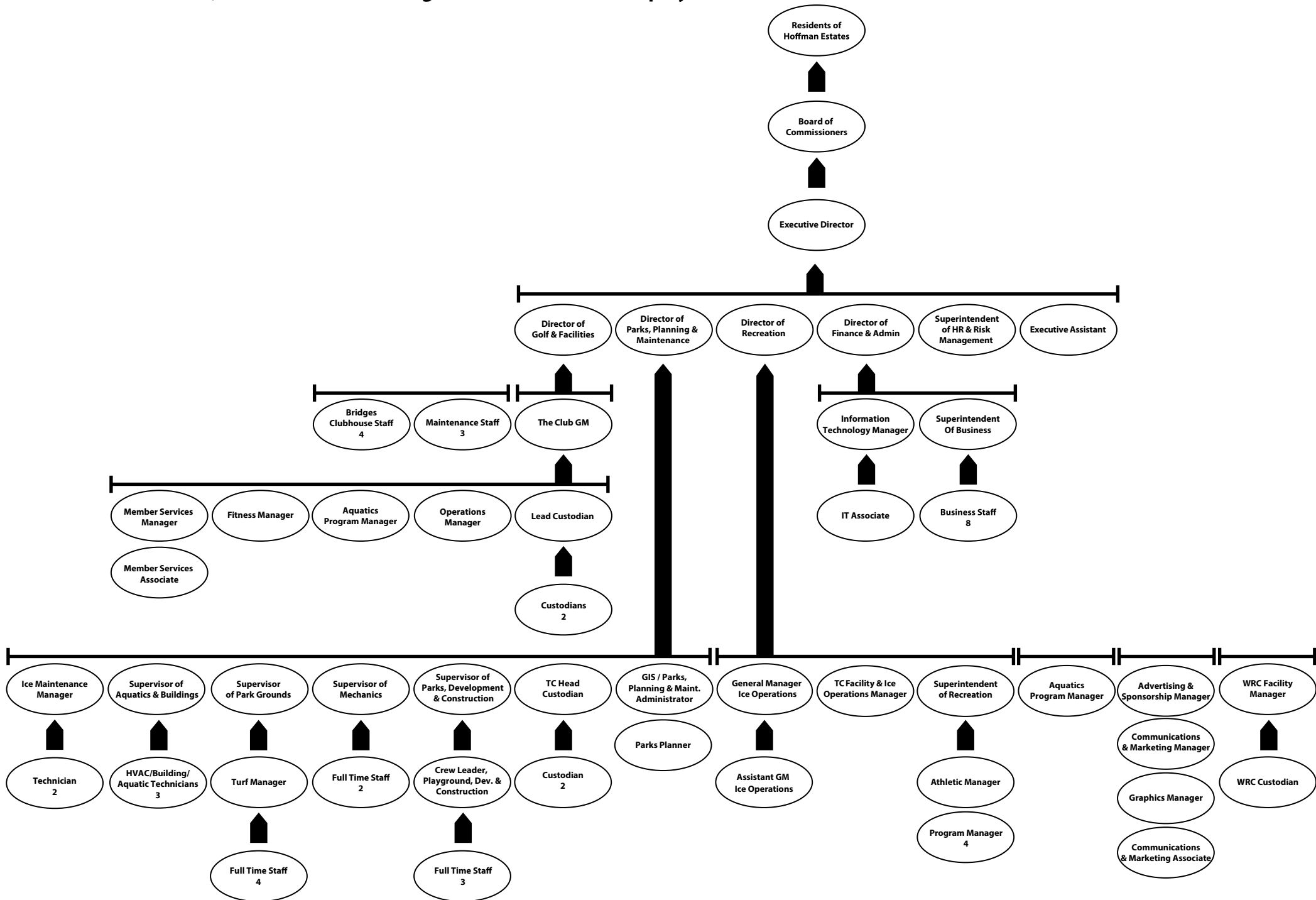


2020 Proposed Budget 2020 Profit and Loss Summary

Fund	Budgeted 2020 Revenues	Budgeted 2020 Expenditures	Budgeted 2020 Surplus (Deficit)
General Fund	4,796,271	6,018,271	(1,222,000)
Recreation	6,568,999	6,456,999	112,000
IMRF	432,559	368,559	64,000
Debt Service	5,234,715	6,702,715	(1,468,000)
Special Recreation	624,000	654,000	(30,000)
FICA	642,204	589,204	53,000
The Club	2,488,697	2,488,697	-
Capital	1,609,000	2,400,000	(791,000)
Bridges	2,223,098	2,223,098	-
Total	24,619,543	27,901,543	(3,282,000)



hoffman estates park district **Table of Organization - Full Time Employees**



HEPD Full-time Salary Ranges 2019

<u>Position</u>	<u>2019</u>	<u>Minimum</u>	<u>Mid-Point</u>	<u>Maximum</u>
Executive Director	\$ 175,100		<i>Per Contract</i>	
Division Director		\$ 90,000	\$ 112,500	\$ 135,000
Parks, Planning, Development	\$ 122,042			
Facilities	\$ 119,600			
Admin & Finance	\$ 118,450			
Recreation	\$ 113,300			
		\$ 67,500	\$ 84,375	\$ 101,250
Superintendents/General Managers				
Superintendent of Business	\$ 97,137			
Information Technology Manager	\$ 88,267			
Superintendent of HR/Risk Management	\$ 79,954			
Superintendent of Recreation	\$ 78,000			
General Manager of Ice Operations	\$ 77,063			
General Manager of The Club	\$ 72,100			
Golf Course Superintendent	\$ 71,611			
		\$ 50,000	\$ 65,000	\$ 80,000
Senior Manager		\$ 53,000	\$ 66,250	\$ 79,500
Supervisor of Playgrounds, Development & Construction	\$ 78,482			
Assistant General Manager Ice	\$ 75,714			
Supervisor of Mechanics	\$ 67,170			
Manager of WRC & Voagelei	\$ 66,638			
Supervisor of Park Grounds	\$ 65,034			
C&M Manager - Recreation	\$ 65,000			
Executive Chef (Bridges)	\$ 60,000			
Executive Assistant	\$ 60,000			
Equipment Manager (Bridges-Maint)	\$ 59,438			
Supervisor of Aquatics & Buildings	\$ 56,650			
Ice Maintenance Manager	\$ 55,000			
		\$ 40,000	\$ 52,500	\$ 65,000
Senior Supervisor/Manager		\$ 45,000	\$ 56,250	\$ 67,500
Aquatic Program Manager	\$ 58,902			
Mechanic	\$ 57,997			
Graphics Manager	\$ 56,650			
Facility/Ice Operations Manager (TC)	\$ 56,135			
Sales & Catering Supervisor (Bridges)	\$ 54,060			
Program Manager (General/Special Events)	\$ 53,710			
Lead Custodian (The Club)	\$ 53,550			
GIS/Parks, Planning, Maintenance Administrator	\$ 52,907			
Fitness Manager (The Club)	\$ 52,500			
Golf Operations Manager (Bridges)	\$ 52,479			
Crew Leader - Playground, Development & Construction	\$ 52,195			
Accounting Manager	\$ 51,632			
Program Manager (ELC)	\$ 50,103			
Program Manager (Athletics)	\$ 50,026			
Turf Manager	\$ 50,000			
Assistant Golf Course Superintendent (Bridges)	\$ 49,904			
Program Manager (50+/Active Adults)	\$ 49,295			
Program Manager (Recreation)	\$ 48,960			
Advertising & Sponsorship Manager	\$ 45,000			
Member Services Manager (The Club)	\$ 42,500			
Operations Manager (The Club)	\$ 42,500			
Parks Planner (VACANT)				
		\$ 36,000	\$ 45,000	\$ 54,000
Associate/Support				
Building Tech	\$ 49,920			
Head Custodian (TC)	\$ 49,019			
IT Associate	\$ 47,741			
Disbursement Associate	\$ 46,339			
Business Supervisor (The Club)	\$ 45,634			
Business Supervisor	\$ 45,844			
Groundswoker II	\$ 46,155			
Admin Registration Associate	\$ 45,499			
ICE Maintenance Tech	\$ 45,000			
Groundswoker II	\$ 43,605			
Billing Associate	\$ 43,419			
Building Tech	\$ 42,432			
Groundswoker	\$ 41,842			
Aquatic Technician	\$ 41,371			
Custodian (The Club)	\$ 40,994			
ICE Maintenance Tech	\$ 40,841			
Groundswoker	\$ 40,841			
Groundswoker	\$ 40,841			
Mechanic	\$ 40,841			
Groundswoker	\$ 40,841			
Registration Associate	\$ 40,040			
Registration Associate	\$ 40,040			
Groundswoker	\$ 40,000			
Custodian (Willow)	\$ 39,655			
Overnight Custodian (TC)	\$ 39,270			
Overnight Custodian (The Club)	\$ 38,480			
Custodian (TC)	\$ 36,000			
Member Services Associate (The Club) (VACANT)				
C&M Associate (VACANT)				
Sous Chef (BPCC)				

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

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

DISTRICT GOAL 2: SOCIAL EQUITY

Objective	Performance Measure / Action Plan	Status
Utilize bilingual staff for “Hoffman University” presentations	Provide a bilingual version of any all District training.	

DISTRICT GOAL 3: FINANCIAL STEWARDSHIP

Objective	Performance Measure / Action Plan	Status
Utilize our resources effectively and efficiently	Audit our analog lines for alarms, faxes, etc. to determine digital/cellular solution to reduce costs.	
Ensure employee wages are competitive yet aligned with value as minimum wage increases in coming years	Create hourly wage guidelines, update annually and distribute to directors, superintendents and managers as applicable.	
Evaluate existing contractual agreements	Review existing contractual agreement template. Develop cost value basis tiers.	
Determine better tracking mechanisms to provide data for decision making	Generate program registration usage maps to determine underserved areas.	
Evaluate network connectivity options for price and service	Review District current connectivity structure, identifying potential areas for cost savings.	
Work with credit card company to maximize acceptance and cash back potential	Utilizing vendor reporting work with Capital One to increase acceptance.	
Collaborate with additional vendors for network and server support	<ul style="list-style-type: none"> • Develop RFP for network support. • Meet with and select three vendors that can be utilized to ensure efficiencies and fiscal responsibility 	

Determine how to better align GIS capabilities to link to financial software	Collaborate with maintenance division and software support to develop cross referencing.	
Develop procedure for vendor review to ensure the District is receiving competitive pricing	<ul style="list-style-type: none"> • Develop procedure for reviewing vendors to compare services, products and pricing with like vendors. • Identify like supplies and vendors currently used and develop RFP for current list of vendors by products supplied. • Meet with directors and make recommendations for purchasing. 	
Investigate alternative software to Frontline/Applitrack for recruitment/employment applications	Make a recommendation to continue with existing or use an alternate vendor for recruitment/employment application software.	
Security camera installation and upgrade	Install security cameras at the Parks Maintenance facility and upgrade outdated indoor cameras.	

DISTRICT GOAL 4: OPERATIONAL EXCELLENCE

Objective	Performance Measure / Action Plan	Status
Analyze District facility usage data	Determine rental usage at facilities by time and day of week to find patterns in order to maximize usage.	
Review existing policies and update or implement changes to adhere to the Government Finance Officers Association best practices	Based on Government Finance Officers Association and Standards and Poor's recommendations, review existing policies and draft recommended changes for approval.	
Review Rec Trac features to ensure optimal usage	Review existing practices that include offline controls and convert to RecTrac based processes.	
Increase the storage on the server	<ul style="list-style-type: none"> • Purchase and install additional hard drives on the District server. • Prepare long term user file storage solution for the District for implementation in 2021. 	
Upgrade Exchange server	Upgrade and migrate Exchange mailboxes to version 2016/2019 from version 2013.	

DISTRICT GOAL 5: ENVIRONMENTAL AWARENESS

Objective	Performance Measure / Action Plan	Status
Minimize paper files - continue migrating to electronic storage and fully utilize BS&A modules	All active staff will be scanned into BS&A by the end of the year.	
Minimize paper files - continue migrating to electronic storage and fully utilize BS&A modules	Attach documentation as applicable when utilizing BSA Cash Receipts and General Ledger modules.	

DISTRICT GOAL 6: CUSTOMER SERVICE

Objective	Performance Measure / Action Plan	Status
Review web and program setup to address ease of access for customers	Review ticket sales processes that customers are familiar with. Work with C&M, program staff and software vendor to find and implement solutions that will best mimic the processes of popular websites.	
Develop tools for monitoring new programs to aide in determining the success rate	Create a code in RecTrac to identify new programs to enable reports to be generated easily by staff.	
Expand bandwidth to keep up with Wi-Fi demand at District facilities	Review and recommend bandwidth expansion to keep up with Wi-Fi demand at District facilities.	
Maintain operating systems & software incorporating the latest versions	Upgrade EventMaster to latest version.	
Update a disaster recovery plan to ensure continuity of our IT infrastructure in the event of a disaster	Update Procedure 1.408 System Back-Up Disaster Mitigation & Recovery.	
Update procedures on a three-year rotation to ensure they do not become outdated	One third of procedures updated by fiscal year end.	
Increase internal communication	Collaborate with C&M to develop a method for sharing internal communication through organization at divisional and District levels.	

**HOFFMAN ESTATES PARK DISTRICT
2020 BUDGET GOALS & OBJECTIVES
PARKS, PLANNING & MAINTENANCE DIVISION**

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

DISTRICT GOAL 1: HEALTHY & ENJOYABLE EXPERIENCES
(Provide beneficial & rewarding experiences)

Objective/Goal	Performance Measures/Action Plan	Status
Conduct a tree seedling planting event in April.	The event will also showcase proper tree maintenance from planting to caring for fully-grown trees.	
Hold a volunteer park clean up in April, where residence have the opportunity to help beautify their neighborhood parks through weed removal, garbage pick, edging landscape beds, cleaning park structures and painting.	Working with the Recreation Department hold the event in conjunction with Earth Day on Wednesday April 22, 2020.	
A volunteer invasive plant removal. Will be scheduled for July based on the quantity of invasive plants and locations.	Location will be selected during prior to June 1 st for C&M department to advertise the event.	
Combine our Seed Collection at Charlemagne Park with a Parks Department run educational event of shoreline management and why HEPD maintains the shorelines with native buffer zones.	Reach out to community scout groups to partner this event with.	
Work with local boy scouts/girl scouts/local schools to hold three events per year. Events consist of bird house building projects, nature walks, school horticulture field trips and etc.	Contact local leaders to setup events.	
Work with PDRMA to determine a location for winter sport options such as cross country skiing or outdoor ice skating and district responsibilities to allow resident a location for cross country skiing and outdoor ice skating.	Work with PDRMA to determine a location and district responsibilities to allow resident a location for cross-country skiing and/or outdoor ice-skating. Have Plan develop for winter of 2020/2021.	

DISTRICT GOAL 2: SOCIAL EQUITY

Objective/Goal	Performance Measures/Action Plan	Status
Ensure new parks are ADA compliant.	South Ridge, Princeton, Pine	

DISTRICT GOAL 3: FINANCIAL STEWARDSHIP

Objective/Goal	Performance Measures/Action Plan	Status
Develop a plan for the location of the bike park, amenities to be located at the bike park and budget for completion.	Using possible grants have future budget proposal.	

DISTRICT GOAL 4: OPERATIONAL EXCELLENCE

Objective/Goal	Performance Measures/Action Plan	Status
Omlstead & Willow Tennis Court Re-Color	Bids opened 1Q. Complete in 2020	
All Recreation Court Sealant	Bids opened 1Q. Complete in 2020 based on Recreation schedules.	
RTU #1 at The Club new coils	Complete July 2020	
Crack fill/Sealcoat at Cannon, Freedom and Bridges	Complete in 2020 during slow operating times to provide least disruption to Operations	
Cannon Crossing Baseball Paths Construction	Complete in 2020 during slow operating times to provide least disruption to Operations	
New Ballfield Groomer	Purchase by 2Q	
Replace Bobcat 873 with Track Bobcat	Purchase by 2Q	
Elevator at Willow Recreation Center	Complete in 2020 during slow operating times to provide least disruption to Operations	
Pine Playground Renovation	Bids opened 1Q. Complete in 2020	
Princeton Playground Renovation	Bids opened 1Q. Complete in 2020	
Princeton Splash Pad	Bids opened 1Q. Complete in 2020	
New Skylights at Willow Recreation Center	Complete in 2020 during times to provide least disruption to Operations	
Dodge Ram Van	Purchase in 2020	
Crew Fleet Truck	Purchase in 2020	
Crew Fleet Truck	Purchase in 2020	
Hire consultant for roof at The Club	Hold RFP in 1 st Quarter, develop plans by 4 th Quarter	
Birch Park OSLAD	Planning, permits and Demo in 2020	
South Ridge Park OSLAD Grant Project. Planning took place in 2020. Project will be completed in two phases, foundations and installs. Earth work, utilities, paths, parking lots, concrete and drainage in phase one. Phase two is the install of playground, splash pad, fitness and bathrooms.	Phase one to start as early as weather will allow in 2020, with project completion by December 2020.	

Create a playground replacements plan. This will be based on locations and usage using school sites, community parks or neighborhood park as our categories. Our in house inspections will also play a role, with the new living document tying to GIS.	Complete living document for playground replacements in 2020.	
Utilize GIS to develop Utility Maps	The maps will be developed to show where all utilities are in parks or buildings to allow staff to operate in a safe manner. Complete in 2020	
Add pickle ball courts to Fabbrini Park.	Bid out project by end of 1Q. Complete construction in 2020.	
Provide plan for updated irrigation systems at Cannon, Victoria and Eisenhower fields.	Complete plan with budgets and timelines for possible 2021 consideration. Plan to be completed by October 2020.	

DISTRICT GOAL 5: ENVIRONMENTAL AWARENESS

Objective/Goal	Performance Measures/Action Plan	Status
Naming of park space for correct use.	The district owns multiple areas that are in flood plains and wetlands that are currently deemed parks. By changing the names of these areas to greenways or basins, it will let residents know that a playground does not exist and it is only open green space. This will also tie into our Natural Area Management Plan. Complete in 2020.	
Implement new mowing patterns for areas designed as detention that will aid in plant health, wildlife and water control.	Develop plan in the winter of 2020 for implantation in the spring of 2020 that involves wetland and low lying areas only being mowed three times per year.	

DISTRICT GOAL 6: CUSTOMER SERVICE

Objective/Goal	Performance Measures/Action Plan	Status
Respond to resident inquiries within 48 business hours.	Maintain in 2020	

**HOFFMAN ESTATES PARK DISTRICT
GOALS & OBJECTIVES
RECREATION DIVISION**

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

DISTRICT GOAL 1: HEALTHY & ENJOYABLE EXPERIENCES

Objective/Goal	Performance Measures/Action Plan	Status
Offer quality recreation programs that are innovative, diverse & meet the needs of community.	Each program area will add a minimum of one new event / program for each seasonal brochure. New programs for 2020 may include: new winter & spring special events, winter hockey clinic, outdoor fitness class at fitness court, dance parade-prep class, cheer/pom class, STEAM camp, fitness lunch workout, lacrosse, intergenerational program, outdoor adventure programs, “younger senior” programs	
Develop fitness marketing campaign.	Create a marketing piece to distribute to all fitness member patrons who tour the facility. Establish a follow-up procedure for all fitness inquiries.	
Develop visual arts & expanded performing arts campaign.	Offer youth & adult visual arts classes. Expand performing arts classes for youth.	
Evaluate cricket participation and address field needs	Promote cricket programs throughout the community.	
Expand birthday party options	Create two new birthday party packages.	
Expand figure skating lessons with ice dancing & power class	Add one new figure skating class per season.	
Offer more nature programs to help determine if a nature center is needed	Offer outdoor adventure/nature classes each season.	
Promote trails & paths	Create a printed piece to promote the community’s trails and paths.	
Expand public skate opportunities	Create a quarterly public skate themed event	
Create curriculum plan within STAR program	Implement monthly or weekly themes and age-appropriate daily activities for the STAR program.	

DISTRICT GOAL 2: SOCIAL EQUITY

Objective/Goal	Performance Measures/Action Plan	Status
Provide community and family-oriented events	Offer two new special events.	
Create cross-marketing campaigns & sale techniques	Expand promotions through click-throughs to create direct marketing campaigns.	
Increase hockey participation and exposure in the community with regional marketing	Increase participation in Wolf Pack teams by a minimum of one new team or 18 players. Create player development program with Wolves.	
Expand promotional efforts and giveaways for all the community to enjoy	Purchase heparks giveaways to distribute at all community events.	
Implement community awareness campaign of all programs, services & facilities	Participate in community-wide fairs, expos and events to promote heparks. Create a “did you know” document/promo to educate the community on programs, services & facilities.	
Create “no additional cost” free usage access for programs to underserved demographics	Develop “Programs for All” – prelaunch for Winter 2020 programs.	
Develop programs to meet adult population	Offer two new programs per brochure.	
Expand use of technology and social media to engage younger more technology savvy consumer	Increase social media followers. Expand promotions through Instagram and Twitter to expand the reach of 18-35 year olds.	
Offer educational opportunities using established partners (Athletico, Amita) for a variety of subjects for overall wellness (health, retirement, financial)	Schedule education event per quarter with partner presentations.	

DISTRICT GOAL 3: FINANCIAL STEWARDSHIP

Objective/Goal	Performance Measures/Action Plan	Status
Monitor new businesses in the area to determine impact on the District	Contact local businesses each month to build relationships.	
Increase the membership revenue through increased and new marketing efforts	Create fitness center marketing campaign district-wide to increase membership by 5%.	
Develop retention plans for program growth	Develop a marketing tool via email to remind past participants to re-enroll.	
Investigate the redesign and operation of the concession stand at Triphahn	Review for Q4 once rink renovation is complete.	

DISTRICT GOAL 4: OPERATIONAL EXCELLENCE

Objective/Goal	Performance Measures/Action Plan	Status
Implement participation surveys for all programs and program thank-yous	Create Constant Contact digital surveys for programs to email at end of session.	
Maximize facility space with programs & events	Expand program development into vacant facility space. - New 50+ classes at WRC. Lunch workout at TC.	
Implement sports field usage guidelines to insure all sports field are being used appropriately regardless of location	Implement seasonal (quarterly) meetings between rec dept & parks department to communicate field needs and usage.	
Develop fitness retention campaign	Develop a tool to follow-up on all TC / WRC cancelled members.	
Enhance partnerships in community	Participate in Village of HE commissions and events. Implement an annual meeting with Village leaders. Create program partnerships with Cook County Forest Preserve.	
Achieve Excelerate accreditation in preschool program.	Complete onsite visits and assessments to achieve accreditation.	
Develop a better means to track volunteer hours	Create a master volunteer tracking system to track all volunteers within all departments and hours worked.	
Upgrade child care emergency contact collection and sign-in/out procedures.	Streamline all emergency contact forms and processes for all summer camps. Implement online sign-in/out processes for STAR.	
Enhance early childhood program student assessments	Create a new assessment tool that meets curriculum philosophy and guidelines.	
Develop new lifeguard zones at Seascap	Use Starguard recommendations to create new zones.	

DISTRICT GOAL 5: ENVIRONMENTAL AWARENESS

Objective/Goal	Performance Measures/Action Plan	Status
Integrate environmental practices into programming	Offer environmental education in programs such as Hoffman Walks and Kids to Parks Day	
Develop programs at South Ridge	Implement new programs into the Fall 2020 brochure.	
Develop a park & trail awareness promotion	Create a marketing promotional piece which highlights community-wide trails.	

DISTRICT GOAL 6: CUSTOMER SERVICE

Objective/Goal	Performance Measures/Action Plan	Status
Enhance communication to community	Expand means of communication – digital and print. Submit monthly press releases to DH. Investigate a section in the Village newsletter and/or enhanced section on their website. Staff presence at village-wide events.	
Expand marketing efforts within fitness	Create a drop-in group fitness program to give users more flexibility with their fitness needs. Offer two membership fitness challenges to promote greater use of the facility and programs.	
Increase internal communication	Create a tool to share district-wide updates and news and distribute monthly to all FT & PT staff.	
Redesign and establish new plan for eblasts	Create eblast template and timeframe for district-wide eblasts.	
Revamp HE Parks website	Develop a new website with less link pages. In addition, make website ADA compliant.	
Create district-wide Code of Conduct	Develop a Code of Conduct to be implemented for participants, parents and visitors.	
Expand digital online brochure	Create clickable links to digital version of the online brochure	
Create an incentive program for 50+ tour participants	Develop a tour incentive for repeat customers/members who participate in 50+ tours.	
Utilize registration software to meet community and staff needs	Investigate online facility reservation feasibility. Revise registration forms and processes to allow online registration for team sports.	

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

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

DISTRICT GOAL 1: HEALTHY AND ENJOYABLE EXPERIENCES

Objective/Goal	Performance Measures/Action Plan	Status
Provide 27,080 Rounds. (24,017 in 2019 thru October)	Continue to push online booking and monitor tee sheet utilization to adjust specials and promotions with Golf Now and Ezlinks during non-peak times.	
Provide 26 Preferred Tee Times Groups (25 Groups in 2019).	Hold preferred tee time meeting social prior to first week of preferred times to discuss 2020 course improvements and events to secure all groups return in 2020. For new groups we will send out email blast highlighting preferred tee time program and early sign up discount offer as well as advertise on marquee.	
Host 2,903 Outing Rounds (2,719 Outing Rounds in 2019).	Create golf outing specific marketing pieces and email out to all past and current outing contracts.	
Provide 2,513 League Rounds. (2,248 League rounds in 2019).	Work with current leagues and assist them in growing their league memberships. All leagues will be advertised on the Bridges website along with a league specific email blast promoting all leagues.	
Provide 6 Special Golf Course Events with 407 participants. (2 events with 232 Participants in 2019)	Promote golf events via email blast, social media and also signage in golf shop. Each event will be key POS add on 2 weeks prior to event.	
Provide Jr. Program Classes in Spring, Summer & Fall to 126 participants. (114 participants in 2019).	Direct email blast to past participants. Submit marketing flyer to District 54 virtual back pack.	
Provide 3 sessions of Group Lessons to include 12 students for all ages in Spring, Summer & Fall. (10 Students in 2019).	Create new signage at driving range promoting all player development programs.	
Host 3 Wedding Receptions. (3 in 2019).	2020 Promotion will be Free Chair Covers, ½ Off Late Night Snack, ½ Premium bar Upgrade.	
Host 14 Ceremony & Reception Weddings (16 in 2019).	To help combat changing trends to non-traditional wedding venues, we will offer Free Chair Covers, ½ Off Late Night Snack, ½ Premium bar Upgrade, Ceremony discount.	
Provide 3 Holiday Special Event Brunches with 750 guests (570 Guests in 2019 + BWS)	Staff will contact all past participants one month out reminding them of special event. Start email campaign minimum one month prior to events.	

DISTRICT GOAL 2: SOCIAL EQUITY

Objective/Goal	Performance Measures/Action Plan	Status
Grow the number of golf participants by exposing the special needs community to the therapeutic & rehabilitation benefits of golf	Partner with Freedom Golf Association (FGA) to bring joy and a sense of freedom to the special needs community through the game of golf.	
Provide Ladies League from April to October to engage women golfers in the community, growing our league from 18 members to 25 members.	Continue to engage our current league members by providing a free clinic and social where they bring a friend.	

DISTRICT GOAL 3: FINANCIAL STEWARDSHIP

Objective/Goal	Performance Measures/Action Plan	Status
Provide Discount & Annual Golf Passes to increase rounds: Resident 250 Passes; Non Resident 76 Passes (Resident 107 Passes; Non Resident 42 Passes thru October, 2019)	Direct email blast to current pass holders offering them early bird sign up in Jan. Along with poster size sign in Proshop. Will be feature add on item in March & April for all golfers when they check in for their rounds.	
Purchase maintenance cart to replace 12 year old Yamaha cart.	Purchase by end of 2 nd qtr.	
Purchase tow behind blower to replace 14 year old Buffalo Blower.	Purchase by end of 2 nd qtr.	
Purchase (2) sand pro to replace 16 year old units	Purchase by end of 2 nd qtr.	
Purchase bobcat to replace 25 year old unit	Purchase by end of 2 nd qtr.	
Work with Parks department to get preferred pricing on joint maintenance purchases for the facility.	Collaborate with Parks department on purchasing chemical program items to get bulk discounts district wide.	
Work with Parks Department to repair/ replace two of the furnaces in the equipment storage bay with a new efficient unit	Purchase and install in 1 st qtr.	
Replace irrigation controller on #6 with new Rainbird Par+ ES unit.	Purchase in 1 st qtr and replace controller in 2 nd qtr.	

DISTRICT GOAL 4: OPERATIONAL EXCELLENCE

Objective/Goal	Performance Measures/Action Plan	Status
Have key staff attend HEPD AED & CPR training. Have at least 20 key staff members maintain certification.	Have staff attend district certification classes during the course of the year.	

DISTRICT GOAL 5: ENVIRONMENTAL AWARENESS

Objective/Goal	Performance Measures/Action Plan	Status
Integrate environmental practices	Complete burns, mowing, and alternate chemical applications on native areas.	

DISTRICT GOAL 6: CUSTOMER SERVICE

Objective/Goal	Performance Measures/Action Plan	Status
Receive 10 Five Star Reviews on the Knot and Wedding Wire for Weddings. Goal is 10 Reviews receiving 5 Stars	Provide detailed training to staff and hold weekly event meetings to ensure all details are outlined to event staff. Follow up Bride & Grooms after the wedding with Thank You and promotion to complete reviews.	
Enhance communication to community about weddings and events.	Secure a booth in a local Bridal Show for additional exposers and increase advertising in Bridal Magazines Implement tracking mechanism in The Knot ad. Implement paid digital email through The Knot. Investigate other bridal mediums - Chicago Style Weddings, etc.	
Enhance communication to community about golf rates, events, and programs.	Send 4 email blasts per month in peak season and 2 email in off-season to encourage patronage	
Enhance communication to community thru social media.	Increase social media posts about special events and develop campaign outline in 1 st qtr. Implement campaign in March. Post at least once daily on social media platforms throughout year. Increase followers by 10% throughout calendar year. Develop Golf & Wedding Paid Social Campaigns	

**HOFFMAN ESTATES PARK DISTRICT
GOALS & OBJECTIVES
The Club at Prairie Stone**

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

DISTRICT GOAL 1: HEALTHY AND ENJOYABLE EXPERIENCES

Objective/Goal	Performance Measures/Action Plan	Status
Increase membership total by net 50 in 2020.	Continue with revised sales process in 2020. Increase marketing reach with emphasis on enhanced fitness space and programs.	
Maintain 45 Tennis add on memberships in 2020.	Implement tennis court use guidelines and booking process.	
Provide 1,100 hours of court rental fees in 2020.	Implement online booking for court reservation to maximize court use.	
Provide private and group tennis instruction program by 3 rd party independent contractor	Secure third party contractor for 2020 to update current tennis lesson program to attract all ability levels and ages.	
Develop new and innovative swim lesson curriculum to be competitive with area swim lesson facilities	Implement a comprehensive training program for swim instructors that will provide consistency with teaching methods and results for the students. Q1 Success will be measured through positive feedback comments from surveys done each session and an increase in lesson participation numbers.	
Develop new group fitness schedule for complimentary classes in existing and new studio space.	Offer a variety daily complementary classes to members in both studios with a focus on holding the majority of classes in prime time hours.	
Develop specialty / small group training classes in new functional fitness zone.	Offer different ability level classes for all fitness levels during prime times in small group training format with additional classes in sports specific training.	
Develop fitness marketing campaign	With help from C&M department implement marketing plan that focuses on all facets of fitness services at The Club. Training, group fitness, and new fitness programming.	
Highlight the health & wellness achievements of the Club members and participants to share with the community.	Individual stories and achievements will be highlighted through the monthly member newsletter. This newsletter will be emailed to members and shared on our website and social media accounts.	
Create and sponsor a community-wide health and wellness event using The Club facility and adjacent outdoor spaces.	Plan a community-wide event in Q2 at the facility celebrating the 20 year anniversary of The Club and the grand opening of the new fitness spaces.	
Offer new educational programs based on trends in health and wellness	Develop and offer at least four new educational programs with a focus on health and wellness (i.e. nutrition, fitness myths, etc) at The Club that are innovative and fit with industry trends.	
Renovate the Kids Club space to appeal to a greater age range.	Reorganized the Kids Club space to provide a new and exciting space. Complete by end of Q3.	

Repurpose Synergy 360 room to a dedicated space.	Create a partial wall to separate space from main fitness floor, paint, and provide appropriate fitness equipment. Complete by end of Q2.	
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DISTRICT GOAL 2: SOCIAL EQUITY

Objective/Goal	Performance Measures/Action Plan	Status
Partner with local agencies to foster volunteer opportunities.	Continue to work with Northwest Suburban Special Education Organization to provide 2 volunteers to assist with club functions.	
Provide facility usage for NWSRA.	Provide gym, pool, rock wall and rental space for specialty programming.	

DISTRICT GOAL 3: FINANCIAL STEWARDSHIP

Objective/Goal	Performance Measures/Action Plan	Status
Ensure employee wages are competitive yet aligned with value as minimum wage increase in coming years.	Conduct full analysis of all part-time wages in the facility. Create a plan on how to budget for the increase in wages over the next few years.	
Evaluate existing contractual agreements	Determine if all contractual agreements are in the District's best interest. Complete a budget analysis for each agreement to ensure profitability.	
Monitor new businesses in the area to determine impact on the district.	C&M and Sponsorship Coordinator with help from Chamber of Commerce. Will assist by monitoring new business to area and determine sponsorship opportunities, possible partnerships or perform a competitive analysis.	
Increase the membership revenue through increased and new marketing efforts	With C&M, create a detailed marketing plan for the entire year. Include a system to track ROI each month by comparing what we spent against memberships sold to determine the effectiveness of each campaign.	
Purchase new equipment for functional fitness area and strength zone.	Have equipment arrive by end of Q1.	
Install sports floor & turf on tennis courts 2 & 3.	Work with parks department and install flooring by March 1 st .	
Renovate current weight room with new wood floor & doors to create a new mind and body focused studio.	Work with parks department and renovate current free weight to a new group fitness studio. Complete by April 1 st .	
Replace carpet as part of the GIS replacement plan	Complete by end of 3 rd qtr.	
Create plan for "Phase Two" implementation	Create design plans and structure for the 2021 budget process.	

DISTRICT GOAL 4: OPERATIONAL EXCELLENCE

Objective/Goal	Performance Measures/Action Plan	Status
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. Ensure all staff attend training within first 90 days of employment.	
Develop fitness retention campaign	Member Services Manager and Fitness Manager to develop a well-defined on boarding program for new members. Completed by end of Q1.	
Evaluate how space is utilized at The Club and explore options to create new or modified programs that will draw in new members, rentals and programs.	Create programming or usage plan for all new or renovated space. Complete by end of Q2.	
Increase participation in membership and facility use at The Club from area corporations.	Member Services Manager will foster local corporate relationships by scheduling on or off site visits to area corporations. Complete by Q4	

DISTRICT GOAL 5: ENVIRONMENTAL AWARENESS

Objective/Goal	Performance Measures/Action Plan	Status
Minimize paper files – continue migrating to electronic storage and fully utilize all software.	Give directive to staff to organize files electronically by using scanning system and file organization methods. Reduce facility paper use by 10%.	

DISTRICT GOAL 6: CUSTOMER SERVICE

Objective/Goal	Performance Measures/Action Plan	Status
Ensure website is current & relevant at all times	Use the marketing plan and regular meetings with C & M to update the website every month to reflect most current information, monthly promos and facility announcements.	
Improve technology in all program areas	Launch MyZone system with the opening of the functional training area. MyZone should be operational by Q2 Explore other technology options including class scheduling for renovated area	
Improve technology in all program areas	Implement a CRM (Customer Relationship Management) system for membership sales and marketing. Obtain quotes in Q1 for new systems, decide on use of these systems by Q2.	

Amount to be Raised by Taxation**I. Corporate Fund**

1. General Purpose

Property & Liability Insurance	\$150,000
Employment Insurance	\$160,000
Unemployment Insurance	\$60,000
Loss Prevention	\$5,000
Audit	\$15,000
Payroll	\$1,075,000
Employee Benefits	\$140,000
Contracted Services	\$40,000
Service & Rental Agreements	\$50,000
Supplies	\$15,000
Utilities	\$10,000
Technology Equipment & Service	<u>\$40,000</u>

Total General Purpose \$1,760,000

2. Maintenance

Payroll	\$1,200,000
Employee Benefits	\$160,000
Contracted Services	\$12,000
Supplies	\$15,000
Utilities	\$120,000
Equipment Maintenance & Repair	\$70,000
Facility Maintenance & Repair	\$18,000
Property & Field Maintenance	\$80,000
Fuel & Lubricants	\$65,000

Total Maintenance \$1,740,000

Total Corporate Fund **\$3,500,000**

Said amount is hereby levied as the Corporate Fund Tax.

II. Recreation Fund

Payroll	\$375,000
Contracted Services	\$30,000
Service & Rental Agreements	\$10,000
Utilities	\$350,000
Communications & Marketing Wages	\$85,000
Postage	\$30,000
Printing & Publication	\$50,000
Maintenance Wages	\$65,000
Custodial Supplies	\$15,000
Program Expenses	<u>\$90,000</u>

Total Recreation Fund **\$1,100,000**

Said amount is hereby levied as the Recreation Fund Tax.

Amount to be Raised by Taxation**III. Insurance Fund**

Total Insurance Fund	\$0
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No amount is hereby levied as the Insurance Fund Tax.**IV. Audit Fund**

Total Audit Fund	\$0
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No amount is hereby levied as the Audit Fund Tax.**V. I.M.R.F. Fund**

I.M.R.F. Contribution Interfund Transfers	<u>\$400,000</u>
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Total Retirement Fund	\$400,000
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Said amount is hereby levied as the Retirement Fund Tax.**VI. Debt Service**

Bond & Interest Payments	<u>\$3,271,433</u>
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Total Debt Service Fund	\$3,271,433
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Said amount is hereby levied as the Debt Service Fund Tax.**VII. Special Recreation**

NWSRA Special Assessment	\$305,000
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ADA Improvements/Purchases	\$190,000
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Special Recreation Rental Usage	<u>\$85,000</u>
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Total Special Recreation Fund	\$580,000
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Said amount is hereby levied as the Special Recreation Fund Tax.**VIII. Social Security Fund**

FICA Tax Interfund Transfers	\$600,000
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Total Social Security Fund	\$600,000
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Said amount is hereby levied as the Social Security Fund Tax.

Amount to be Raised by Taxation**Recapitulation**

I.	Corporate Fund	\$3,500,000
II.	Recreation Fund	\$1,100,000
III.	Insurance Fund	\$0
IV.	Audit Fund	\$0
V.	I.M.R.F. Fund	\$400,000
VI.	Debt Service	\$3,271,433
VII.	Special Recreation	\$580,000
VIII.	Social Security	\$600,000
	Total taxes to be levied:	\$9,451,433

Calculations as of 09/30/2019

GL NUMBER	DESCRIPTION	2019 AMENDED BUDGET	2019 ACTIVITY THRU 09/30/19	2019 PROJECTED ACTIVITY	2020 PROPOSED BUDGET
Fund: 01 GENERAL					
Function: ADMINISTRATION					
ESTIMATED REVENUES					
Totals for dept 10-3400	- INTERFUND CHARGES	1,641,586	1,231,200	1,641,586	370,616
Totals for dept 10-3500	- TAXES	2,888,000	2,714,015	3,017,000	3,668,000
Totals for dept 10-3600	- INVESTMENT INCOME	150,000	298,854	312,000	242,000
Totals for dept 10-3800	- ADVERTISING	190,000	128,180	181,000	
Totals for dept 10-3900	- GRANT REIMBURSEMENT	400,000			437,500
Totals for dept 10-4000	- RENTALS	66,230	50,520	67,544	68,155
Totals for dept 10-9000	- MISCELLANEOUS		39,005	40,832	10,000
TOTAL ESTIMATED REVENUES		5,335,816	4,461,774	5,259,962	4,796,271
APPROPRIATIONS					
Totals for dept 10-3400	- INTERFUND CHARGES	61,250	45,936	61,250	
Totals for dept 10-3800	- ADVERTISING	6,200	2,454	3,500	
Totals for dept 10-6000	- PROPERTY & LIABILITY	154,350	77,159	154,350	152,450
Totals for dept 10-6100	- EMPLOYMENT INSURANCE	166,070	83,026	166,070	154,883
Totals for dept 10-6200	- UNEMPLOYMENT INSURANC	75,000	41,670	60,000	75,000
Totals for dept 10-6300	- LOSS PREVENTION	8,300	5,691	7,500	8,300
Totals for dept 10-6500	- AUDIT SERVICE	16,900	16,900	16,900	17,300
Totals for dept 10-7000	- PAYROLL	1,267,309	938,730	1,274,411	1,249,612
Totals for dept 10-7100	- EMPLOYEE BENEFITS	652,000	469,482	628,000	128,650
Totals for dept 10-7200	- EDUCATION/TRAINING	12,200	4,382	7,500	9,250
Totals for dept 10-7300	- CONTRACTED SERVICES	44,500	25,100	40,750	42,500
Totals for dept 10-7400	- SERVICE/RENTAL AGREEM	71,000	67,753	69,990	83,081
Totals for dept 10-7500	- SUPPLIES	17,000	13,592	17,810	18,693
Totals for dept 10-7600	- PROFESSIONAL DUES/SUE	23,000	19,069	22,140	20,940
Totals for dept 10-7800	- ADMINISTRATIVE	35,325	15,979	23,950	36,325
Totals for dept 10-8000	- UTILITIES	13,300	8,860	13,595	14,220
Totals for dept 10-8100	- EQUIPMENT	3,950		3,950	4,600
Totals for dept 10-8900	- TECHNOLOGY	55,500	23,282	48,250	40,200
Totals for dept 10-9000	- MISCELLANEOUS	3,000	2,360	3,250	3,250
TOTAL APPROPRIATIONS		2,686,154	1,861,425	2,623,166	2,059,254
NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION		2,649,662	2,600,349	2,636,796	2,737,017
Function: MAINTENANCE					
APPROPRIATIONS					
Totals for dept 20-6300	- LOSS PREVENTION	25,250	17,502	20,550	
Totals for dept 20-7000	- PAYROLL	1,644,652	1,213,415	1,604,354	1,791,687
Totals for dept 20-7100	- EMPLOYEE BENEFITS	10,000	6,053	7,900	216,700
Totals for dept 20-7200	- EDUCATION/TRAINING	8,500	8,484	8,484	10,700
Totals for dept 20-7300	- CONTRACTED SERVICES	16,860	7,806	16,200	19,810
Totals for dept 20-7500	- SUPPLIES	17,500	10,289	17,506	16,500
Totals for dept 20-7600	- PROFESSIONAL DUES/SUE	3,000	2,153	2,865	2,475
Totals for dept 20-7800	- ADMINISTRATIVE	1,500	1,251	1,500	1,360
Totals for dept 20-8000	- UTILITIES	145,040	112,639	151,445	162,200
Totals for dept 20-8100	- EQUIPMENT	8,000	7,555	7,587	8,500
Totals for dept 20-8200	- EQUIPMENT MAINTENANCE	92,860	67,400	89,860	91,860
Totals for dept 20-8300	- FACILITY MAINTENANCE/	15,000	9,873	15,000	24,025
Totals for dept 20-8400	- PROPERTY MAINTENANCE	130,500	90,759	118,404	85,700
Totals for dept 20-8500	- FUEL/LUBRICANTS	75,000	55,046	71,465	75,000
TOTAL APPROPRIATIONS		2,193,662	1,610,225	2,133,120	2,506,517
NET OF REVENUES/APPROPRIATIONS - MAINTENANCE		(2,193,662)	(1,610,225)	(2,133,120)	(2,506,517)
Function: CAPITAL PROJECTS					
APPROPRIATIONS					
Totals for dept 90-1010	- WEBSITE REDESIGN				25,000
Totals for dept 90-1020	- PICKLEBALL COURTS				125,000
Totals for dept 90-1030	- BIRCH PARK OSLAD				75,000
Totals for dept 90-1040	- SERVER STORAGE UPGRAI				12,500
Totals for dept 90-1050	- SECURITY CAMERAS				15,000
Totals for dept 90-1060	- EXCHANGE SERVER UPGRA				20,000
Totals for dept 98-1020	- FACILITY LOT SECURITY	20,000	13,094	20,000	
Totals for dept 98-1040	- BIRCH PLAY REFURBISH	10,000			
Totals for dept 98-1060	- TC ROOF ENGINEERING	30,000	11,375	26,500	
Totals for dept 98-1070	- VIRTUAL COMPUTER SERV	30,000	4,133	4,133	
Totals for dept 99-0110	- MICROSOFT OFFICE UPGF	19,000	18,560	18,560	
Totals for dept 99-0120	- COLOR COPIER	8,000		8,000	
Totals for dept 99-0130	- CRICKET BATTING CAGES	110,000	5,769	5,915	
Totals for dept 99-0140	- SO RIDGE PARK/SPLASHE	1,245,000	121,276	140,538	1,105,000

Calculations as of 09/30/2019

GL NUMBER	DESCRIPTION	2019 AMENDED BUDGET	2019 ACTIVITY THRU 09/30/19	2019 PROJECTED ACTIVITY	2020 PROPOSED BUDGET
Fund: 01 GENERAL					
Function: CAPITAL PROJECTS					
APPROPRIATIONS					
	Totals for dept 99-0150 - BOARD ROOM CHAIRS	7,000	6,744	6,744	
	Totals for dept 99-0160 - LIGHTING UPGRADES		7,582	32,286	75,000
	TOTAL APPROPRIATIONS	1,381,000	188,533	262,676	1,452,500
	NET OF REVENUES/APPROPRIATIONS - CAPITAL PROJECTS	(1,381,000)	(188,533)	(262,676)	(1,452,500)
	NET OF REVENUES/APPROPRIATIONS - FUND 01	(925,000)	801,591	241,000	(1,222,000)
	BEGINNING FUND BALANCE	4,601,239	4,601,239	4,601,239	4,842,239
	ENDING FUND BALANCE	3,676,239	5,402,830	4,842,239	3,620,239

Calculations as of 09/30/2019

GL NUMBER	DESCRIPTION	2019 AMENDED BUDGET	2019 ACTIVITY THRU 09/30/19	2019 PROJECTED ACTIVITY	2020 PROPOSED BUDGET
Fund: 02 RECREATION					
Function: ADMINISTRATION					
ESTIMATED REVENUES					
Totals for dept 10-3400	- INTERFUND CHARGES	401,472	301,095	401,472	360,105
Totals for dept 10-3500	- TAXES	1,827,000	1,712,892	1,870,000	1,170,000
Totals for dept 10-3600	- INVESTMENT INCOME	15,000		15,000	15,000
Totals for dept 10-3900	- GRANT REIMBURSEMENT		1,000	1,000	
Totals for dept 10-4000	- RENTALS	112,450	99,956	116,750	105,000
Totals for dept 10-4500	- MERCHANDISE RESALE	1,000	483	764	1,000
Totals for dept 10-9000	- MISCELLANEOUS	10,000	559	886	
TOTAL ESTIMATED REVENUES		2,366,922	2,115,985	2,405,872	1,651,105
APPROPRIATIONS					
Totals for dept 10-3400	- INTERFUND CHARGES	1,009,875	757,413	1,009,875	750,000
Totals for dept 10-4000	- RENTALS				44,850
Totals for dept 10-7000	- PAYROLL	772,598	535,276	723,107	967,081
Totals for dept 10-7100	- EMPLOYEE BENEFITS	7,500	2,446	4,800	150,310
Totals for dept 10-7200	- EDUCATION/TRAINING	8,200	9,996	10,000	15,260
Totals for dept 10-7300	- CONTRACTED SERVICES	42,556	34,190	40,128	41,895
Totals for dept 10-7400	- SERVICE/RENTAL AGREEM	19,200	14,780	18,750	16,000
Totals for dept 10-7600	- PROFESSIONAL DUES/SUE	3,400	3,005	3,394	3,883
Totals for dept 10-8000	- UTILITIES	541,996	344,982	472,670	525,000
Totals for dept 10-8100	- EQUIPMENT	11,500	7,509	9,960	11,687
Totals for dept 10-8300	- FACILITY MAINTENANCE/	65,000	44,527	65,000	75,255
Totals for dept 10-9000	- MISCELLANEOUS	77,400	59,664	75,875	80,000
TOTAL APPROPRIATIONS		2,559,225	1,813,788	2,433,559	2,681,221
NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION		(192,303)	302,197	(27,687)	(1,030,116)
Function: MAINTENANCE					
APPROPRIATIONS					
Totals for dept 20-7000	- PAYROLL	209,152	153,300	218,825	438,835
Totals for dept 20-7100	- EMPLOYEE BENEFITS				62,200
Totals for dept 20-7500	- SUPPLIES	17,870	11,975	16,900	16,000
TOTAL APPROPRIATIONS		227,022	165,275	235,725	517,035
NET OF REVENUES/APPROPRIATIONS - MAINTENANCE		(227,022)	(165,275)	(235,725)	(517,035)
Function: CAPITAL PROJECTS					
APPROPRIATIONS					
Totals for dept 90-2010	- ICE PUMP REBUILDS				10,000
Totals for dept 90-2020	- TC FITNESS EQUIP				30,000
Totals for dept 90-2030	- SOCCER GOALS				17,500
Totals for dept 99-2060	- ICE REBUILD PUMP	10,000		9,912	
Totals for dept 99-2070	- TC FITNESS EQUIP	10,000	9,825	10,000	
Totals for dept 99-2080	- WRC EXIT DR WALL REPA	10,000		8,144	
Totals for dept 99-2090	- UNDERFLOOR RINK 1	1,000,000	862,798	1,396,408	
TOTAL APPROPRIATIONS		1,030,000	872,623	1,424,464	57,500
NET OF REVENUES/APPROPRIATIONS - CAPITAL PROJECTS		(1,030,000)	(872,623)	(1,424,464)	(57,500)
Function: C&M					
ESTIMATED REVENUES					
Totals for dept 15-3800	- CORPORATE RELATIONS				185,000
TOTAL ESTIMATED REVENUES					185,000
APPROPRIATIONS					
Totals for dept 15-3800	- CORPORATE RELATIONS				9,500
Totals for dept 15-7000	- PAYROLL	210,732	113,183	195,461	311,282
Totals for dept 15-7200	- EDUCATION/TRAINING	2,250	1,484	2,250	5,065
Totals for dept 15-7300	- CONTRACTED SERVICES	3,320	4,419	4,789	7,320
Totals for dept 15-7500	- SUPPLIES	3,200	1,322	2,000	3,000
Totals for dept 15-7600	- PROFESSIONAL DUES/SUE	9,948	9,543	9,550	8,773
Totals for dept 15-7700	- POSTAGE	42,000	47,991	47,991	51,000
Totals for dept 15-7800	- PRINTING/PUBLICATION	63,550	37,697	55,000	58,050
Totals for dept 15-7900	- ADVERTISING/PROMOTION	15,000	9,470	15,000	90,000
TOTAL APPROPRIATIONS		350,000	225,109	332,041	543,990
NET OF REVENUES/APPROPRIATIONS - C&M		(350,000)	(225,109)	(332,041)	(358,990)
Function: TRIPHAHN CENTER					
ESTIMATED REVENUES					

Calculations as of 09/30/2019

GL NUMBER	DESCRIPTION	2019 AMENDED BUDGET	2019 ACTIVITY THRU 09/30/19	2019 PROJECTED ACTIVITY	2020 PROPOSED BUDGET
Fund: 02 RECREATION					
Function: TRIPHAHN CENTER					
ESTIMATED REVENUES					
	Totals for dept 32-4000 - RENTALS	70,400	53,598	67,900	73,400
	Totals for dept 32-4100 - MEMBERSHIPS	219,150	158,904	209,090	207,440
	Totals for dept 32-4200 - GUEST SERVICES	7,764	4,993	6,897	6,838
	Totals for dept 32-5300 - FITNESS PROGRAMS	12,500	8,172	10,202	14,507
	TOTAL ESTIMATED REVENUES	309,814	225,667	294,089	302,185
APPROPRIATIONS					
	Totals for dept 32-4200 - GUEST SERVICES	2,116	1,671	2,092	3,969
	Totals for dept 32-5300 - FITNESS PROGRAMS	9,473	5,815	8,433	9,609
	Totals for dept 32-7000 - PAYROLL	114,270	71,252	100,220	109,966
	Totals for dept 32-7500 - SUPPLIES	7,500	8,988	10,368	11,483
	Totals for dept 32-7900 - ADVERTISING/PROMOTION	1,400	1,100	1,400	1,250
	Totals for dept 32-8200 - EQUIPMENT MAINTENANCE	7,500	5,885	7,500	8,000
	TOTAL APPROPRIATIONS	142,259	94,711	130,013	144,277
	NET OF REVENUES/APPROPRIATIONS - TRIPHAHN CENTER	167,555	130,956	164,076	157,908
Function: WILLOW REC CENTER					
ESTIMATED REVENUES					
	Totals for dept 34-3800 - ADVERTISING		2,002	6,500	4,500
	Totals for dept 34-4000 - RENTALS	78,890	55,883	75,200	75,040
	Totals for dept 34-4100 - MEMBERSHIPS	97,100	66,268	86,300	85,881
	Totals for dept 34-4200 - GUEST SERVICES	4,812	1,962	2,400	3,230
	Totals for dept 34-4300 - COURTS	8,000	7,804	9,798	9,450
	Totals for dept 34-4500 - MERCHANDISE RESALE	170	34	42	170
	Totals for dept 34-5000 - GENERAL PROGRAMS	1,600	213	506	1,798
	Totals for dept 34-5100 - LESSONS	2,700	1,392	1,620	2,048
	Totals for dept 34-5200 - LEAGUES/TOURNAMENTS	4,420	2,953	4,130	4,000
	Totals for dept 34-5300 - FITNESS PROGRAMS	12,600	8,863	10,233	12,228
	TOTAL ESTIMATED REVENUES	210,292	147,374	196,729	198,345
APPROPRIATIONS					
	Totals for dept 34-4000 - RENTALS	2,365	1,496	2,385	2,718
	Totals for dept 34-4100 - MEMBERSHIPS	2,900	2,109	2,900	3,950
	Totals for dept 34-4200 - GUEST SERVICES	1,441	576	702	1,426
	Totals for dept 34-4500 - MERCHANDISE RESALE	119		25	
	Totals for dept 34-5000 - GENERAL PROGRAMS	1,120		209	1,147
	Totals for dept 34-5100 - LESSONS	1,890	874	1,134	1,434
	Totals for dept 34-5200 - LEAGUES/TOURNAMENTS	500	240	390	450
	Totals for dept 34-5300 - FITNESS PROGRAMS	8,968	6,285	6,957	8,361
	Totals for dept 34-7000 - PAYROLL	79,696	57,526	78,213	82,986
	Totals for dept 34-7500 - SUPPLIES	2,000	1,714	2,000	4,620
	Totals for dept 34-7900 - ADVERTISING/PROMOTION	1,900	1,560	1,900	942
	Totals for dept 34-8100 - EQUIPMENT	2,850	811	2,850	3,000
	Totals for dept 34-8200 - EQUIPMENT MAINTENANCE	4,000	3,638	4,000	9,665
	Totals for dept 34-8300 - FACILITY MAINTENANCE/	11,625	5,293	11,625	18,800
	TOTAL APPROPRIATIONS	121,374	82,122	115,290	139,499
	NET OF REVENUES/APPROPRIATIONS - WILLOW REC CENTER	88,918	65,252	81,439	58,846
Function: GENERAL PROGRAMMING					
ESTIMATED REVENUES					
	Totals for dept 50-3800 - SPONSORSHIP		1,300	1,300	1,000
	Totals for dept 50-5000 - GENERAL PROGRAMS	34,404	32,953	39,615	31,456
	Totals for dept 50-5100 - DAY CAMPS	183,650	115,040	115,028	110,284
	Totals for dept 50-5300 - GYMNASTICS	67,500	44,609	59,402	50,000
	Totals for dept 50-5400 - ARTS AND CRAFTS	4,350	5,134	5,950	5,536
	Totals for dept 50-5500 - MARTIAL ARTS	134,800	115,467	147,235	147,536
	Totals for dept 50-5900 - SPECIAL EVENTS	17,250	10,670	14,529	16,775
	Totals for dept 50-6100 - DANCE	114,000	76,697	107,138	109,711
	TOTAL ESTIMATED REVENUES	555,954	401,870	490,197	472,298
APPROPRIATIONS					
	Totals for dept 50-4000 - RENTALS	2,430	2,443	3,297	3,346
	Totals for dept 50-5000 - GENERAL PROGRAMS	14,220	11,233	20,489	17,566
	Totals for dept 50-5100 - DAY CAMPS	91,553	63,851	65,749	62,731
	Totals for dept 50-5300 - GYMNASTICS	47,250	30,540	41,673	36,000
	Totals for dept 50-5400 - ARTS AND CRAFTS	3,045	2,431	4,165	3,875
	Totals for dept 50-5500 - MARTIAL ARTS	94,360	73,205	103,064	106,566

Calculations as of 09/30/2019

GL NUMBER	DESCRIPTION	2019 AMENDED BUDGET	2019 ACTIVITY THRU 09/30/19	2019 PROJECTED ACTIVITY	2020 PROPOSED BUDGET
Fund: 02 RECREATION					
Function: GENERAL PROGRAMMING					
APPROPRIATIONS					
	Totals for dept 50-5800 - VOGELEI PRGM/EVENTS	10,644	2,848	6,730	10,459
	Totals for dept 50-5900 - SPECIAL EVENTS	52,313	35,191	47,622	52,334
	Totals for dept 50-6100 - DANCE	68,593	43,721	58,643	65,523
	TOTAL APPROPRIATIONS	384,408	265,463	351,432	358,400
	NET OF REVENUES/APPROPRIATIONS - GENERAL PROGRAMMI	171,546	136,407	138,765	113,898
Function: SENIOR					
ESTIMATED REVENUES					
	Totals for dept 55-3800 - SPONSORSHIP		13,800	3,800	4,000
	Totals for dept 55-4100 - MEMBERSHIPS	24,000	14,434	20,300	4,800
	Totals for dept 55-5000 - SENIOR PROGRAMS	61,000	30,820	51,559	52,594
	TOTAL ESTIMATED REVENUES	85,000	59,054	75,659	61,394
APPROPRIATIONS					
	Totals for dept 55-4100 - MEMBERSHIPS	6,983	3,644	8,373	6,839
	Totals for dept 55-5000 - SENIOR PROGRAMS	42,147	27,399	34,282	40,204
	Totals for dept 55-7900 - ADVERTISING/PROMOTION				250
	TOTAL APPROPRIATIONS	49,130	31,043	42,655	47,293
	NET OF REVENUES/APPROPRIATIONS - SENIOR	35,870	28,011	33,004	14,101
Function: EARLY CHILDHOOD					
ESTIMATED REVENUES					
	Totals for dept 60-5000 - GENERAL PROGRAMS	62,100	42,667	68,403	67,425
	Totals for dept 60-5100 - DAY CAMPS	379,344	315,741	315,741	334,922
	Totals for dept 60-5200 - PRESCHOOL	288,587	182,962	280,302	280,230
	Totals for dept 60-5300 - PARENT/TOT	21,400	14,274	20,800	20,536
	Totals for dept 60-5400 - STAR	870,000	672,717	976,054	965,398
	Totals for dept 60-5500 - ELC	430,000	357,940	455,970	454,534
	TOTAL ESTIMATED REVENUES	2,051,431	1,586,301	2,117,270	2,123,045
APPROPRIATIONS					
	Totals for dept 60-5000 - GENERAL PROGRAMS	40,521	24,845	40,834	38,336
	Totals for dept 60-5100 - DAY CAMPS	175,775	149,663	151,358	152,386
	Totals for dept 60-5200 - PRESCHOOL	165,782	112,065	161,031	166,419
	Totals for dept 60-5300 - PARENT/TOT	9,727	6,045	7,747	7,799
	Totals for dept 60-5400 - STAR	440,771	268,035	412,939	468,320
	Totals for dept 60-5500 - ELC	221,728	183,054	239,503	265,860
	TOTAL APPROPRIATIONS	1,054,304	743,707	1,013,412	1,099,120
	NET OF REVENUES/APPROPRIATIONS - EARLY CHILDHOOD	997,127	842,594	1,103,858	1,023,925
Function: ADULT ATHLETICS					
ESTIMATED REVENUES					
	Totals for dept 70-5300 - BASKETBALL LEAGUES	11,400	11,952	15,600	15,750
	Totals for dept 70-5400 - SOFTBALL LEAGUES	18,830	12,774	14,450	15,290
	Totals for dept 70-5500 - FOOTBALL LEAGUES	4,320	960	2,880	4,320
	TOTAL ESTIMATED REVENUES	34,550	25,686	32,930	35,360
APPROPRIATIONS					
	Totals for dept 70-5300 - BASKETBALL LEAGUES	8,049	7,965	9,894	11,087
	Totals for dept 70-5400 - SOFTBALL LEAGUES	11,315	4,478	5,947	8,138
	Totals for dept 70-5500 - FOOTBALL LEAGUES	2,923	158	1,981	2,891
	TOTAL APPROPRIATIONS	22,287	12,601	17,822	22,116
	NET OF REVENUES/APPROPRIATIONS - ADULT ATHLETICS	12,263	13,085	15,108	13,244
Function: YOUTH ATHLETICS					
ESTIMATED REVENUES					
	Totals for dept 75-5000 - GENERAL PROGRAMS	39,850	35,086	36,789	36,000
	Totals for dept 75-5200 - VOLLEYBALL	4,200			4,500
	Totals for dept 75-5300 - BASKETBALL	52,000	36,470	43,625	42,000
	Totals for dept 75-5400 - BASEBALL	54,150	54,996	61,934	56,000
	Totals for dept 75-5500 - SOFTBALL	5,400			1,650
	Totals for dept 75-5600 - SOCCER	40,500	46,250	66,340	60,000
	Totals for dept 75-5700 - CRICKET	10,000	12,936	18,004	13,100
	TOTAL ESTIMATED REVENUES	206,100	185,738	226,692	213,250

Calculations as of 09/30/2019

GL NUMBER	DESCRIPTION	2019 AMENDED BUDGET	2019 ACTIVITY THRU 09/30/19	2019 PROJECTED ACTIVITY	2020 PROPOSED BUDGET
Fund: 02 RECREATION					
Function: YOUTH ATHLETICS					
APPROPRIATIONS					
Totals for dept 75-5000	- GENERAL PROGRAMS	27,600	25,992	33,430	27,181
Totals for dept 75-5100	- ATHLETIC CAMPS		1,886		
Totals for dept 75-5200	- VOLLEYBALL	1,519		14	1,519
Totals for dept 75-5300	- BASKETBALL	28,741	24,704	28,808	26,307
Totals for dept 75-5400	- BASEBALL	20,550	20,877	28,504	26,646
Totals for dept 75-5500	- SOFTBALL	1,500			1,068
Totals for dept 75-5600	- SOCCER	16,644	22,182	28,813	34,310
Totals for dept 75-5700	- CRICKET	3,500		6,160	5,670
TOTAL APPROPRIATIONS		100,054	95,641	125,729	122,701
NET OF REVENUES/APPROPRIATIONS - YOUTH ATHLETICS		106,046	90,097	100,963	90,549
Function: AQUATICS					
ESTIMATED REVENUES					
Totals for dept 80-3900	- GRANT REVENUE	1,500	4,200	4,200	1,500
Totals for dept 80-4000	- RENTALS	27,000	18,438	18,438	20,000
Totals for dept 80-4100	- MEMBERSHIPS	77,000	73,064	73,064	72,000
Totals for dept 80-4300	- DAILY FEES	135,000	141,745	141,745	135,000
Totals for dept 80-4500	- MERCHANDISE RESALE		637	662	650
Totals for dept 80-4600	- CONCESSION SALES/RENT	4,800	4,467	4,467	4,800
Totals for dept 80-5000	- LESSONS	25,000	21,407	21,407	20,000
Totals for dept 80-5900	- SPECIAL EVENTS	3,975	3,965	3,965	3,975
TOTAL ESTIMATED REVENUES		274,275	267,923	267,948	257,925
APPROPRIATIONS					
Totals for dept 80-4500	- MERCHANDISE RESALE		804	804	300
Totals for dept 80-5000	- LESSONS	17,547	13,096	13,412	15,598
Totals for dept 80-5900	- SPECIAL EVENTS	975	650	650	975
Totals for dept 80-7000	- PAYROLL	205,628	202,314	210,594	190,098
Totals for dept 80-7100	- EMPLOYEE BENEFITS	3,710	3,571	3,571	3,803
Totals for dept 80-7200	- EDUCATION/TRAINING	13,245	11,432	12,272	12,885
Totals for dept 80-7300	- CONTRACTED SERVICES	3,172	3,070	3,070	3,640
Totals for dept 80-7500	- SUPPLIES	22,550	24,792	24,792	25,310
Totals for dept 80-7900	- ADVERTISING/PROMOTION	1,500	223	223	
Totals for dept 80-8000	- UTILITIES	76,680	84,193	90,363	79,236
Totals for dept 80-8100	- EQUIPMENT	6,568	302	6,568	6,600
Totals for dept 80-8200	- EQUIPMENT MAINTENANCE	7,700	6,816	7,700	7,000
Totals for dept 80-8300	- FACILITY MAINTENANCE/	10,000	9,768	10,000	22,500
TOTAL APPROPRIATIONS		369,275	361,031	384,019	367,945
NET OF REVENUES/APPROPRIATIONS - AQUATICS		(95,000)	(93,108)	(116,071)	(110,020)
Function: ICE					
ESTIMATED REVENUES					
Totals for dept 85-4000	- RENTALS	658,400	352,582	515,925	423,000
Totals for dept 85-4300	- DAILY FEES	31,000	20,346	27,600	27,000
Totals for dept 85-4500	- MERCHANDISE RESALE	3,000	323	1,000	1,192
Totals for dept 85-4600	- CONCESSION SALES/RENT	12,050	6,020	11,400	11,400
Totals for dept 85-5000	- LESSONS	228,500	233,368	284,510	275,000
Totals for dept 85-5100	- CAMPS	27,500	32,393	32,393	31,500
Totals for dept 85-5300	- ADULT LEAGUES	21,000			
Totals for dept 85-5500	- YOUTH LEAGUES	285,000	213,501	300,000	300,000
Totals for dept 85-5900	- SPECIAL EVENTS	4,100			
TOTAL ESTIMATED REVENUES		1,270,550	858,533	1,172,828	1,069,092
APPROPRIATIONS					
Totals for dept 85-4000	- RENTALS	1,000			
Totals for dept 85-4300	- DAILY FEES		1,732	2,700	4,478
Totals for dept 85-4500	- MERCHANDISE RESALE	1,200	244	305	500
Totals for dept 85-5000	- LESSONS	92,266	83,050	109,864	116,284
Totals for dept 85-5100	- CAMPS	13,306	13,442	13,598	13,942
Totals for dept 85-5500	- YOUTH LEAGUES	128,683	137,186	186,488	182,407
Totals for dept 85-5900	- SPECIAL EVENTS		510	1,740	3,671
Totals for dept 85-7000	- PAYROLL	394,224	283,689	387,424	
Totals for dept 85-7100	- EMPLOYEE BENEFITS	1,500			
Totals for dept 85-7200	- EDUCATION/TRAINING	600	125	125	
Totals for dept 85-7300	- CONTRACTED SERVICES	11,571	7,677	9,770	
Totals for dept 85-7500	- SUPPLIES	500			
Totals for dept 85-7600	- PROFESSIONAL DUES/SUE	300	236	250	

Calculations as of 09/30/2019

GL NUMBER	DESCRIPTION	2019 AMENDED BUDGET	2019 ACTIVITY THRU 09/30/19	2019 PROJECTED ACTIVITY	2020 PROPOSED BUDGET
Fund: 02 RECREATION					
Function: ICE					
APPROPRIATIONS					
	Totals for dept 85-7800 - ADMIN/MILEAGE REIMBUF	500	264	375	
	Totals for dept 85-7900 - ADVERTISING/PROMOTION	1,500	27	327	
	Totals for dept 85-8000 - UTILITIES	6,400	2,713	4,175	4,800
	Totals for dept 85-8100 - EQUIPMENT	4,000	2,453	3,100	4,500
	Totals for dept 85-8200 - EQUIPMENT MAINTENANCE	6,500	3,042	5,550	6,500
	Totals for dept 85-8300 - FACILITY MAINTENANCE/	6,500	5,847	7,262	18,820
	TOTAL APPROPRIATIONS	670,550	542,237	733,053	355,902
	NET OF REVENUES/APPROPRIATIONS - ICE	600,000	316,296	439,775	713,190
	NET OF REVENUES/APPROPRIATIONS - FUND 02	285,000	568,780	(59,000)	112,000
	BEGINNING FUND BALANCE	1,553,564	1,553,564	1,553,564	1,494,564
	ENDING FUND BALANCE	1,838,564	2,122,344	1,494,564	1,606,564

Calculations as of 09/30/2019

GL NUMBER	DESCRIPTION	2019 AMENDED BUDGET	2019 ACTIVITY THRU 09/30/19	2019 PROJECTED ACTIVITY	2020 PROPOSED BUDGET
Fund: 07 IMRF					
Function: ADMINISTRATION					
ESTIMATED REVENUES					
	Totals for dept 10-3500 - TAXES	280,000	262,193	301,000	430,000
	Totals for dept 10-3600 - INVESTMENT INCOME	3,100		3,100	2,559
	TOTAL ESTIMATED REVENUES	<u>283,100</u>	<u>262,193</u>	<u>304,100</u>	<u>432,559</u>
APPROPRIATIONS					
	Totals for dept 10-3400 - INTERFUND CHARGES	258,100	193,572	258,100	368,559
	TOTAL APPROPRIATIONS	<u>258,100</u>	<u>193,572</u>	<u>258,100</u>	<u>368,559</u>
	NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION	<u>25,000</u>	<u>68,621</u>	<u>46,000</u>	<u>64,000</u>
	NET OF REVENUES/APPROPRIATIONS - FUND 07	<u>25,000</u>	<u>68,621</u>	<u>46,000</u>	<u>64,000</u>
	BEGINNING FUND BALANCE	816,340	816,340	816,340	862,340
	ENDING FUND BALANCE	841,340	884,961	862,340	926,340

Calculations as of 09/30/2019

GL NUMBER	DESCRIPTION	2019 AMENDED BUDGET	2019 ACTIVITY THRU 09/30/19	2019 PROJECTED ACTIVITY	2020 PROPOSED BUDGET
Fund: 08 DEBT SERVICE					
Function: ADMINISTRATION					
ESTIMATED REVENUES					
	Totals for dept 10-3500 - TAXES	3,740,000	3,245,469	3,571,000	3,481,433
	Totals for dept 10-3600 - INVESTMENT INCOME	14,992		15,000	15,567
	TOTAL ESTIMATED REVENUES	3,754,992	3,245,469	3,586,000	3,497,000
	NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION	3,754,992	3,245,469	3,586,000	3,497,000
Function: BOND PROCEEDS					
ESTIMATED REVENUES					
	Totals for dept 08-0101 - BAB REBATE	151,000	76,538	152,038	152,000
	Totals for dept 08-0190 - 2019 LTD BOND ISSUE	1,785,000		1,877,032	1,585,715
	TOTAL ESTIMATED REVENUES	1,936,000	76,538	2,029,070	1,737,715
	NET OF REVENUES/APPROPRIATIONS - BOND PROCEEDS	1,936,000	76,538	2,029,070	1,737,715
Function: BOND PAYMENTS					
APPROPRIATIONS					
	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	263,393	24,197	263,393	263,110
	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	711,063	305,531	711,063	708,062
	Totals for dept 09-0170 - 2017-A LTD BOND ISSUE	492,750	71,608	492,983	560,750
	Totals for dept 09-0180 - 2018 LTD BOND ISSUE	2,718,900	35,978	2,720,428	
	Totals for dept 09-0190 - ANNUAL LTD BOND				2,710,594
	Totals for dept 10-0190 - ANNUAL LTD BOND ISSUE	25,000		24,317	145,313
	TOTAL APPROPRIATIONS	6,525,992	1,594,757	6,527,070	6,702,715
	NET OF REVENUES/APPROPRIATIONS - BOND PAYMENTS	(6,525,992)	(1,594,757)	(6,527,070)	(6,702,715)
	NET OF REVENUES/APPROPRIATIONS - FUND 08	(835,000)	1,727,250	(912,000)	(1,468,000)
	BEGINNING FUND BALANCE	4,432,956	4,432,956	4,432,956	3,520,956
	ENDING FUND BALANCE	3,597,956	6,160,206	3,520,956	2,052,956

Calculations as of 09/30/2019

GL NUMBER	DESCRIPTION	2019 AMENDED BUDGET	2019 ACTIVITY THRU 09/30/19	2019 PROJECTED ACTIVITY	2020 PROPOSED BUDGET
Fund: 09 SPECIAL RECREATION					
Function: ADMINISTRATION					
ESTIMATED REVENUES					
	Totals for dept 10-3500 - TAXES	591,500	536,934	597,000	620,000
	Totals for dept 10-3600 - INVESTMENT INCOME	3,520		3,120	4,000
	TOTAL ESTIMATED REVENUES	595,020	536,934	600,120	624,000
APPROPRIATIONS					
	Totals for dept 10-6400 - SPECIAL ASSESSMENT	306,660	306,659	306,659	307,468
	Totals for dept 10-6450 - SPECIAL REC RENTAL AI	85,860	64,395	85,860	85,860
	TOTAL APPROPRIATIONS	392,520	371,054	392,519	393,328
	NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION	202,500	165,880	207,601	230,672
Function: CAPITAL PROJECTS					
APPROPRIATIONS					
	Totals for dept 90-0130 - PRINCETON PLAY/SPLASH				40,000
	Totals for dept 98-0150 - SHOE FACTORY BIKE TR	22,500			25,672
	Totals for dept 99-0060 - WRC PLAYGROUND/PICKLE	35,000	19,077	19,077	
	Totals for dept 99-0070 - COMMUNITY PK ENHANCEM	35,000	19,844	34,524	
	Totals for dept 99-0140 - SO RIDGE PARK/SPLASH	70,000			195,000
	TOTAL APPROPRIATIONS	162,500	38,921	53,601	260,672
	NET OF REVENUES/APPROPRIATIONS - CAPITAL PROJECTS	(162,500)	(38,921)	(53,601)	(260,672)
	NET OF REVENUES/APPROPRIATIONS - FUND 09	40,000	126,959	154,000	(30,000)
	BEGINNING FUND BALANCE	429,954	429,954	429,954	583,954
	ENDING FUND BALANCE	469,954	556,913	583,954	553,954

Calculations as of 09/30/2019

GL NUMBER	DESCRIPTION	2019 AMENDED BUDGET	2019 ACTIVITY THRU 09/30/19	2019 PROJECTED ACTIVITY	2020 PROPOSED BUDGET
Fund: 10 FICA					
Function: ADMINISTRATION					
ESTIMATED REVENUES					
	Totals for dept 10-3500 - TAXES	580,000	547,762	608,000	640,000
	Totals for dept 10-3600 - INVESTMENT INCOME	2,300		2,300	2,204
	TOTAL ESTIMATED REVENUES	<u>582,300</u>	<u>547,762</u>	<u>610,300</u>	<u>642,204</u>
APPROPRIATIONS					
	Totals for dept 10-3400 - INTERFUND CHARGES	567,300	425,475	567,300	589,204
	TOTAL APPROPRIATIONS	<u>567,300</u>	<u>425,475</u>	<u>567,300</u>	<u>589,204</u>
	NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION	<u>15,000</u>	<u>122,287</u>	<u>43,000</u>	<u>53,000</u>
	NET OF REVENUES/APPROPRIATIONS - FUND 10	<u>15,000</u>	<u>122,287</u>	<u>43,000</u>	<u>53,000</u>
	BEGINNING FUND BALANCE	624,068	624,068	624,068	667,068
	ENDING FUND BALANCE	639,068	746,355	667,068	720,068

Calculations as of 09/30/2019

GL NUMBER	DESCRIPTION	2019 AMENDED BUDGET	2019 ACTIVITY THRU 09/30/19	2019 PROJECTED ACTIVITY	2020 PROPOSED BUDGET
Fund: 11 THE CLUB					
Function: ADMINISTRATION					
ESTIMATED REVENUES					
Totals for dept 10-3400	- INTERFUND CHARGES	104,390	78,291	104,390	118,683
Totals for dept 10-3600	- INVESTMENT INCOME	8,200		8,200	8,500
Totals for dept 10-4000	- RENTALS	226,980	170,335	223,775	226,980
Totals for dept 10-4500	- MERCHANDISE RESALE	2,820	2,013	2,820	2,820
Totals for dept 10-9000	- MISCELLANEOUS		15	20	
TOTAL ESTIMATED REVENUES		342,390	250,654	339,205	356,983
APPROPRIATIONS					
Totals for dept 10-3400	- INTERFUND CHARGES	796,113	597,087	696,113	
Totals for dept 10-4000	- RENTALS	12,208	8,058	11,884	12,637
Totals for dept 10-7000	- PAYROLL	519,729	378,338	503,913	580,804
Totals for dept 10-7100	- EMPLOYEE BENEFITS	3,825	3,007	3,825	68,965
Totals for dept 10-7200	- EDUCATION/TRAINING	3,125	843	2,150	2,990
Totals for dept 10-7300	- CONTRACTED SERVICES	8,586	7,788	13,398	10,307
Totals for dept 10-7400	- SERVICE/RENTAL AGREEM	336	157	336	336
Totals for dept 10-7500	- SUPPLIES	4,550	4,261	4,787	5,598
Totals for dept 10-7600	- PROFESSIONAL DUES/SUE	25,884	17,751	27,083	28,242
Totals for dept 10-7800	- ADMINISTRATIVE	360	222	286	360
Totals for dept 10-8000	- UTILITIES	274,640	216,081	282,900	297,340
Totals for dept 10-9000	- MISCELLANEOUS	52,950	31,463	43,725	45,000
TOTAL APPROPRIATIONS		1,702,306	1,265,056	1,590,400	1,052,579
NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION		(1,359,916)	(1,014,402)	(1,251,195)	(695,596)
Function: MAINTENANCE					
APPROPRIATIONS					
Totals for dept 20-7000	- PAYROLL	231,842	179,605	241,349	253,383
Totals for dept 20-7100	- EMPLOYEE BENEFITS				37,200
Totals for dept 20-7500	- SUPPLIES	18,000	17,804	21,000	22,000
Totals for dept 20-8100	- EQUIPMENT	2,000	2,239	2,240	4,472
Totals for dept 20-8200	- EQUIPMENT MAINTENANCE	7,000	8,505	8,505	8,500
Totals for dept 20-8300	- FACILITY MAINTENANCE/	37,000	37,772	47,500	61,265
TOTAL APPROPRIATIONS		295,842	245,925	320,594	386,820
NET OF REVENUES/APPROPRIATIONS - MAINTENANCE		(295,842)	(245,925)	(320,594)	(386,820)
Function: CAPITAL PROJECTS					
APPROPRIATIONS					
Totals for dept 90-3010	- CLUB TENNIS/FIT RENO				450,000
Totals for dept 98-3030	- PS GYM CURTAIN DIVIDE	25,000			
Totals for dept 99-3010	- CLUB SIGN	20,000	18,766	18,766	
TOTAL APPROPRIATIONS		45,000	18,766	18,766	450,000
NET OF REVENUES/APPROPRIATIONS - CAPITAL PROJECTS		(45,000)	(18,766)	(18,766)	(450,000)
Function: C&M					
APPROPRIATIONS					
Totals for dept 15-7300	- CONTRACTED SERVICES	6,324	4,664	6,324	16,074
Totals for dept 15-7800	- PRINTING/PUBLICATION	22,500	2,377	22,500	27,780
Totals for dept 15-7900	- ADVERTISING/PROMOTION	27,600	14,140	27,600	115,965
TOTAL APPROPRIATIONS		56,424	21,181	56,424	159,819
NET OF REVENUES/APPROPRIATIONS - C&M		(56,424)	(21,181)	(56,424)	(159,819)
Function: GENERAL PROGRAMMING					
ESTIMATED REVENUES					
Totals for dept 50-5000	- GENERAL PROGRAMS	7,010	3,182	4,375	4,500
Totals for dept 50-5200	- SPORTS PROGRAMS	13,200	34,038	44,127	39,000
Totals for dept 50-6000	- EARLY CHILDHOOD	25,816	20,680	25,642	25,380
TOTAL ESTIMATED REVENUES		46,026	57,900	74,144	68,880
APPROPRIATIONS					
Totals for dept 50-5000	- GENERAL PROGRAMS	7,015	4,379	5,178	5,706
Totals for dept 50-5200	- SPORTS PROGRAMS	6,778	19,264	25,268	24,372
Totals for dept 50-6000	- EARLY CHILDHOOD	15,926	12,599	16,390	18,267
TOTAL APPROPRIATIONS		29,719	36,242	46,836	48,345
NET OF REVENUES/APPROPRIATIONS - GENERAL PROGRAMMI		16,307	21,658	27,308	20,535

Calculations as of 09/30/2019

GL NUMBER	DESCRIPTION	2019 AMENDED BUDGET	2019 ACTIVITY THRU 09/30/19	2019 PROJECTED ACTIVITY	2020 PROPOSED BUDGET
Fund: 11 THE CLUB					
Function: AQUATICS					
ESTIMATED REVENUES					
	Totals for dept 80-4100 - MEMBERSHIPS	14,740	10,407	14,350	14,740
	Totals for dept 80-5000 - LESSONS	130,200	84,761	105,725	105,500
	TOTAL ESTIMATED REVENUES	144,940	95,168	120,075	120,240
APPROPRIATIONS					
	Totals for dept 80-5000 - LESSONS	62,843	43,877	55,966	65,774
	Totals for dept 80-7500 - SUPPLIES	11,000	9,212	10,915	11,600
	Totals for dept 80-8200 - EQUIPMENT MAINTENANCE	6,500	6,907	6,926	
	TOTAL APPROPRIATIONS	80,343	59,996	73,807	77,374
	NET OF REVENUES/APPROPRIATIONS - AQUATICS	64,597	35,172	46,268	42,866
Function: FITNESS					
ESTIMATED REVENUES					
	Totals for dept 30-4000 - RENTALS	6,231	4,456	5,810	3,252
	Totals for dept 30-4100 - MEMBERSHIPS	1,758,430	1,234,240	1,647,626	1,731,238
	Totals for dept 30-4200 - GUEST SERVICES	185,950	121,244	158,053	164,254
	Totals for dept 30-4500 - PRO SHOP	2,000	1,439	2,250	2,250
	Totals for dept 30-5100 - TENNIS	221,065	123,754	159,482	41,600
	TOTAL ESTIMATED REVENUES	2,173,676	1,485,133	1,973,221	1,942,594
APPROPRIATIONS					
	Totals for dept 30-4200 - GUEST SERVICES	139,619	94,207	127,078	131,841
	Totals for dept 30-4500 - PRO SHOP	1,680	3,206	3,868	1,600
	Totals for dept 30-5000 - GROUP EXERCISE	96,743	67,222	86,436	96,743
	Totals for dept 30-5100 - TENNIS	154,746	82,333	118,903	7,000
	Totals for dept 30-7000 - PAYROLL	23,534	13,473	20,757	
	Totals for dept 30-7500 - SUPPLIES	59,500	32,586	51,200	54,000
	Totals for dept 30-8100 - EQUIPMENT	1,500		1,500	2,500
	Totals for dept 30-8200 - EQUIPMENT MAINTENANCE	20,076	16,370	20,076	20,076
	TOTAL APPROPRIATIONS	497,398	309,397	429,818	313,760
	NET OF REVENUES/APPROPRIATIONS - FITNESS	1,676,278	1,175,736	1,543,403	1,628,834
	NET OF REVENUES/APPROPRIATIONS - FUND 11		(67,708)	(30,000)	
	BEGINNING FUND BALANCE	75,801	75,801	75,801	45,801
	ENDING FUND BALANCE	75,801	8,093	45,801	45,801

Calculations as of 09/30/2019

GL NUMBER	DESCRIPTION	2019 AMENDED BUDGET	2019 ACTIVITY THRU 09/30/19	2019 PROJECTED ACTIVITY	2020 PROPOSED BUDGET
Fund: 12 CAPITAL					
Function: ADMINISTRATION					
ESTIMATED REVENUES					
	Totals for dept 10-3400 - INTERFUND CHARGES	700,000	450,000	600,000	850,000
	Totals for dept 10-3600 - INVESTMENT INCOME	9,000		8,888	9,000
	Totals for dept 10-4100 - BOND	750,000		1,000,000	750,000
	TOTAL ESTIMATED REVENUES	1,459,000	450,000	1,608,888	1,609,000
APPROPRIATIONS					
	Totals for dept 10-7300 - CONTRACTED SERVICES		12,079	13,040	
	TOTAL APPROPRIATIONS		12,079	13,040	
	NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION	1,459,000	437,921	1,595,848	1,609,000
Function: CAPITAL PROJECTS					
APPROPRIATIONS					
	Totals for dept 90-0020 - TENNIS COURT RE-COLOF				29,000
	Totals for dept 90-0030 - RTU-1 COILS				18,500
	Totals for dept 90-0040 - COURT RESURFACING				30,000
	Totals for dept 90-0050 - PATH RESURFACING				35,500
	Totals for dept 90-0060 - LOT CRACK/FILL				36,500
	Totals for dept 90-0070 - TC NORTH WATER TANK				50,000
	Totals for dept 90-0080 - WRC ELEVATOR				85,000
	Totals for dept 90-0090 - WRC 1ST FLOOR SKYLIGH				33,000
	Totals for dept 90-0100 - PARKS TORO SAND PRO				25,000
	Totals for dept 90-0110 - PARKS BOBCAT				60,000
	Totals for dept 90-0120 - PINE PK PLAY REPLC				32,500
	Totals for dept 90-0130 - PRINCETON PLAY/SPLASH				200,000
	Totals for dept 90-0140 - CLUB ROOF PROJECT				25,000
	Totals for dept 90-0150 - PARKS DODGE RAM 1500				38,000
	Totals for dept 90-0160 - PARKS FLEET TRUCK				36,000
	Totals for dept 90-0170 - PARKS FLEET TRUCK				36,000
	Totals for dept 90-0180 - UNDERFLOOR RINK 2				1,500,000
	Totals for dept 90-0190 - CLUB CARPETING				100,000
	Totals for dept 90-0200 - BPC RANGE LIGHTING				30,000
	Totals for dept 99-0010 - TC NORTH ROOF REPLACE	1,515,000	778,468	1,521,710	
	Totals for dept 99-0020 - SEA SHELL JOINT REPAI	27,000	32,270	32,270	
	Totals for dept 99-0030 - SEA BODY/TUBE SLIDE F	50,000	50,000	50,000	
	Totals for dept 99-0040 - SEA BATH HSE WATER HE	25,000	24,953	24,953	
	Totals for dept 99-0050 - VOG HVAC UNIT 2	12,000	6,570	6,990	
	Totals for dept 99-0060 - WRC PLAYGROUND/PICKLE	130,000	111,208	111,208	
	Totals for dept 99-0070 - COMMUNITY PK ENHANCEM	130,000	76,832	113,764	
	Totals for dept 99-0080 - OUTDOOR FITNESS EQUIP	90,000	90,000	90,000	
	Totals for dept 99-0090 - BPC HOT WATER/BOILER		59,751	59,751	
	Totals for dept 99-0100 - HIGHLAND PARK PLAYGRC		20,144	29,477	
	Totals for dept 99-0110 - MICROSOFT OFFICE UPGF		18,725	18,725	
	TOTAL APPROPRIATIONS	1,979,000	1,268,921	2,058,848	2,400,000
	NET OF REVENUES/APPROPRIATIONS - CAPITAL PROJECTS	(1,979,000)	(1,268,921)	(2,058,848)	(2,400,000)
	NET OF REVENUES/APPROPRIATIONS - FUND 12	(520,000)	(831,000)	(463,000)	(791,000)
	BEGINNING FUND BALANCE	3,309,111	3,309,111	3,309,111	2,846,111
	ENDING FUND BALANCE	2,789,111	2,478,111	2,846,111	2,055,111

Calculations as of 09/30/2019

GL NUMBER	DESCRIPTION	2019 AMENDED BUDGET	2019 ACTIVITY THRU 09/30/19	2019 PROJECTED ACTIVITY	2020 PROPOSED BUDGET
Fund: 14 BPC					
Function: ADMINISTRATION					
ESTIMATED REVENUES					
Totals for dept 10-3400	- INTERFUND CHARGES	103,852	77,895	103,852	108,359
Totals for dept 10-3600	- INVESTMENT INCOME	2,175		2,175	2,500
Totals for dept 10-3800	- ADVERTISING	3,450		3,450	2,200
Totals for dept 10-4000	- RENTALS	20,180	6,885	20,180	20,180
Totals for dept 10-9000	- MISCELLANEOUS	7,500	4,683	6,500	5,500
TOTAL ESTIMATED REVENUES		137,157	89,463	136,157	138,739
APPROPRIATIONS					
Totals for dept 10-3400	- INTERFUND CHARGES	258,662	118,998	258,662	100,000
Totals for dept 10-7000	- PAYROLL	162,912	143,737	176,328	147,247
Totals for dept 10-7100	- EMPLOYEE BENEFITS	1,000	997	997	1,212
Totals for dept 10-7200	- EDUCATION/TRAINING	3,200	3,003	3,519	3,840
Totals for dept 10-7300	- CONTRACTED SERVICES	20,400	13,144	17,809	19,180
Totals for dept 10-7400	- SERVICE/RENTAL AGREEM	420		420	420
Totals for dept 10-7500	- SUPPLIES	8,100	4,503	6,670	7,971
Totals for dept 10-7600	- PROFESSIONAL DUES/SUE	13,920	9,585	11,450	12,815
Totals for dept 10-8000	- UTILITIES	121,880	82,857	108,450	122,444
Totals for dept 10-8100	- EQUIPMENT	1,000	1,438	1,858	3,700
Totals for dept 10-8300	- FACILITY MAINTENANCE/	21,500	30,429	34,439	30,000
Totals for dept 10-9000	- MISCELLANEOUS	42,200	32,868	38,085	40,000
TOTAL APPROPRIATIONS		655,194	441,559	658,267	488,829
NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION		(518,037)	(352,096)	(522,110)	(350,090)
Function: MAINTENANCE					
APPROPRIATIONS					
Totals for dept 20-7000	- PAYROLL	325,893	239,459	310,670	327,467
Totals for dept 20-7100	- EMPLOYEE BENEFITS	1,367	1,156	1,186	39,805
Totals for dept 20-7200	- EDUCATION/TRAINING	5,390	4,168	4,293	5,285
Totals for dept 20-7300	- CONTRACTED SERVICES	6,920	1,148	1,515	3,720
Totals for dept 20-7400	- SERVICE/RENTAL AGREEM	1,900		1,400	1,900
Totals for dept 20-7500	- SUPPLIES	5,124	4,577	4,715	3,781
Totals for dept 20-7600	- PROFESSIONAL DUES/SUE	5,526	5,576	5,576	5,651
Totals for dept 20-8000	- UTILITIES	27,950	18,566	24,725	24,950
Totals for dept 20-8100	- EQUIPMENT	14,020	13,880	14,230	20,335
Totals for dept 20-8200	- EQUIPMENT MAINTENANCE	22,595	16,916	22,767	25,416
Totals for dept 20-8300	- FACILITY MAINTENANCE/	7,300	4,467	5,611	8,500
Totals for dept 20-8400	- PROPERTY MAINTENANCE	92,048	72,324	78,242	86,698
Totals for dept 20-8500	- FUEL/LUBRICANTS	15,000	9,210	12,500	12,661
TOTAL APPROPRIATIONS		531,033	391,447	487,430	566,169
NET OF REVENUES/APPROPRIATIONS - MAINTENANCE		(531,033)	(391,447)	(487,430)	(566,169)
Function: CAPITAL PROJECTS					
APPROPRIATIONS					
Totals for dept 90-0010	- LEASE AGREEMENT	28,206	28,206	28,206	28,206
Totals for dept 90-4010	- BPC TORO SAND PRO				50,000
Totals for dept 99-4020	- BPC IRRIGATION PUMP	40,000	38,080	38,080	
TOTAL APPROPRIATIONS		68,206	66,286	66,286	78,206
NET OF REVENUES/APPROPRIATIONS - CAPITAL PROJECTS		(68,206)	(66,286)	(66,286)	(78,206)
Function: GOLF OPERATIONS					
ESTIMATED REVENUES					
Totals for dept 40-4000	- RENTALS	394,920	313,938	338,996	339,820
Totals for dept 40-4100	- MEMBERSHIPS	12,000	2,940	2,940	7,975
Totals for dept 40-4200	- GUEST SERVICES	18,440	13,235	13,485	15,940
Totals for dept 40-4300	- GREENS FEES - RES	61,500	51,555	57,475	56,814
Totals for dept 40-4400	- GREENS FEES - NON	394,551	335,830	368,758	376,862
Totals for dept 40-4500	- MERCHANDISE RESALE	90,900	65,984	73,525	72,400
Totals for dept 40-5000	- GENERAL PROGRAMS	26,370	20,733	20,916	26,865
Totals for dept 40-5100	- TOURNAMENTS	165,075	129,653	141,568	144,555
Totals for dept 40-5200	- DRIVING RANGE FEES	137,000	129,965	140,532	141,080
Totals for dept 40-9000	- MISCELLANEOUS	1,500	1,509	2,200	1,500
TOTAL ESTIMATED REVENUES		1,302,256	1,065,342	1,160,395	1,183,811
APPROPRIATIONS					
Totals for dept 40-4000	- RENTALS	3,500	2,516	3,500	3,500
Totals for dept 40-4200	- GUEST SERVICES	124 14,000	7,784	9,333	9,500

Calculations as of 09/30/2019

GL NUMBER	DESCRIPTION	2019 AMENDED BUDGET	2019 ACTIVITY THRU 09/30/19	2019 PROJECTED ACTIVITY	2020 PROPOSED BUDGET
Fund: 14 BPC					
Function: GOLF OPERATIONS					
APPROPRIATIONS					
Totals for dept 40-4300	- GREENS FEES - RES	5,720			4,160
Totals for dept 40-4500	- MERCHANDISE RESALE	70,275	57,701	60,340	55,188
Totals for dept 40-5000	- GENERAL PROGRAMS	14,570	8,163	8,315	13,340
Totals for dept 40-5100	- TOURNAMENTS	26,584	8,242	17,802	22,764
Totals for dept 40-7000	- PAYROLL	182,476	136,334	167,098	186,457
Totals for dept 40-7100	- EMPLOYEE BENEFITS	3,078	2,923	2,923	10,200
Totals for dept 40-7200	- EDUCATION/TRAINING	1,200	888	888	1,200
Totals for dept 40-7300	- CONTRACTED SERVICES	1,750	830	1,060	1,500
Totals for dept 40-7500	- SUPPLIES	2,125	1,201	1,201	2,300
Totals for dept 40-7800	- ADMINISTRATIVE	1,500	1,859	1,859	2,050
Totals for dept 40-7900	- ADVERTISING/PROMOTION	5,000	2,112	2,652	3,530
Totals for dept 40-8100	- EQUIPMENT	14,900	14,039	14,550	15,890
Totals for dept 40-8200	- EQUIPMENT MAINTENANCE	1,000	466	1,000	
TOTAL APPROPRIATIONS		347,678	245,058	292,521	331,579
NET OF REVENUES/APPROPRIATIONS - GOLF OPERATIONS		954,578	820,284	867,874	852,232
Function: FOOD & BEVERAGE					
ESTIMATED REVENUES					
Totals for dept 45-4000	- RENTALS	40,000	32,365	38,200	29,000
Totals for dept 45-4500	- TOBACCO	2,750	1,485	1,544	1,548
Totals for dept 45-4600	- FOOD	424,000	384,307	480,401	455,000
Totals for dept 45-4700	- BEVERAGE	310,000	283,173	317,777	309,000
Totals for dept 45-4900	- GRATUITIES	100,000	86,625	105,600	106,000
Totals for dept 45-9000	- MISCELLANEOUS				
TOTAL ESTIMATED REVENUES		876,750	787,955	943,522	900,548
APPROPRIATIONS					
Totals for dept 45-4000	- RENTALS	3,500	3,396	3,500	3,250
Totals for dept 45-4500	- TOBACCO	1,600	1,487	1,487	929
Totals for dept 45-4600	- FOOD	135,680	123,108	153,750	145,600
Totals for dept 45-4700	- BEVERAGE	80,600	75,918	89,100	85,040
Totals for dept 45-7000	- PAYROLL	389,708	258,958	332,164	383,689
Totals for dept 45-7100	- EMPLOYEE BENEFITS	3,208	1,892	1,892	46,808
Totals for dept 45-7300	- CONTRACTED SERVICES	18,231	14,265	16,950	18,599
Totals for dept 45-7400	- SERVICE/RENTAL AGREEM	25,000	23,329	30,000	25,000
Totals for dept 45-7500	- SUPPLIES	17,000	14,586	17,200	16,000
Totals for dept 45-7800	- ADMINISTRATIVE	1,000	38	550	1,000
Totals for dept 45-7900	- ADVERTISING/PROMOTION	28,000	8,361	19,326	22,400
Totals for dept 45-8100	- EQUIPMENT	6,000	988	4,000	5,000
Totals for dept 45-8200	- EQUIPMENT MAINTENANCE	4,525	2,034	2,651	5,000
TOTAL APPROPRIATIONS		714,052	528,360	672,570	758,315
NET OF REVENUES/APPROPRIATIONS - FOOD & BEVERAGE		162,698	259,595	270,952	142,233
NET OF REVENUES/APPROPRIATIONS - FUND 14			270,050	63,000	
BEGINNING FUND BALANCE		211,731	211,731	211,731	274,731
ENDING FUND BALANCE		211,731	481,781	274,731	274,731
ESTIMATED REVENUES - ALL FUNDS		26,334,311	19,286,416	26,025,373	24,619,543
APPROPRIATIONS - ALL FUNDS		28,249,311	16,499,586	26,942,373	27,901,543
NET OF REVENUES/APPROPRIATIONS - ALL FUNDS		(1,915,000)	2,786,830	(917,000)	(3,282,000)
BEGINNING FUND BALANCE - ALL FUNDS		16,054,764	16,054,764	16,054,764	15,137,764
ENDING FUND BALANCE - ALL FUNDS		14,139,764	18,841,594	15,137,764	11,855,764

ORDINANCE NO. O-19-006
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, 2020 and
ending on the thirty-first (31st) day
of December, 2020

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 10th day of December 2019 on said Ordinance, notice of said hearing having been given by publication in The Daily Herald, being a newspaper published within the 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), 2020 and ending on the thirty-first (31st) day of December, 2020, 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, 2020 and ending the last day of December 2020.

I. Corporate Fund

Beginning Cash 4,842,239

Income

Administration

Interfund Charges	370,616
Property Taxes	3,668,000
Investment Income	242,000
Grant Reimbursement	437,500
Rental Income	68,155
Miscellaneous	10,000

Total Corporate Fund Income 4,796,271

Total Corporate Fund Appropriation 9,638,510

Budgeted and Appropriated Expenditures

Administration

Property & Liability Insurance	152,450
Employment Insurance	154,883
Unemployment Insurance	75,000
Loss Prevention	8,300
Audit Service	17,300
Payroll	1,249,612
Employee Benefits	128,650
Education & Training	9,250
Contracted Services	42,500
Service & Rental Agreements	83,081
Supplies	18,693
Dues & Subscriptions	20,940
Administrative Expenses	36,325
Utilities	14,220
Equipment	4,600
Technology Equipment	40,200
Miscellaneous	3,250

Maintenance

Loss Prevention	-
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	Payroll	1,791,687
	Employee Benefits	216,700
	Education & Training	10,700
	Contracted Services	19,810
	Supplies	16,500
	Dues & Subscriptions	2,475
	Administrative Expenses	1,360
	Utilities	162,200
	Equipment	8,500
	Equipment Maintenance & Repair	91,860
	Facility Maintenance & Repair	24,025
	Property Maintenance	85,700
	Fuel and Lubricants	75,000
Capital		
	So Ridge Park/Splashpad	1,105,000
	Website Redesign	25,000
	Pickleball Courts	125,000
	Birch Park Oslad	75,000
	Server Storage Upgrade	12,500
	Security Cameras	15,000
	Exchange Server Upgrade	20,000
	Alarm System Upgrade	-
	Total Corporate Fund Expenditures	5,943,271
	Estimated Ending Cash	3,695,239
II. Recreation Fund		
	Beginning Cash	1,494,564
Income		
	Administration	
	Interfund Charges	360,105
	Property Taxes	1,170,000
	Investment Income	15,000
	Rentals	105,000
	Merchandise Resale	1,000
	Miscellaneous	-
	Communications & Marketing	
	Corporate Relations	185,000
	Triphahn Center	
	Rentals	73,400

Memberships	207,440
Guest Services	6,838
General Programs	-
Fitness Programs	14,507
Willow Recreation Center	
Advertising	4,500
Rentals	75,040
Memberships	85,881
Guest Services	3,230
Courts	9,450
Merchandise Resale	170
General Programs	1,798
Lessons	2,048
Leagues/Tournaments	4,000
Fitness Programs	12,228
General Leisure Services	
Rentals	-
General Programs	31,456
Day Camps	110,284
Gymnastics	50,000
Arts And Crafts	5,536
Martial Arts	147,536
Special Events	16,775
Dance	109,711
Sponsorship	1,000
Senior	
Memberships	4,800
Senior Programs	52,594
Sponsorship	4,000
Early Childhood	
General Programs	67,425
Day Camps	334,922
Preschool	280,230
Parent/Tot	20,536
Star	965,398
Elc	454,534
Adult Athletics	
General Programs	-
Basketball Leagues	15,750
Softball Leagues	15,290
Football Leagues	4,320

Youth Athletics	
General Programs	36,000
Athletic Camps	-
Volleyball	4,500
Basketball	42,000
Baseball	56,000
Softball	1,650
Soccer	60,000
Cricket	13,100

Seascape	
Grant Revenue	1,500
Rentals	20,000
Memberships	72,000
Daily Fees	135,000
Merchandise Resale	650
Concession Sales/Rental	4,800
Lessons	20,000
Special Events	3,975

Ice	
Rentals	423,000
Daily Fees	27,000
Merchandise Resale	1,192
Concession Sales/Rental	11,400
Lessons	275,000
Camps	31,500
Adult Leagues	-
Youth Leagues	300,000
Special Events	-

Total Recreation Fund Income 6,568,999

Total Recreation Fund Appropriation 8,063,563

Budgeted and Appropriated Expenditures

Administration	
Interfund Charges	750,000
Rentals	44,850
Payroll	967,081
Employee Benefits	150,310
Education & Training	15,260
Contracted Services	41,895
Service & Rental Agreements	16,000
Dues & Subscriptions	3,883
Utilities	525,000
Equipment	11,687

Facility Maintenance & Repair	75,255
Credit Card Processing Fees	80,000
Communications & Marketing	
Corporate Relations	9,500
Payroll	311,282
Employee Benefits	-
Education & Training	5,065
Contracted Services	7,320
Supplies	3,000
Dues & Subscriptions	8,773
Postage	51,000
Printing & Publication	58,050
Advertising	90,000
Maintenance	
Payroll	438,835
Employee Benefits	62,200
Supplies	16,000
Triphahn Center	
Rental Expense	-
Guest Services	3,969
Fitness Program Expense	9,609
Payroll	109,966
Employee Benefits	-
Supplies	11,483
Promotional Expense	1,250
Maintenance & Repair	8,000
Willow Recreation Center	
Rental Expense	2,718
Memberships	3,950
Guest Services	1,426
Merchandise Resale	-
General Programs	1,147
Lessons	1,434
Leagues/Tournaments	450
Fitness Programs	8,361
Payroll	82,986
Employee Benefits	-

Supplies	4,620
Promotional Expense	942
Equipment	3,000
Maintenance & Repair	9,665
Facility Maintenance & Repair	18,800
General Leisure Services	
Rental Expense	3,346
General Programs	17,566
Summer Camps	62,731
Gymnastics	36,000
Arts And Crafts	3,875
Martial Arts	106,566
Vogelei Program Expense	10,459
Special Events & Trips	52,334
Dance	65,523
Archery	-
Senior	
Memberships	6,839
Senior Programs	40,204
Advertising/Promotional	250
Early Childhood	
General Programs	38,336
Day Camps	152,386
Preschool	166,419
Parent/Tot	7,799
STAR Program	468,320
Full Day Day Care	265,860
Adult Athletics	
General Programs	-
Basketball Leagues	11,087
Softball Leagues	8,138
Football Leagues	2,891
Youth Athletics	
General Programs	27,181
Athletic Camps	-
Volleyball	1,519

	Basketball	26,307
	Baseball	26,646
	Softball	1,068
	Soccer	34,310
	Cricket	5,670
Seascope		
	Merchandise Resale	300
	Lessons	15,598
	Special Events	975
	Payroll	190,098
	Employee Benefits	3,803
	Education & Training	12,885
	Contracted Services	3,640
	Supplies	25,310
	Promotional Expense	-
	Utilities	79,236
	Equipment	6,600
	Maintenance & Repair	7,000
	Facility Maintenance & Repair	22,500
Ice		
	Rentals	-
	Daily Fees	4,478
	Merchandise Resale	500
	Lessons	116,284
	Camps	13,942
	Adult Leagues	-
	Youth Leagues	182,407
	Special Events	3,671
	Payroll	-
	Employee Benefits	-
	Education & Training	-
	Contracted Services	-
	Supplies	-
	Dues & Subscriptions	-
	Mileage Reimbursement	-
	Promotional Expense	-
	Utilities	4,800
	Equipment	4,500
	Maintenance & Repair	6,500
	Facility Maintenance & Repair	18,820
Capital		
	Ice Pump Rebuilds	10,000
	Tc Fitness Equip	30,000

Soccer Goals	17,500
Total Recreation Fund Expenditures	6,456,999
Estimated Ending Cash	1,606,564
III. I.M.R.F. Fund	
Beginning Cash	862,340
Income	
Property Taxes	430,000
Investment Income	2,559
Total I.M.R.F. Fund Income	432,559
Total I.M.R.F. Fund Appropriation	1,294,899
Budgeted and Appropriated Expenditures	
IMRF Interfund Charges	368,559
Total I.M.R.F. Fund Expenditures	368,559
Estimated Ending Cash	926,340
IV. Debt Service	
Beginning Cash	3,520,956
Income	
BABs Rebates	152,000
Bond Proceeds	1,585,715
Interfund Transfers	-
Property Taxes	3,481,433
Investment Income	15,567
Total Debt Service Fund Income	5,234,715
Total Debt Service Fund Appropriation	8,755,671
Budgeted and Appropriated Expenditures	
Bond Issue Costs	#REF!
Bond Principal & Interest Payments	#REF!

Total Debt Service Fund Expenditures	#REF!
Estimated Ending Cash	#REF!
V. Special Recreation	
Beginning Cash	583,954
Income	
Property Taxes	620,000
Investment Income	4,000
Total Special Recreation Fund Income	624,000
Total Special Recreation Fund Appropriation	1,207,954
Budgeted and Appropriated Expenditures	
Special Assessment	307,468
Special Rec Rental Allocation	85,860
Princeton Play/Splashpad	40,000
Shoe Factory Bike Trail	25,672
WRC Playground/Pickle Ball Crts	-
Community Pk Enhancements	-
So Ridge Park/Splashpad	195,000
Total Special Recreation Fund Expenditures	654,000
Estimated Ending Cash	553,954
VI. Social Security Fund	
Beginning Cash	667,068
Income	
Property Taxes	640,000
Investment Income	2,204
Total Social Security Fund Income	642,204
Total Social Security Fund Appropriation	1,309,272
Budgeted and Appropriated Expenditures	

FICA Interfund Transfers	589,204
Total Social Security Fund Expenditures	589,204
Estimated Ending Cash	720,068
 VII. Prairie Stone Sports & Wellness Fund	
Beginning Cash	45,801
Income	
Administration	
Interfund Charges	118,683
Investment Income	8,500
Rentals	226,980
Merchandise Resale	2,820
Fitness	
Rentals	3,252
Memberships	1,731,238
Guest Services	164,254
Pro Shop	2,250
Tennis	41,600
General Programming	
General Programs	4,500
Sports Programs	39,000
Early Childhood	25,380
Aquatics	
Memberships	14,740
Lessons	105,500
Total Prairie Stone Sports & Wellness Income	2,488,697
Total Prairie Stone Sports & Wellness Appropriation	2,534,498
Budgeted and Appropriated Expenditures	
Administration	
Interfund Charges	-
Rental Expense	12,637
Payroll	580,804
Employee Benefits	68,965
Professional Education	2,990
Contracted Services	10,307
Service Agreements	336
Supplies	5,598
Dues & Subscriptions	28,242

Administrative Expense	360
Utilities	297,340
Credit Card Processing Fees	45,000
Communication & Marketing	
Contracted Services	16,074
Printing & Publication	27,780
Advertising	115,965
Maintenance	
Payroll	253,383
Employee Benefits	37,200
Contracted Services	-
Supplies	22,000
Equipment	4,472
Equipment Maintenance	8,500
Facility Maintenance	61,265
Fitness	
Guest Services	131,841
Pro Shop	1,600
Group Exercise Wages	96,743
Tennis Lessons	7,000
Payroll	-
Supplies	54,000
Equipment	2,500
Equipment Maintenance	20,076
General Programming	
General Programs	5,706
Sports Specific Programs	24,372
Early Childhood Programs	18,267
Aquatics	
Swim Lessons	65,774
Supplies	11,600
Equipment Maintenance	-
Capital	
Renovation	450,000
Total Prairie Stone Sports & Wellness Expenses	2,488,697
Estimated Ending Cash	45,801
VIII. Capital Improvement Fund	
Beginning Cash	2,846,111
Income	
General	
Interfund Charges	850,000

Investment Income	9,000
Grant Reimbursement	-
Bond Proceeds	750,000
Total Capital Improvement Fund Income	1,609,000
Total Capital Improvement Fund Appropriation	4,455,111
Budgeted and Appropriated Expenditures	
Administration	
Interfund Charges	-
Contracted Services	-
Capital	
Tennis Court Re-Color	29,000
Parks Toro Sand Pro	25,000
Bpc Range Lighting	30,000
Rtu-1 Coils	18,500
Court Resurfacing	30,000
Path Resurfacing	35,500
Lot Crack/Fill	36,500
Tc North Water Tank	50,000
Wrc Elevator	85,000
Wrc 1St Floor Skylight	33,000
Parks Bobcat	60,000
Pine Pk Play Replc	32,500
Princeton Play/Splashpad	200,000
Club Roof Project	25,000
Parks Dodge Ram 1500	38,000
Parks Fleet Truck	36,000
Parks Fleet Truck	36,000
Underfloor Rink 2	1,500,000
Club Carpeting	100,000
Total Capital Fund Expenditures	2,400,000
Estimated Ending Cash	2,055,111
IX. Bridges of Poplar Creek Fund	
Beginning Cash	274,731

Income

Administration

Interfund Charges	108,359
Investment Income	2,500
Advertising	2,200
Rental Income	20,180
Miscellaneous	5,500

Golf Operations

Rentals	339,820
Memberships	7,975
Guest Services	15,940
Green Fees - Resident	56,814
Green Fees - Non-Resident	376,862
Merchandise Resale	72,400
Lessons	26,865
Tournaments & Outings	144,555
Driving Range Fees	141,080
Ball Retrieval Fee	1,500

Food & Beverage

Rentals	29,000
Merchandise Resale - Tobacco	1,548
Merchandise Resale - Food	455,000
Merchandise Resale - Beverages	309,000
Gratuities / Service Charges	106,000
Miscellaneous	-

Total Golf Course Fund Income 2,223,098

Total Golf Course Fund Appropriation 2,497,829

Budgeted and Appropriated Expenditures

Administration

Interfund Charges	100,000
Payroll	147,247
Uniforms	1,212
Education & Training	3,840
Contracted Services	19,180
Service & Rental Agreements	420
Supplies	7,971

Dues & Subscriptions	12,815
Utilities	122,444
Equipment	3,700
Facility Maintenance & Repair	30,000
Credit Card Processing Fees	40,000
Maintenance	
Payroll	327,467
Employee Benefits	39,805
Education & Training	5,285
Contracted Services	3,720
Service & Rental Agreements	1,900
Supplies	3,781
Dues & Subscriptions	5,651
Utilities	24,950
Equipment	20,335
Equipment Maintenance & Repair	25,416
Facility Maintenance & Repair	8,500
Course Maintenance	86,698
Fuel & Lubricants	12,661
Golf Operations	
Rentals	3,500
Lightning Pass	9,500
Greens Fees	4,160
Merchandise Resale COGS	55,188
Programs	13,340
Tournaments & Outings	22,764
Payroll	186,457
Employee Benefits	10,200
Education & Training	1,200
Contracted Services	1,500
Supplies	2,300
Administrative Expenses	2,050
Advertising	3,530
Equipment	15,890
Equipment Maintenance & Repair	-
Food & Beverage	
Rentals	3,250
COGS Tobacco	929
COGS Food	145,600

	COGS Beverage	85,040
	Payroll	383,689
	Uniforms	46,808
	Contracted Services	18,599
	Service & Rental Agreements	25,000
	Supplies	16,000
	Administrative Expenses	1,000
	Advertising	22,400
	Equipment	5,000
	Equipment Maintenance & Repair	5,000
Capital		
	Golf Cart GPS	28,206
	BPC Irrigation Pump House Equipment	50,000
	BPC Irrigation Pump House Equipment	-
	Total Golf Course Fund Expenditures	2,223,098
	Estimated Ending Cash	274,731
Recapitulation		
	I. Total Corporate Fund Appropriation	9,638,510
	II. Total Recreation Fund Appropriation	8,063,563
	III. Total IMRF Fund Appropriation	1,294,899
	IV. Total Debt Service Fund Appropriation	8,755,671
	V. Total Special Recreation Fund Appropriation	1,207,954
	VI. Total FICA Fund Appropriation	1,309,272
	VII. Total Prairie Stone Fund Appropriation	2,534,498
	VIII. Total Capital Fund Appropriation	4,455,111
	IX. Total Golf Course Fund Appropriation	2,497,829
	TOTAL ALL FUNDS	39,757,307

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 \$15,137,764 .
- (b) An estimate of the cash expected to be received during the fiscal year from all sources is \$24,619,543 .
- (c) An estimate of the expenditures contemplated for the fiscal year is \$27,901,543 .
- (d) An estimate of the cash expected to be on hand at the end of the fiscal year is \$11,855,764 .
- (e) An estimate of the amount of taxes to be received during the fiscal year is \$10,009,433 .

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, 2020 and ending December 31, 2020 for the respective purposes set forth.

SECTION IV. All unexpended balances of the appropriations for the fiscal year ended December 31, 2020 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 17th day of December, 2019.

AYES:

NAYS:

ABSENT:

President
Board of Park Commissioners Hoffman Estates Park District

ATTEST:

Secretary

CERTIFICATION OF ESTIMATE OF
REVENUE FOR FISCAL YEAR 2020

I, Keith Evans, 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 1, 2020 and ending on December 31, 2020 are estimated to be as follows:

SOURCE	AMOUNT
Taxes	\$ 10,009,433
Interest Earned	301,330
Debt Issuance	2,487,715
Grants, Donations, Sponsorship, Advertising	635,700
Memberships	2,124,074
Program and User Fees	4,309,715
Rentals	1,400,027
Merchandise Resale, Vending & Misc.	95,232
Interfund Charges	1,807,763
Golf Course Operations	1,448,554
TOTAL	\$ 24,619,543

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the said Hoffman Estates Park District this 17th day of December, 2019.

Treasurer and Chief Fiscal Officer
Hoffman Estates Park District

STATE OF ILLINOIS)
) SS
COUNTY OF COOK)

CERTIFICATION

I, Craig Talsma, 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 1 st, 2020 and ending December 31st, 2020, as adopted by the Board of Park Commissioners at its properly convened meeting held on the 17th day of December, 2019.

Secretary
Hoffman Estates Park District