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

**AGENDA  
COMMITTEE OF THE WHOLE MEETING  
TUESDAY, NOVEMBER 13, 2018  
6:00 P.M.**

1. ROLL CALL
2. APPROVAL OF AGENDA
3. COMMENTS FROM THE AUDIENCE
4. OLD BUSINESS
5. NEW BUSINESS
  - A. 2019 Budget / M18-108
    - o Budget Overview
    - o Personnel
      - Organization Chart
      - 2019 Salary Ranges
    - o 2019 Goals & Objectives
    - o 2019 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 (PSSWC)
        - Memo M18-109
      - Fund 12 (Capital)
      - Fund 14 (BPC)
  - B. 2019 Budget & Appropriation Ordinance O18-010
6. COMMITTEE MEMBER COMMENTS
7. ADJOURNMENT

**MEMORANDUM NO. M18-108**

**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:** 2019 Budget  
**DATE:** November 7, 2018

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**Introduction/Budget Review Process**

Staff is pleased to present its recommendations for the Hoffman Estates Park District 2019 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 2019 salary ranges), will be reviewed and discussed as required.

The 2019 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 2019 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 13<sup>th</sup> to approve the tentative Budget & Appropriation Ordinance. Following

this approval, the tentative budget will be available for public review through December 14th. A December 11<sup>th</sup> 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 2019 Budget & Appropriation Ordinance and the 2018 Tax Levy (collected 2019) at the board meeting on December 18, 2018, to allow time to file the documents with Cook County by the required deadlines.

### **2018 Budget Overview**

The proposed 2019 budget documents are presented showing the 2018 actual budget, the ten-month operating actuals for January through October of 2018, the 2018 operating projections (the amount staff believes the year-end numbers will finish at), and the recommended 2019 budget.

The 2019 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 three projects of a million dollars or more included in the 2019 budget, 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 and tax revenue was shifted to the Recreation fund to supplement the renovation of Rink 1 project. The district was also able to use the amounts that would have been transferred to Debt Service for Capital instead. The transfer from Recreation has been eliminated for 2019 providing the remaining resources for the Rink 1 project. The transfers from PSSWC and BPC will be made to the Capital Projects fund instead as part of the long term capital funding plan.

#### **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 2019 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 2014-2019 CMP included a 5 year Capital Improvement Replacement Plan (CIRP) that identified existing capital assets of the district that had a projected replacement/repair schedule within a 5 year period (thru 2019). In order to project out our CIRP beyond 5 years, staff completed a comprehensive inventory and evaluation of all district assets and created a repair/replacement schedule extending to the expected life of the asset. This is now 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 2019 are included in the 2019 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 \$750,000 annually from the district's long-range debt service plan; the second source is the repayment of the original infrastructure costs from our three largest revenue centers financed that utilized bond issues (PSSWC construction, Rec-Ice renovation, and BPC renovation).

Included in the 2018 budget is \$825,000 from Rec/Ice, \$600,000 from PSSWC and \$100,000 from BPC transferred to the debt service fund to help make the bond payments. In 2019, the transfer from Rec/Ice was eliminated to offset the cost of the repairs to Rink 1. Transfers of \$600,000 from PSSWC and \$100,000 from Bridges were moved to the Capital fund for the 2019 budget.

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 2019 budget includes \$2,666,706 of capital items funded through operations, in addition to the \$1,889,000 of capital items in the Capital Fund budget. The Rink 1 project is being funded by the Recreation Fund and the South Ridge Park project is being funded by the General Fund.

#### **4. Objectives**

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

Staff objectives are presented by each of the divisions. Objectives represent larger projects or operational plans and larger scope work. The day-to-day normal operational functions unless they will be significantly changed, are not included as objectives. The objectives will be presented with the appropriate sections of the budget. Objectives represent major projects and changes to operations that are planned for the upcoming year. The budget supports these objectives and all of the day-to-day operations that our district plans to accomplish in 2019.

New this year, the previous Business Plans are now incorporated into the objectives through a column representing Action Plans. These are the specific manners to achieve the objective.

#### **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 2019 budget, no 2018 budget amount was assumed to be the same or even necessary, and was therefore not automatically included in the 2019 budget. Each 2019 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 2019 goals and objectives. All revenues and expenditures in the 2019 budget have been reviewed by all appropriate levels of staff.

#### **7. Charge Backs**

The 2019 budget utilizes the district's inter-fund charge back system for maintenance, administration and communication and marketing expenses. The inter-fund charges for administration and maintenance are presented as revenues within the general fund and expenses in the related funds. The C&M charges are revenues to the recreation fund and expenses to the other funds.

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

There are also additional chargeback items for allocations of IMRF expenses and FICA expenses. The amount of money for these expenses is charged directly to the operations where the personnel are located. This process better measures an operation's actual costs. The monies to pay for these charges, however, are collected through the tax levy in their respective funds, IMRF (Fund 09) and Social Security and Medicare (Fund 10). Inter-fund allocations are utilized to re-apportion these dollars.

As mentioned before, there are additional inter-funds between PSSWC and BPC and 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 2019 proposed budget includes a total of 73 full-time employees, which compares to 77 employees in 2018. The Digital Media Associated moved to a part time position, restructuring of the business department resulted in the elimination of one full time position, Director of Planning/Development and the Administrative Assistant positions were also eliminated. Additionally, the Superintendent of Facilities – Prairie Stone was eliminated and after cancelling the custodial service agreement at PSSWC we added one more night time custodian.

A revised organizational structure that reflects these changes (and the other restructuring of departments), and an updated salary range schedule (with only very minor changes) are also attached for approval as part of the 2019 budget. The budget reflects a proposed 3% merit pool increase in wages.

## **9. Tax Levy**

Attached is a levy worksheet that illustrates last year's tax levy and next year's anticipated levy of \$9,392,007. The levy will be prepared in final form based on the current laws allowing a 2.1% 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 over levy in our funds to ensure collection of the taxes we are entitled to and that we budget. The budgeted amount of property taxes reflects those amounts we believe we will collect after being adjusted for TIF payments and refunds. If additional funds are collected these will be utilized for future capital items that the Capital Fund cannot fund.

### **Budget Variances**

The following items have significant dollar changes that might raise questions due to a significant change either from the 2018 budget or actual numbers. These references are in addition to financial discussions reported throughout the year for 2018 operations.

#### **Fund 01 General**

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

Grant Reimbursement: The budget was prepared including the receipt of the OSLAD grant. Should the grant not be awarded, there will be a corresponding reduction to expenses.

Miscellaneous Revenue: Nothing budgeted as these are unusual items. No known items are anticipated for the upcoming year.

Employment Insurance: Increase due to the move to in house course maintenance at BPC as well as a change to the calculation.

Administration Payroll: Reduction is the result of the elimination of two salaried positions along with new hires at a lower rate than their predecessors.

Administration Employee Benefits: Increase due to a 6.7% increase in Health Insurance rates partially offset but the reductions to full time staff.

Contracted Services: Decrease due to the Comprehensive Master Plan survey in 2018.

Maintenance Payroll: Maintenance wages were increased to the going rate in order to fill vacancies and retain existing staff.

#### **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 Payroll: Part time hours were moved from Youth Athletics. This PT support position will possibly be PPT to support new programming (i.e. Cricket).

C&M Payroll: Decrease due to the Social Media position reclassified from Full Time to Part Time.

C&M Printing and Publication: Amount has decreased due to guide page number decreasing.

Willow Rentals: Decrease is the result of the Mohan Group LLC providing notification that they will not be renewing their rental agreement for the Vogelei house.

Willow General Programs: Have decreased due to low interest in the dog training classes.

General Programming, General Programs: Increase due to a reclassification of Harper Co-Op classes from both Triphahn Center and Willow into General Programming.

General Programming, Archery: Archery will be moved to Youth Athletics for 2019.

Senior Programs: Increase in revenue and expenses due to additional Fitness classes and Trips.

Early Childhood, Day Camps: Increase due to additional sessions of Exploration camps.

Early Childhood, STAR: Increased in 2019 corresponding with the actual fall enrollment. Wages for the STAR were adjusted to match the going rate for similar positions in the area.

Youth Athletics, General Programs: Increase in 2019 due to the reclassification of Archery.

Youth Athletics, Cricket: New programs for Cricket are being developed.

Ice Arena: Decreases are due to Rink 1 being out of service for several months.

Fund 11 PSSWSC

C&M Advertising/Promotional: Increase due to rebranding and marketing of PSSWC.



Memberships: Changes to the fee structure will result in lower collections from current members but should result in a more competitive price to attract new customers. In order to be conservative, only the reduction was included in the budget.

Guest Services: Increase due to fee for Kids Korner and a push to increase personal training.

Fund 14 BPC

Administration, Payroll: Reduction due to reclassification of Business Services position to the General fund and allocating a portion of the Director of Golf and Facilities Salary to PSSWSC.

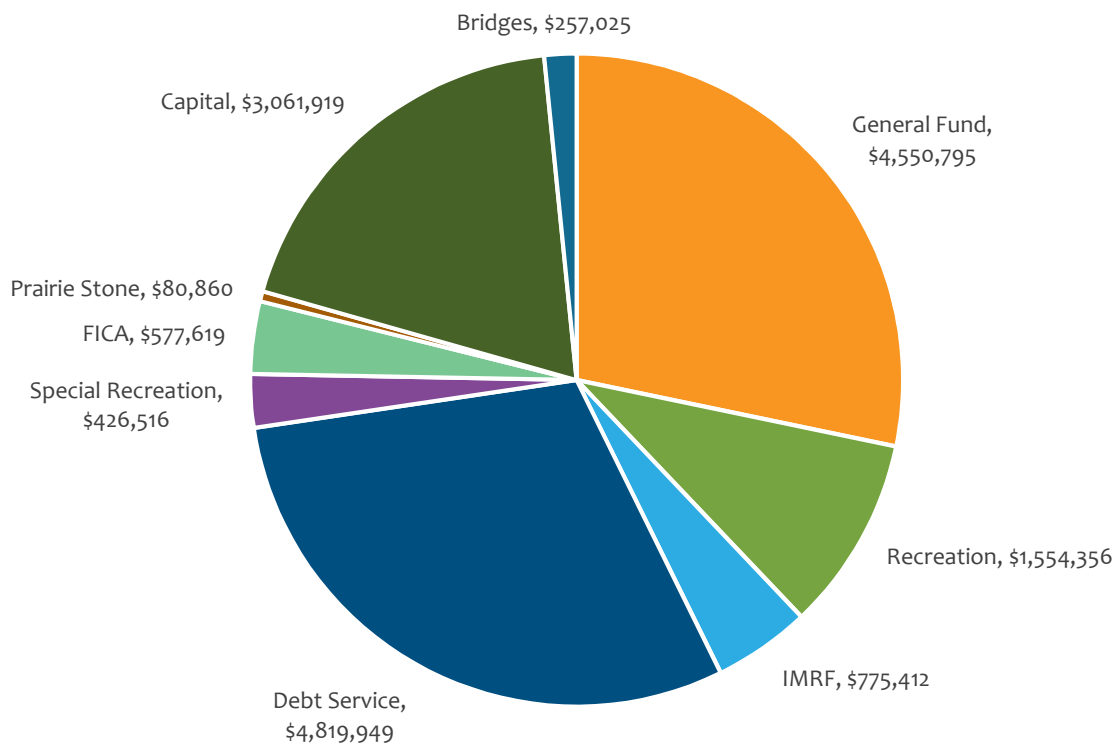
### **Overview of District Fund Balances and Operations**

Attached are graphs that illustrate the projected operations and beginning and ending fund balances for 2018 and 2019 based on the 2019 budget as presented.

## 2019 Proposed Budget 2018 Fund Balance Summary

Fund	January 01, 2018 Fund Balance	Projected 2018 Net Income (Loss)	Projected December 31, 2018 Fund Balance
General Fund	4,115,795	435,000	4,550,795
Recreation	2,114,356	(560,000)	1,554,356
IMRF	600,412	175,000	775,412
Debt Service	4,629,949	190,000	4,819,949
Special Recreation	331,516	95,000	426,516
FICA	497,619	80,000	577,619
Prairie Stone	60,860	20,000	80,860
Capital	2,561,919	500,000	3,061,919
Bridges	257,025	-	257,025
<b>Total</b>	<b>15,169,451</b>	<b>935,000</b>	<b>16,104,451</b>

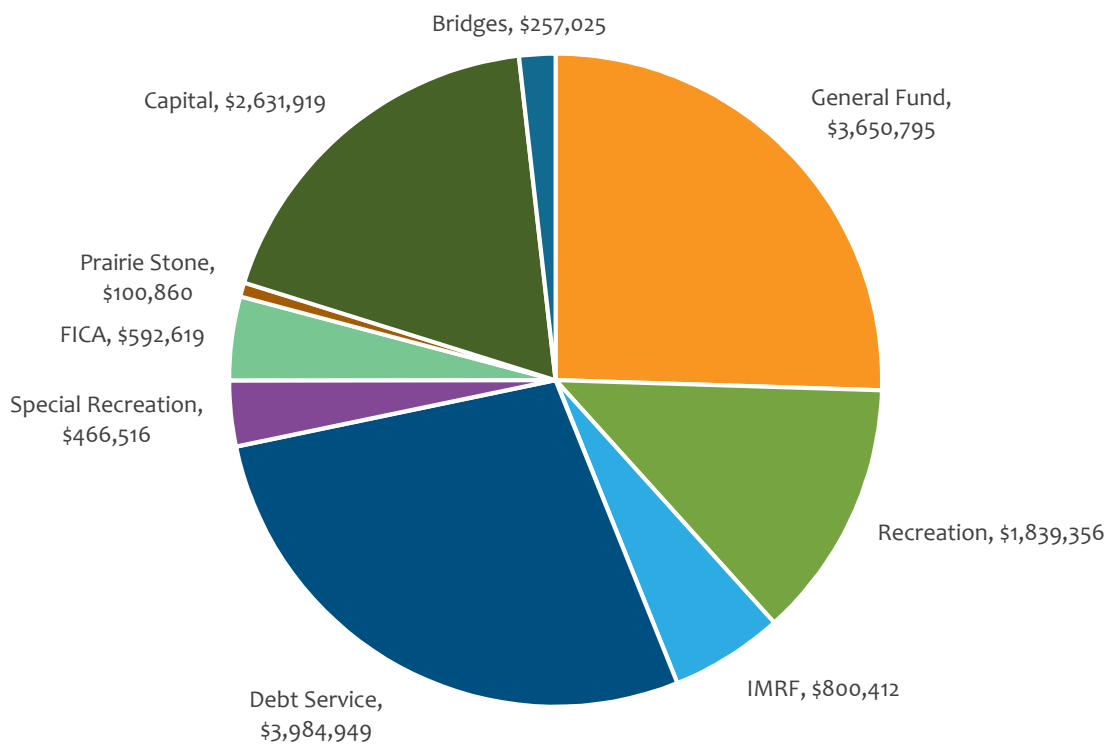
Projected December 31, 2018 Fund Balance



## 2019 Proposed Budget 2019 Fund Balance Summary

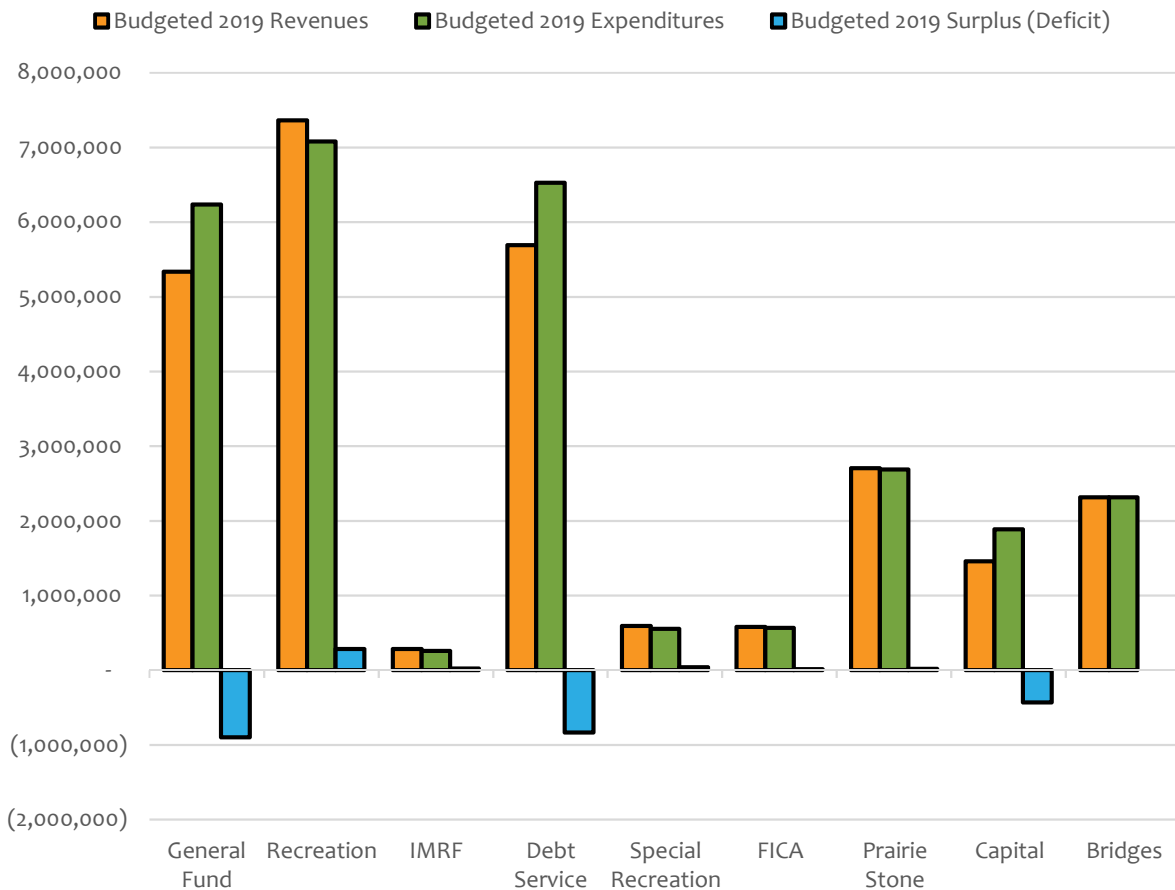
Fund	Projected January 01, 2019 Fund Balance	Projected 2019 Net Income (Loss)	Budgeted December 31, 2019 Fund Balance
General Fund	4,550,795	(900,000)	3,650,795
Recreation	1,554,356	285,000	1,839,356
IMRF	775,412	25,000	800,412
Debt Service	4,819,949	(835,000)	3,984,949
Special Recreation	426,516	40,000	466,516
FICA	577,619	15,000	592,619
Prairie Stone	80,860	20,000	100,860
Capital	3,061,919	(430,000)	2,631,919
Bridges	257,025	-	257,025
<b>Total</b>	<b>16,104,451</b>	<b>(1,780,000)</b>	<b>14,324,451</b>

Budgeted December 31, 2019 Fund Balance



## 2019 Proposed Budget 2019 Profit and Loss Summary

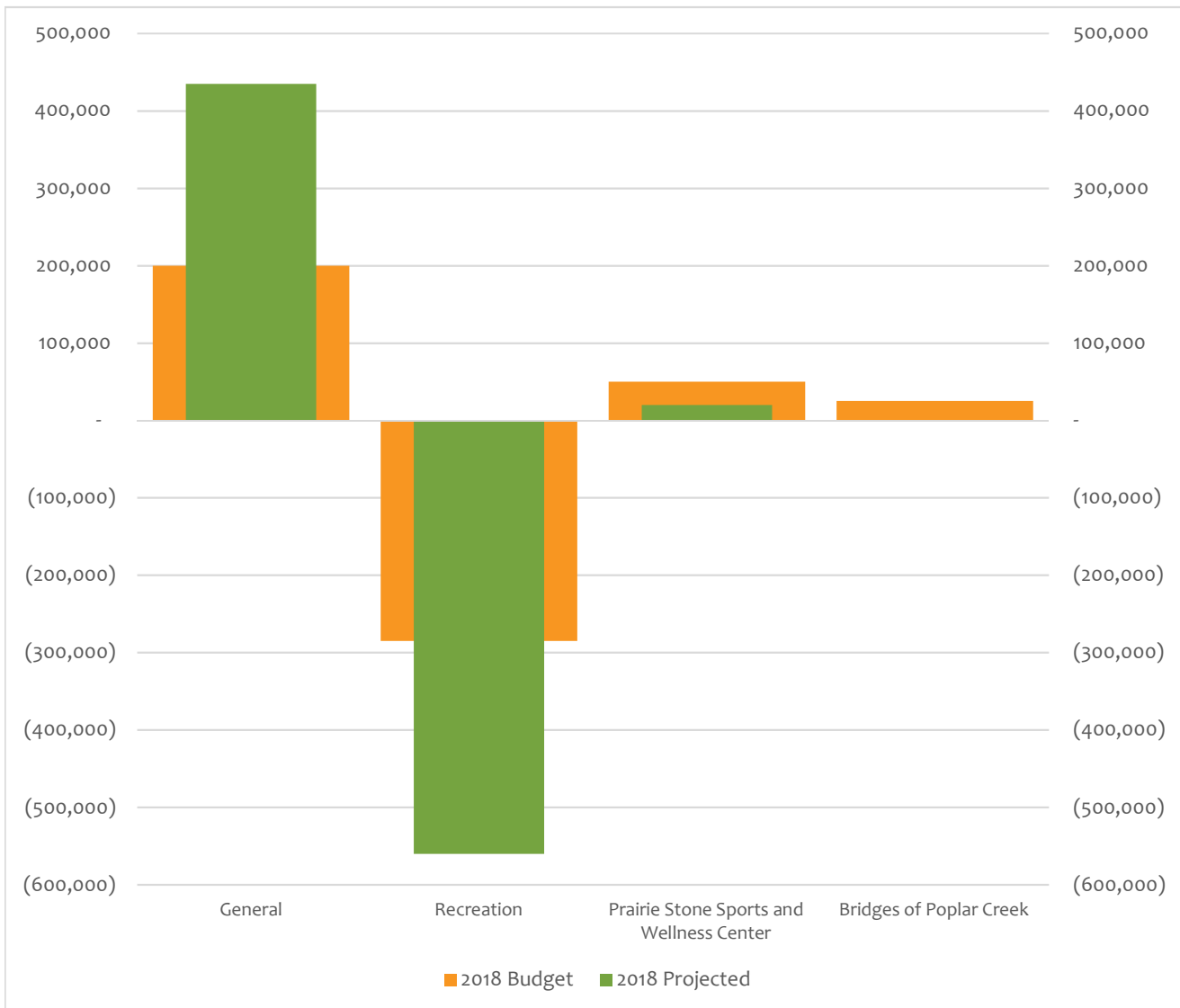
Fund	Budgeted 2019 Revenues	Budgeted 2019 Expenditures	Budgeted 2019 Surplus (Deficit)
General Fund	5,335,816	6,235,816	(900,000)
Recreation	7,364,888	7,079,888	285,000
IMRF	283,100	258,100	25,000
Debt Service	5,690,992	6,525,992	(835,000)
Special Recreation	595,020	555,020	40,000
FICA	582,300	567,300	15,000
Prairie Stone	2,707,032	2,687,032	20,000
Capital	1,459,000	1,889,000	(430,000)
Bridges	2,316,163	2,316,163	-
<b>Total</b>	<b>26,334,311</b>	<b>28,114,311</b>	<b>(1,780,000)</b>



## 2019 Proposed Budget 2018 Operational Fund's Results

### 2018 Estimated Operational Funds (Budget to Actual)

Fund	2018 Budget	2018 Projected	2018 Surplus (Deficit)
General	200,000	435,000	235,000
Recreation	(285,000)	(560,000)	(275,000)
Prairie Stone Sports and Wellness Center	50,000	20,000	(30,000)
Bridges of Poplar Creek	25,000	-	(25,000)
<b>Total</b>	<b>(10,000)</b>	<b>(105,000)</b>	<b>(95,000)</b>





## INTERFUND CHARGES FISCAL YEAR 2019

### Administration Charges

	Budgeted	Allocated					Total
		General	Recreation	Prairie Stone Sports & Wellness Center	Capital	Bridges of Poplar Creek	
Full Time Wages	1,082,500		324,750	43,300	-	32,475	400,525
Health Insurance	640,000		180,000	75,000	-	70,000	325,000
Information Services Support	19,500		5,450	2,406	-	2,280	10,136
Information Service Agreements	64,250		17,940	7,926	-	7,510	33,376
Office Supplies	12,000		4,792	-	-	-	4,792
Computer/Phone Equipment	55,500		15,500	6,847	-	6,487	28,834
	<b>1,873,750</b>		<b>548,432</b>	<b>135,479</b>	<b>-</b>	<b>118,752</b>	<b>802,663</b>

### Maintenance Charges

	Budgeted	Allocated					Total
		General	Recreation	Prairie Stone Sports & Wellness Center	Capital	Bridges of Poplar Creek	
Loss Prevention Inspections	25,250		12,625	4,420	-	4,420	21,465
Full Time Wages	1,094,250		273,568	30,092	-	13,676	317,336
Part Time Seasonal Wages	345,000		138,000	8,622	-	4,314	150,936
Overtime Wages	35,000		8,750	-	-	-	8,750
Athletic Field Supplies	38,000		28,500	-	-	-	28,500
	<b>1,537,500</b>		<b>461,443</b>	<b>43,134</b>	<b>-</b>	<b>22,410</b>	<b>526,987</b>

### Communication & Marketing Charges

	Budgeted	Allocated					Total
		General	Recreation	Prairie Stone Sports & Wellness Center	Capital	Bridges of Poplar Creek	
Total Expenses	<b>350,000</b>	<b>61,250</b>		<b>17,500</b>	<b>-</b>	<b>17,500</b>	<b>96,250</b>

### Debt Service Charges

	Allocated					Total
	General	Recreation	Prairie Stone Sports & Wellness Center	Capital	Bridges of Poplar Creek	
Revenue to Capital			<b>600,000</b>	<b>-</b>	<b>100,000</b>	<b>700,000</b>

**HOFFMAN ESTATES PARK DISTRICT LEVY**

2017 Levy (collected 2018)

2018 TAX LEVY (collected 2019)

FUND	Max Rate	Levy	Extended Levy	Actual Rate	Levy	Estimated Rate	Percent	Extended Levy	Estimated Rate	Limited Levy	Limited Rate	Budget	TIF
													\$525,000.00
01 General	0.350	\$ 3,038,500	\$ 3,006,262	0.211	\$ 2,800,000	0.2133	33.14%	\$ 2,884,000	0.1965	\$ 2,744,870	0.1927	\$ 2,689,972	28.82% \$151,293.03
02 Recreation	0.370	\$ 1,066,050	\$ 1,054,828	0.074	\$ 1,800,000	0.0749	11.63%	\$ 1,854,000	0.1264	\$ 1,764,559	0.1239	\$ 1,729,268	18.53% \$ 97,259.80
07 IMRF		\$ 545,900	\$ 540,243	0.038	\$ 275,000	0.0384	5.95%	\$ 283,250	0.0193	\$ 269,585	0.0190	\$ 264,194	2.83% \$ 14,859.13
08 Bond & Interest		\$ 3,303,300	\$ 3,302,651	0.232	\$ 3,372,007	0.2319	36.03%	\$ 3,540,607	0.2367	\$ 3,540,607	0.2485	\$ 3,540,000	37.92% \$199,101.41
09 Special Recreation	0.040	\$ 575,000	\$ 570,178	0.040	\$ 570,000	0.0404	6.27%	\$ 570,000	0.0400	\$ 570,000	0.0400	\$ 558,600	5.98% \$ 31,417.53
10 FICA Rounding		\$ 638,600	\$ 631,471 2,956	0.044	\$ 575,000	0.0449	6.97%	\$ 592,250	0.0404	\$ 563,678	0.0396	\$ 552,405	5.92% \$ 31,069.10
<b>TOTAL</b>		<b>\$ 9,167,350</b>	<b>\$ 9,105,633</b>	<b>0.639</b>	<b>\$ 9,392,007</b>	<b>0.643</b>	<b>100%</b>	<b>\$ 9,724,107</b>	<b>0.6591</b>	<b>\$ 9,453,300</b>	<b>0.6634</b>	<b>\$ 9,334,439</b>	
Less Non Cap Funds Cook County Rounding		-\$3,878,300	-\$3,872,829	-0.272	\$ (3,942,007)	-0.272		-\$4,110,607	-0.2767	\$ (4,110,607)	-0.2885	\$ (4,098,600)	
<b>Total Cap Funds Levy</b>		<b>\$5,289,050</b>	<b>\$5,232,804</b>	<b>0.368</b>	<b>\$ 5,450,000</b>	<b>0.371</b>		<b>\$5,613,500</b>	<b>0.3940</b>	<b>\$ 5,342,693</b>	<b>0.3750</b>	<b>\$ 5,235,839</b>	
		2016 EAV	\$1,425,444,338		Proj 2017 EAV -			\$1,425,000,000					

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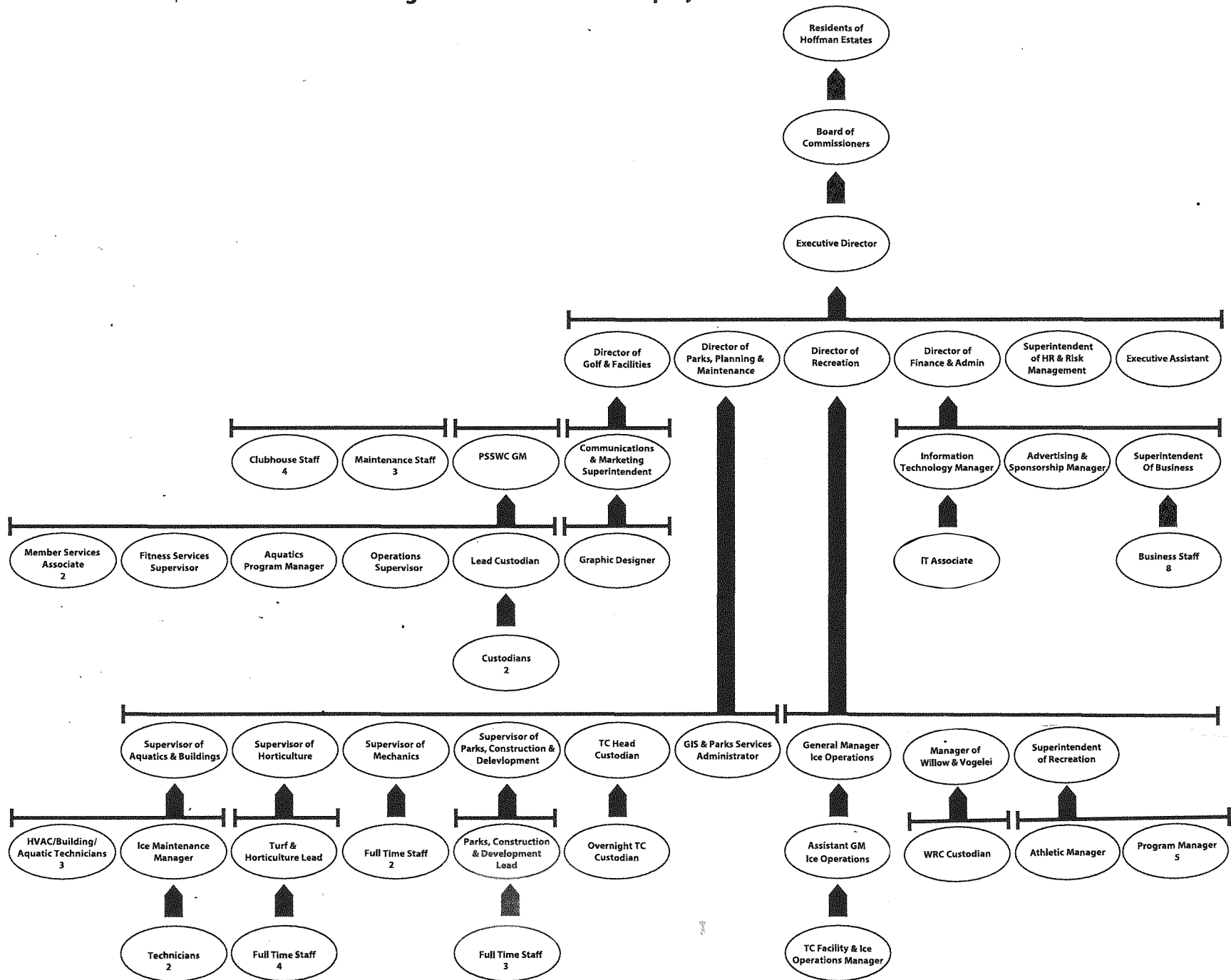
**NOTES**

**Tax Cap**

**Truth in Taxation**

2017 Extended Capped Funds Tax Levy.....	\$5,232,804		\$ 9,105,633
x CPI 2.10%	<b>\$5,342,693 (a)</b>		x 105%
			\$9,560,915
Divided by			
Projected 2018 EAV (w/o new growth).....	\$1,425,000,000 (b)		\$9,392,007
2018 Limiting Rate.....	a/(b/100)	0.3749	<b>3.145%</b>
times			
Estimated 2018 New Growth.....	\$0		
<b>2018 Levy not subject to Truth in Taxation Hearing</b>			
Projected 2018 EAV (with new growth).....	<u>\$1,425,000,000</u>		
2018 Limited Levy (Cap Funds).....	<b>\$5,342,693</b>		
Proj 2018 Extended Levy (Cap Funds).....	<b>\$5,613,500</b>		
<b>Proj 2018 Levy Reduction...w/ zero new growth.....</b>	<b>\$270,807</b>		
		<b>Projected Reduction</b>	
		<b>All Capped Funds by their pro-rated percentage</b>	

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





**HEPD Full-time Salary Ranges 2018**

**Proposed 2019 Changes in yellow**

<u>Position</u>		<u>Minimum</u>	<u>Mid-Point</u> <i>Per Contract</i>	<u>Maximum</u>
<b>Executive Director</b>	\$ 170,000			
<b>Division Director</b>		\$90,000	\$117,500	\$145,000
		\$ 90,000.00	\$ 112,500.00	\$ 135,000.00
Parks, Planning, Development	\$ 116,230			
Facilities	\$ 115,000			
Admin & Finance	\$ 115,000			
Recreation	\$ 110,000			
		\$67,500	\$84,375	\$101,250
<b>Superintendents/General Managers</b>				
Superintendent of Business	\$ 94,308			
Superintendent of Comm & Marketing	\$ 91,967			
Information Technology Manager	\$ 84,872			
Superintendent of Recreation	\$ 84,460			
Superintendent of HR/Risk Management	\$ 77,625			
General Manager of Ice Operations	\$ 75,000			
General Manager of PSSWC (Interm)	\$ 70,000			
Golf Course Superintendent	\$ 69,525			
		\$53,000	\$66,250	\$79,500
<b>Senior Manager</b>				
Supervisor of Parks, Construction, Development	\$ 77,322			
Assistant General Manager Ice	\$ 73,509			
Supervisor of Horticulture	\$ 67,113			
Supervisor of Mechanics	\$ 65,214			
Manager of WRC & Vogelei	\$ 64,697			
Executive Assistant	\$ 64,512			
BPCC Kitchen Supervisor	\$ 60,000			
Equipment Manager (BPCC)	\$ 57,707			
Ice Maintenance Manager	\$ 57,518			
Supervisor of Buildings & Aquatics	\$ 55,000			
		\$45,000	\$56,250	\$67,500
<b>Senior Supervisor/Manager</b>				
Aquatic & Program Manager	\$ 58,319			
Crew Leader - Horticulture / Turf	\$ 58,066			
Lead Mechanic	\$ 56,308			
GIS/Parks, Planning, Maintenance Administrator	\$ 55,388			
Facility/Ice Operations Manager	\$ 54,500			
Sales & Catering Supervisor	\$ 53,000			
Program Manager (General/Special Events)	\$ 52,916			
Golf Operations Manager (BPCC)	\$ 50,950			
Crew Leader - Parks, Construction, Development	\$ 50,675			
Accounting Manager	\$ 50,128			
Program Manager (ELC)	\$ 49,000			
Fitness Services Supervisor (PSSWC)	\$ 48,925			
Program Manager (Athletics)	\$ 48,925			
Program Manager (STAR/Before/After School)	\$ 48,687			
Assistant Golf Course Superintendent (BPCC)	\$ 48,450			
Advertising & Sponsorship Manager	\$ 48,450			
Program Manager (50+/Active Adults)	\$ 48,093			
ELC Program Manager	\$ 48,000			
		\$34,000	\$43,000	\$52,000
		\$36,000	\$45,000	\$54,000
<b>Associate/Support</b>				
HVAC Tech	\$ 50,141			
Graphic Designer	\$ 48,925			
Building Maintenance Supervisor (TC)	\$ 48,534			
IT Associate	\$ 46,350			
Disbursement Associate	\$ 44,989			
Business Supervisor PSSWC	\$ 44,521			
Business Supervisor BPCC	\$ 44,509			
Groundswoker II	\$ 45,250			
Registrar II	\$ 44,174			
Member Services Associate (PSSWC)	\$ 42,750			
Groundswoker II	\$ 42,750			
Billing Associate	\$ 42,257			
ICE Maintenance Tech	\$ 42,120			
Building Tech	\$ 41,600			
Aquatic Technician	\$ 40,560			
Groundswoker	\$ 40,560			
Cash Control Associate	\$ 40,509			
PSSWC Custodian	\$ 40,191			
ICE Maintenance Tech	\$ 40,040			
Groundswoker	\$ 40,040			
Mechanic	\$ 40,040			
Groundswoker	\$ 40,040			
Groundswoker	\$ 40,040			
Operations Supervisor (PSSWC)	\$ 38,500			
Registrar	\$ 38,500			
Groundswoker	\$ 40,040			
Overnight Custodian-TC	\$ 38,500			
Registrar	\$ 38,500			
Building Maintenance (WRC)	\$ 38,500			
Member Services Associate (PSSWC)	\$ 38,500			
Overnight Custodian (PSSWC)	\$ 38,480			
Sous Chef (BPCC)				

**HOFFMAN ESTATES PARK DISTRICT  
2019 BUDGET GOALS & OBJECTIVES  
Administration & Finance**

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

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

**District Objective 3: Connect and engage our community**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Educate residents regarding District financial stewardship and transparency.	Provide financial/budget overview for Park Perspectives. March 2019 for Spring issue.	<ul style="list-style-type: none"> <li>• Prepare analysis of 2018 financial statements.</li> </ul>	
	Work with C&M to develop infographics to provide registration statistical and financial information in a highly accessible format for both the Guide and FOIA section of HEparks.	<ul style="list-style-type: none"> <li>• Achieve by January 2019</li> </ul>	
	Maintain FOIA compliance and transparency aspects of the District to ensure Illinois Transparency Institute guidelines.	<ul style="list-style-type: none"> <li>• Process all FOIA requests timely.</li> <li>• Publish documents as required on HEparks.org.</li> </ul>	

**DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP**

**District Objective 1: Achieve annual and long range financial plans**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Achieve District annual budget to maintain fund balance reserves.	Achieve District annual budget to ensure maintaining fiscal year projected fund balance reserves.	<ul style="list-style-type: none"> <li>• Using software monitor revenue and expenses.</li> <li>• Meet with division directors quarterly to review.</li> </ul>	
	Create 2020 annual balanced budget. Achieve by November 2019.	<ul style="list-style-type: none"> <li>• Using data analytics develop recommendation.</li> <li>• Meet with department managers to review.</li> <li>• Review recommended budget with board, achieve by November 2019.</li> </ul>	
	Conduct budget preparation Hoffman U session for all staff.	<ul style="list-style-type: none"> <li>• Achieve by July 2019.</li> </ul>	

**District Objective 2: Generate alternative revenue**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Support Friends of HE Parks to expand level of financial support provided to District and our residents for scholarship and special projects.	Sponsorship Manager to assist Friends of HE Parks and achieve \$5,000 in donations.	<ul style="list-style-type: none"> <li>• Achieve by December 2019.</li> </ul>	
Develop strategies to attract additional sponsors and new partnerships.	Generate alternative revenue through advertising/sponsorship/marquee revenue.	<ul style="list-style-type: none"> <li>• Achieve by December 2019.</li> </ul>	
	Expand and develop community relationships by attending local community events and meetings. Attend minimum of 12 community meetings and events.	<ul style="list-style-type: none"> <li>• Achieve by December 2019.</li> </ul>	

**District Objective 3: Utilize our resources effectively and efficiently**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Perform internal control audits.	Conduct random cash audits at all facilities.	<ul style="list-style-type: none"> <li>• Utilize RecTrac reporting and video as necessary.</li> <li>• Conduct monthly, selecting random days and times at all service desks.</li> </ul>	
	Conduct surprise audits of program personnel and independent contractors to ensure classes are held with properly registered participants meeting minimum numbers.	<ul style="list-style-type: none"> <li>• Utilize RecTrac reporting and video as necessary.</li> <li>• Conduct monthly, selecting random programs, days and times based on seasonality.</li> </ul>	
	Conduct ledger audits to ensure financial integrity.	<ul style="list-style-type: none"> <li>• Conduct quarterly by reviewing trial balance including accrual and expenditure process.</li> </ul>	
	Conduct trial balance audits to reduce District receivable exposure.	<ul style="list-style-type: none"> <li>• Conduct monthly by printing statements on account, distributing to managers and participants.</li> </ul>	
	Conduct program revenue audits including waitlists and minimum/maximum requirements to ensure cost recovery.	<ul style="list-style-type: none"> <li>• Utilize RecTrac reporting to monitor.</li> <li>• Conduct bi-weekly dependent on program starting date and distribute to managers.</li> </ul>	
	Conduct facility usage and membership audits, utilizing video as necessary to ensure cost recovery.	<ul style="list-style-type: none"> <li>• Utilize RecTrac reporting to monitor.</li> <li>• Conduct monthly and distribute findings to managers.</li> </ul>	
	Conduct email and shared drive excessive	<ul style="list-style-type: none"> <li>• Conduct quarterly.</li> </ul>	

	file size audits to ensure operational efficiencies. Further educate staff on proper housekeeping maintenance.		
Reduce utility expenses in parks and facilities by converting to alternative energy resources.	Maintain offline audit control of all utility billing to monitor abnormalities.	<ul style="list-style-type: none"> <li>Record utility bills on spreadsheet to watch for abnormalities in usage or fees.</li> <li>Prepare monthly.</li> </ul>	
	Renew electrical contract.	<ul style="list-style-type: none"> <li>Achieve 4<sup>th</sup> qtr.</li> </ul>	

**DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS**

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Maintain environmental best practice certification.	Ensure administrative and finance division section compliance with IPRA Environmental Scorecard.	<ul style="list-style-type: none"> <li>Achieve annually maintaining 100% compliance.</li> </ul>	

**District Objective 2: Utilize best practices**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Continue to promote operational safety excellence utilizing procedures and best practices to maintain PDRMA accreditation.	Ensure all training practices are continued post PDRMA accreditation.	<ul style="list-style-type: none"> <li>Monitor and achieve monthly.</li> </ul>	
Ensure safety for all customers.	Assess District security system/alarm monitoring facility wide, create an RFP.	<ul style="list-style-type: none"> <li>Achieve 4<sup>th</sup> qtr.</li> </ul>	
Ensure operational compliance with legal mandates.	Monitor state and federal legal mandates and implement policies as needed.	<ul style="list-style-type: none"> <li>Draft recommended policies within 45 days of any legal mandates.</li> </ul>	
	FD to serve as staff liaison on Friends of HE Parks committee for financial reporting.	<ul style="list-style-type: none"> <li>Achieve continually.</li> </ul>	
Monitor employee hours worked to ensure legal compliance with state and federal mandates.	Track PT employee hours worked.	<ul style="list-style-type: none"> <li>Utilize BSA &amp; FinTrac reporting to monitor.</li> <li>Conduct monthly/quarterly and distribute findings to managers.</li> </ul>	
Maintain financial accreditation CAFR.	Prepare CAFR for previous fiscal year.	<ul style="list-style-type: none"> <li>Utilize system reporting to prepare YE financial statements.</li> <li>Present CAFR to auditors for review.</li> <li>File board approved document.</li> <li>Achieve by June 2019.</li> </ul>	
Maintain operations through software updates and enhancements for desktop and network	Complete electronic systems operating scans with Trust Keeper to be alerted to potential	<ul style="list-style-type: none"> <li>Achieve a “pass” rating monthly.</li> </ul>	

infrastructure.	vulnerabilities.		
	Review Vogelei barn network connectivity and options to attach to HE Parks domain.	• Achieve 1 <sup>st</sup> qtr.	
	Upgrade and migrate HEPD-EXCH02 mailboxes to version 2016/2019 from version 2013.	• Achieve 2 <sup>nd</sup> qtr.	
	Purchase Microsoft Office licenses to version 2016/2019. Upgrade all District computers with Microsoft Office 2010 to Office 2016.	• Achieve 2 <sup>nd</sup> qtr.	
	Purchase, image and deploy replacement desktop computers.	• Achieve 2 <sup>nd</sup> qtr.	
	Purchase and replace (10) computer monitors District wide.	• Achieve 2 <sup>nd</sup> qtr.	
	Security camera upgrades – continue upgrading with new IP cameras at BPC/SEA/WRC/PSSWC and PARKS.	• Achieve 3 <sup>rd</sup> qtr.	
	Upgrade Exacqvision Video Security Windows servers WRC and PARKS.	• Achieve 3 <sup>rd</sup> qtr.	
	Shoretel, the District phone system equipment provider, has merged with Mitel. Assess current Shoretel server and software to new offerings.	• Achieve 3 <sup>rd</sup> qtr.	
	Assess and/or retire HEPD-VC01 which acts as District Virtual management server.	• Achieve 4 <sup>th</sup> qtr.	
	Achieve PCI certification by completing PCI self-assessment.	• Achieve 4 <sup>th</sup> qtr.	
	Retire HEPD-APPS01 which currently houses FinTrac software. Relocations FinTrac.	• Achieve 4 <sup>th</sup> qtr.	
	Utilize software enhancements to develop food/beverage inventory process.	Develop new process for BPC food & beverage inventory.	• Utilizing software develop streamlined process. • Achieve by 2 <sup>nd</sup> qtr.
Further develop District disaster recovery plan by adding a second replication server at BPC.	Implement replication server. Repurpose HEPD-VH04.	• Achieve 1 <sup>st</sup> qtr.	
	Retire and replace HEPD-DC02 (old domain controller server). A secondary domain server will be built and utilized from Parks Division as part of disaster recovery.	• Achieve 1 <sup>st</sup> qtr.	
	Purchase and implement new SAN. Repurpose old SAN along with HEPD-VH04	• Achieve 1 <sup>st</sup> qtr.	

	as part of Disaster Recovery.		
Further develop network and cyber security.	Review local administrator access at desktop level, including generic accounts. Remove as necessary.	• Conduct monthly.	
	Conduct email and shared drive excessive file size audits to ensure operational efficiencies. Further educate staff on proper housekeeping maintenance.	• Conduct quarterly.	
	Replace/upgrade AVG Business Anti-virus software District wide, current subscription expires 10/2019.	• Achieve 4 <sup>th</sup> qtr.	
	Audit and remove unauthorized software installs and train staff on best practices of internet surfing and email.	• Conduct monthly.	

**District Objective 3: Advance environmental and safety awareness**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Develop additional programs and processes to support conservation and green initiatives.	Promote ACH payment to vendors and independent contractors to further green initiatives.	• Achieve continually as new vendor relationships are established.	
	Migrate FT personnel paper files to electronic storage within BSA.	• Achieve 2 <sup>nd</sup> qtr.	

**DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES**

**District Objective 1: Develop leadership that ensures workforce readiness**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Continually expand and update Hoffman U training curriculum to enhance workforce knowledge and readiness.	Conduct and continually expand Hoffman U training curriculum with training in purchasing, IMRF, PDRMA, budget, IT, ROI in programming, registration and accounting software.	• Achieve annual with a minimum of 6 calendar offerings.	
Continue emphasis on cross-training and ensure workforce readiness.	Hire Cash Control Associate.	• Achieve 1 <sup>st</sup> qtr.	
	Provide cross training within division to ensure work force readiness.	• Achieve continually by performing tasks and having a bi-annually touch base to ensure any changes in processing are learned.	
	Evaluate and update division succession plan to prepare employees for advancement and prepare organization for personnel changes.	• Achieve 3 <sup>rd</sup> qtr.	

Track IT support tickets to promote quality and timely delivery of IT support services.	Track number of tickets created and number of tickets closed. Achieve 100% response and 90% resolution.	<ul style="list-style-type: none"> <li>• Achieve monthly.</li> </ul>	
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**District Objective 2: Build organization culture based on I-2 CARE Values**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Continue to foster openness in communication District-wide.	Divisionally, at minimum, one staff will sit on District Team Committee.	<ul style="list-style-type: none"> <li>• Achieve continually.</li> </ul>	
Promote healthy lifestyles through work environment best practices.	Promote PDRMA PATH program.	<ul style="list-style-type: none"> <li>• Achieve annually with 75% of a FT staff participation.</li> </ul>	

**District Objective 3: Promote continuous learning and encourage innovative thinking**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Attend legislative conference.	<ul style="list-style-type: none"> <li>• Achieve May 2019.</li> </ul>	
	Attend legal symposium.	<ul style="list-style-type: none"> <li>• Achieve November 2019.</li> </ul>	
	Attend IPRA/IAPD conference.	<ul style="list-style-type: none"> <li>• Achieve 1<sup>st</sup> qtr.</li> </ul>	
	Attend NRPA Congress.	<ul style="list-style-type: none"> <li>• Achieve 3<sup>rd</sup> qtr.</li> </ul>	
	Supt HR to achieve CPRP accreditation.	<ul style="list-style-type: none"> <li>• Achieve 4<sup>th</sup> qtr.</li> </ul>	
	Attend PDRMA risk management institute.	<ul style="list-style-type: none"> <li>• Achieve November 2019.</li> </ul>	

**HOFFMAN ESTATES PARK DISTRICT  
2019 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: PROVIDE HEALTHY AND ENJOYABLE EXPERIENCES FOR ALL PEOPLE**

**District Objective 3: Connect and engage our community**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action</b>	<b>Status</b>
Expand marketing communications with the use of social media and outreach programs.	Have the Park Improvements Page updated as park improvements happen.	Monthly reports provided to C&M department on the ongoing to Parks and what is planned at facilities and parks.	
Increase community involvement in District operations.	Conduct a tree seedling planting event in April at locations to be determined by February 28, 2018. The event will also showcase proper tree maintenance from planting to caring for fully grown trees.		
	Hold a volunteer park clean up in May, where residence have the opportunity to help beautify their neighborhood parks through weed removal, garbage pick, edging landscape beds, cleaning park structures and painting.	Hold the event at five parks in 2019. Locations will be determined by March 1, 2019.	
	A volunteer Queen Annes Lace removal. will be scheduled for July based on the quantity of Queens Annes Lace and locations.	Location will be selected during prior to June 1 <sup>st</sup> 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.		
	Adopt a Park Program. Provide HEPD residents with a clear understanding of the Adopt a Park program.	Work with C&M to promote the program.	
	Work with local boy scouts/girl scouts/local schools to hold four events per year. Events consist of bird house building projects, nature walks, school horticulture field trips and etc.	Contact local leaders during the first quarter to set all events by second quarter.	



Hold public meetings for park improvements at park locations.	To hold public meetings regarding the new playground designs at the park location to receive more input from residents that use these parks.(conference concept)	Hold the Community Park renovation meeting at Community Park to get resident input on park use.	
New Programs to combo with fall seed collection.	Using the seeds collected at the fall seed collecting event, Parks department will create “seed balls”. The balls will made of clay, fertilizer and seeds, and volunteers just throw them into native areas.	Complete the program in the spring of 2019.	

**DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP**

**District Objective 1: Achieve annual and long range financial plans**

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

**District Objective 3: Utilize our resources effectively and efficiently**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action</b>	<b>Status</b>
Utilize best practices to maximize capital expenses.	VOG Outdoor Unit #2	Quotes in 1 <sup>st</sup> quarter for 2 <sup>nd</sup> quarter install	
	Seascape Hot Water Heater	Installed prior to 5/17/2019	
	Resurface Body Slide at Seascape	Completed prior to 5/17/2019	
	Resurface Tube Slide at Seascape	Completed prior to 5/17/2019	
	Seascape Pool Joints and Wall Repairs	Completed prior to 5/17/2019	
	Willow Park and Pickle Ball install	Completed prior to 4 <sup>th</sup> Quarter	
	Design and Build Willow Pickle Ball Courts	Completed by end of third quarter	
	Willow wall and door repairs	Completed by end of third quarter	
	Ice – Build new south rink underfloor	Completed by 9/15/2019	
	Community Park Splash Pad	Completed by 7/1/2019	
	Community Park Playground	Completed by 7/1/2019	
	Community Park Asphalt Games Area	Completed by 7/1/2019	
	Triphahn Center North Roof Replacement	Completed by 4 <sup>th</sup> quarter	
South Ridge Community Park & Splash Pad	Completed in 2019		

Internally evaluate park structures and landscape beds.	Park playgrounds inspections will be completed by different staff members every 30-60 days based on environmental conditions and repairing structures as needed. Update landscape beds to provide beautification with perennials plants that require low maintenance to maintain. (Well maintained turf provides a great look and very cost effective).		
Preventative maintenance plan for building structures and mechanicals.	Buildings and all mechanicals will go through preventative checks. Checks will be evaluations completed by staff that will allow staff to stay ahead of failures and more adequately budget for repairs or changes.	Checks will be completed monthly.	
Implement Mobile Maintrac.	Use mobile maintrac to track work orders, park and building inspections, and preventive maintenance checks. Produce quarterly reports showing inspections results/work performed through mobile maintrac.	Work with business department and maintrac to use it to its optimum ability. Be functional by 3 <sup>rd</sup> quarter.	
Develop the planning and development plans for 2020.	Continue planning the roof assessments and upcoming structure replacements. Through the GIS data base evaluate assets and replacement years.	Provide 2020 plans by 9/1/2019	
GIS to serve as an overall assets management tool.	All assets within the district will be entered into the system. Quarterly checks will be completed with department heads to assure assets are up to date.	Quarterly checks will be completed with department heads to assure assets are up to date.	
Maximize efficiency between Parks maintenance, Golf maintenance and facilities custodial staff.	Utilize equipment sharing, combining purchases, cross training staff as well as training custodial staff on day to day maintenance and upkeep at facilities.	Ongoing process of working with custodial leads and Golf Course Maintenance Staff.	

**DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS**

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action</b>	<b>Status</b>
Enhance seeding practices into natural areas for expansion of plant life.	Enhance high visibility natural areas by adding additional wild flower seeds. Following burns wild flowers seeds will be planted. When changing any perennial plants in parks they will be transplanted to natural areas.	Natural areas to be burned by the end of the 1 <sup>st</sup> quarter.	
Begin using new technologies and formulations to when dealing with integrated pest management issues.	Continue the quality of turf in parks by using fertilizers that contain controlled release technology that provides a longer release of nutrients, which will allow us to make one application to parks in May 2018 weather permitting.	Complete by 7/1/2019	

	Apply Specticle Total (non-selective herbicide) to all landscape beds and tree rings to stop weed growth prior to applying mulch.		
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**District Initiative 2: Utilize best practices**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action</b>	<b>Status</b>
Enhance overall quality of natural areas, parks, ballfields and facilities.	Enhance natural areas by controlling invasive plants to 20% or less. Maintain/monitor on quarterly basis for compliance.	Maintain/monitor on quarterly basis for compliance.	
	Proper fertilizer and herbicide application in parks/ballfields based on high priority areas to low priority areas.	All Fertilizer and first round herbicides application will be made by July 1 <sup>st</sup>	
	Continue installing new mulch in playgrounds, add an additional three parks to our yearly schedule of eight parks.	Completed by end of second quarter.	
Preventative maintenance checks at Seascape Family Aquatic Center prior to opening dates.	Continue practices of checking piping and water flow at Seascape.	Completed prior to 5/1/2019	
Continue the new shutdown procedure at Seascape Family Aquatic Center.	When the pool season has ended, all water lines inside the pool deck will be blown out from the pool pit and capped on the surface. This will prevent freezing and possible rain water entering the lines.	Completed by 10/1/2019	
Enhance Parking Lot Islands at TC	Begin with TC, replacing mulch in the islands with decorative/washed stone. Cost will be more upfront then mulch but save over the long run in mulch and maintenance.	Complete TC by 4 <sup>th</sup> quarter	
Gain Arboretum Status at designated parks.	Through ArbNet locate and tag all the different species of trees at Vogeley Park to gain Arboretum status. Gain knowledge of what species need to be added to further our accreditation.	Be enrolled in the program and working toward full accreditation by 4 <sup>th</sup> quarter.	

**District Objective 3: Advance environmental and safety awareness**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action</b>	
Implement best practices to maintain a minimum score of 95% in the District-wide IPRA environmental report card	Maintain Park Division's compliance with IPRA's Environmental Report Card.	Complete by end of 4 <sup>th</sup> quarter.	

Employee Training	All employees will be trained on specific job related task.	Completed within 30 days of employment.	
Safety Meetings	The Parks and Faculties department will hold 12 safety meetings throughout the year that correspond to work being completed at that time of year.	Monthly safety meetings	

**DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES**

**District Objective 1: Develop leadership that ensures workforce readiness**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action</b>	<b>Status</b>
Provide clear direction/training to all employees that fit with that employee's job description.	Document all training procedures that outline job descriptions along with expectations.		
Hold employees to a higher standard of. Understanding that all employees are district employees working toward one goal.	Learn goals of individual employees and departments and use those goals to achieve our standard of service.	Quarterly meetings with full time staff to evaluate failures and success of the quarter and discuss department goals for the next quarter.	

**District Objective 3: Promote continuous learning and encourage innovative thinking**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action</b>	<b>Status</b>
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Provide full time staff members with educational opportunities in their fields that will directly benefit the district and personal work related efficiency.	Supervisors and Lead staff will attend two outside education event per year.	
Build a strong working culture to allow innovative thinking.	Conduct two Parks Division team building events.	Complete by end of 2 <sup>nd</sup> and 4 <sup>th</sup> quarters.	
Evaluate and update succession plan.	Plan out upcoming retirements and possible promotions.	Complete by fourth quarter.	

**HOFFMAN ESTATES PARK DISTRICT  
2019 BUDGET GOALS & OBJECTIVES  
REC, FACILITIES, ICE DIVISION**

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

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status:</b>
Educate parents regarding the child development benefits in our programs and services	(REC) Create and distribute an informational piece for Preschool and ELC parents to inform them of athletic opportunities for their preschoolers and beyond. Implement in Q1, Q2, and a presentation at Preschool Orientation in Q3.	<ul style="list-style-type: none"> <li>• Work with C&amp;M and Kyle to design flyer and distribute to classrooms and send via email</li> <li>• Partner with ELC to present at their open house night to give parents info on how to get their children started in athletics</li> </ul>	
Develop plans to meet increased program needs of 50+ population	(REC) Continue to research fee-based class interests to increase programs & trips at 50+ Center, including weekend & evenings. Add 5 new trips and 5 new programs.	<ul style="list-style-type: none"> <li>• Add Piano Lessons</li> <li>• Add day-time Tai Chi classes</li> <li>• Add 3 trips in Q1 &amp; 2 trips by Q3</li> </ul>	
Expand facility based special events that promote greater facility usage	(REC) Add 4 new unique family special events by Q4.	<ul style="list-style-type: none"> <li>• Family storytime &amp; craft</li> <li>• Host a family night at PSSWC</li> <li>• Host a grandparents/child ice cream social with entertainment</li> <li>• Family bingo and pizza</li> </ul>	
	(REC) Add 4 new programs or special events that promote adult recreation and involvement by Q3.	<ul style="list-style-type: none"> <li>• Reference notes from 2018 programming roundtable to review trends.</li> <li>• Offer programs such as paint nights, trivia nights, holiday craft fair, fitness challenge.</li> </ul>	
	(REC) Offer 5 new programs promoting teen health, fitness, and recreation, with an average involvement of 10 teens per program, by Q4.	<ul style="list-style-type: none"> <li>• Offer programs such as babysitting classes through American Red Cross or Safe Sitter, trivia nights, trips, an ugly Sweater party at the teen center, and self-defense classes</li> <li>• Work with the Village and teen center staff to implement some of these programs at the teen center</li> </ul>	

	(ICE) Create ice skating performance shows for both spring & winter sessions.	<ul style="list-style-type: none"> <li>Promote to currently enrolled figure skaters.</li> </ul>	
	(REC) Revamp Party in the Park to promote the family-friendly event.	<ul style="list-style-type: none"> <li>Move event timeframe from a late afternoon/evening event to a mid-day/late afternoon event.</li> <li>Provide all children's activities at no cost</li> <li>Secure a children's performer for event.</li> </ul>	
	(REC) Expand Halloween event that adds a variety of new aspects, including a trunk or treat, outdoor activities. Implement in Q4.	<ul style="list-style-type: none"> <li>Host at TC to combine with current Halloween Bash</li> <li>Use parking lot for trunk or treat and outdoor area for pumpkin patch</li> </ul>	
	(REC) Offer a family event for early childhood families once per quarter.	<ul style="list-style-type: none"> <li>Barnes &amp; Noble Night</li> <li>Family Dance Party</li> <li>PSSWC game night</li> <li>Entertainer</li> </ul>	
	(REC) Implement an athletic feature to 3 district-wide events in an effort to promote athletics and add value to each event.	<ul style="list-style-type: none"> <li>Evaluate and identify events conducive to athletic features</li> <li>Work with Special Events Program Manager to integrate these features into event</li> <li>Communicate new aspect to C &amp; M to properly advertise new addition</li> </ul>	
Create recreational programs and opportunities to target underserved demographic populations	(FAC) Develop programming for home schooled participants. Research home schooled groups to market fitness program opportunities to in Q1 & 2. Implement 2 programs by Q4.	<ul style="list-style-type: none"> <li>Work with C&amp;M to promote home school programming.</li> <li>Reach out to local home school organizations.</li> </ul>	
	(REC) Increase dance class participation by 5% by Q4, and increase company participation by 5 participants by end of Q3.	<ul style="list-style-type: none"> <li>Hire new teacher for open nights at TC</li> <li>Develop events to bring new dancers into the site: Bring a Friend week, Shadow a Company dancer, Free Dance Workshop</li> <li>Hold multiple tryout dates, 1 before recital and 1 after.</li> </ul>	
	(ICE) Create a learn-to-skate hockey program for adults	<ul style="list-style-type: none"> <li>Target new coaches &amp; youth hockey parents.</li> <li>Secure Anthony Parisi as instructor (currently playing professional hockey in Sweden)</li> </ul>	

	(ICE) Offer weekend open skate	<ul style="list-style-type: none"> <li>Secure a minimum of one hour open skate time on weekends</li> </ul>	
	(ICE) Increase participation in “Give Hockey or Ice Skating a Try” programs by offering one program each quarter.	<ul style="list-style-type: none"> <li>Expand marketing efforts</li> <li>Develop “bring a friend” for current participants</li> </ul>	
	(REC) Develop Cricket program and expand Cricket field rentals.	<ul style="list-style-type: none"> <li>Build partnership with local Cricket associations.</li> <li>Develop cricket programming.</li> <li>Promote cricket fields for local league play.</li> </ul>	
Evaluate facility space utilization to accommodate growing programming needs.	(REC) Offer a 5-Day option for Preschool at Willow and Triphahn Center	<ul style="list-style-type: none"> <li>Offer option for 2019-2020 school year</li> <li>Add to 2019 guides</li> <li>Work with Business Dept for pricing and logistics</li> <li>Work with teachers to provide them the support they need to implement this new option</li> </ul>	
	(REC) Plan and implement 2 early morning group fitness classes at Triphahn Center. Implement by Q3.	<ul style="list-style-type: none"> <li>Research trends in fitness programming (i.e., NRPA, IPRA, other rec agencies and fitness centers, etc.)</li> <li>Add Rise&amp; Shine Cardio class</li> <li>Add Muscle Conditioning Class</li> </ul>	
	(REC) Increase ELC participation to an average of 15 children per classroom (an increase of 3 children per classroom) by end of Q4.	<ul style="list-style-type: none"> <li>Continue to offer quality curriculum and care</li> <li>Expand marketing efforts to local businesses and hospital employees</li> <li>Increase presence at community events with separate ELC promotional tables</li> </ul>	
	(ICE) Increase two NWHL teams by Q4.	<ul style="list-style-type: none"> <li>Promote children from developmental program into league play.</li> <li>Market the price &amp; value in comparison to competition.</li> </ul>	
	(ICE) Increase revenue for hockey & figure skating by 10% (48 participants).	<ul style="list-style-type: none"> <li>Target advertising</li> <li>Enhanced social media marketing</li> <li>Create parent-tot class</li> </ul>	

Expand specialized programming opportunities that utilize partnerships and contractual agreements.	(ICE) Enhance public skate opportunities and increase public skate revenue by 20%.	<ul style="list-style-type: none"> <li>• Offer family incentives &amp; holiday specials</li> <li>• Theme skate nights</li> <li>• Promote the social aspect of open skate.</li> </ul>	
	(REC) Plan and implement 3 new, innovation youth and early childhood programs (each) by the end of Q2.	<ul style="list-style-type: none"> <li>• Offer programs such as animal and nature classes and art (fine motor skills) classes</li> </ul>	
	(REC) Partner with BirdBrain Golf to offer disc golf classes and continue clinics by end of Q2.	<ul style="list-style-type: none"> <li>• Connect with Dan Schlitter (BirdBrain Disc Golf) and set up spring dates and fees</li> <li>• Add classes and clinic to Spring guide</li> </ul>	
	(REC) Renew partnership with LL Bean to offer outdoor programming opportunities at various locations in the community. Offer 3 new programs by end of Q3.	<ul style="list-style-type: none"> <li>• Call LL Bean to discuss goals and options for classes and instructors</li> <li>• Set up classes and fees, and add to guide</li> </ul>	
	(REC) Explore partnerships with local nature centers and forest preserve district to offer hiking and nature education classes by Q2.	<ul style="list-style-type: none"> <li>• Create a contractual agreement with Crabtree nature center for hiking and camping classes for spring of 2019.</li> </ul>	
	(FAC) Continue working with A Closer Bond to develop additional canine programming.	<ul style="list-style-type: none"> <li>• Staff will meet with A Closer Bond in Q1 to offer additional classes in 2019</li> </ul>	
Develop plans to meet increased program needs of 50+ population	(REC) Continue to offer a variety of trips, and enhance the quality of transportation on non-local trips. Run an average of 8 trips per quarter with an average of 20 participants per trip.	<ul style="list-style-type: none"> <li>• Add Festival Trips in Wisconsin</li> <li>• Add Trips to Indiana</li> <li>• Rent motor coach transportation for longer or out of state trips</li> </ul>	
	(REC) Focus on active 50+ members by offering active programs such as indoor disc golf, bocce ball, and more by Q2.	<ul style="list-style-type: none"> <li>• Survey 50+ members to assess active interests</li> <li>• Offer programs such as Disc Golf and Bocce Ball</li> </ul>	



**District Objective 2: Achieve customer satisfaction and loyalty**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status:</b>
Improve the overall health outcomes of programs offered	(REC) Implement 4 “must-haves” into all HE Parks youth athletic leagues to include: coaches clinics, league outings, all-star game, and post-season evaluations. Start in Q1.	<ul style="list-style-type: none"> <li>Starting with youth basketball leagues in the winter of 2019, we will add these 4 must have to each youth league.</li> </ul>	
Expand facility based special events that promote facility usage	(FAC) Hold 2 open house events (Q1 & Q3) at WRC & TC to promote fitness memberships, fitness programs, personal training, and youth programs.	<ul style="list-style-type: none"> <li>Hold open house events that will offer free demo fitness classes, ask the trainer and samples of youth programming in each facility (WRC &amp; TC)</li> </ul>	
	(REC) Offer two 50+ membership appreciation event in 2019. Implement by Q4.	<ul style="list-style-type: none"> <li>Member Appreciation Event</li> <li>New Member Open House</li> </ul>	
Expand Marketing communications with the use of social media and mobile marketing	(FAC) Research additional ways to utilize retention management to promote and retain participants by end of Q1.	<ul style="list-style-type: none"> <li>Review website and contact Retention Management company to learn more about the facets of the service</li> <li>Work with C&amp;M and Retention Management program to better utilize the program</li> </ul>	
Utilize best practices to maximize operational efficiencies as a District.	(SEA) Redesign swim lesson program to increase participation by 15%.	<ul style="list-style-type: none"> <li>Establish lesson expectations for parents.</li> <li>Reconfigure report cards.</li> <li>Enhance instructor training</li> </ul>	
	(FAC) Retain front desk staff by limiting turnover to 20% or less.	<ul style="list-style-type: none"> <li>Evaluate pay rates to establish a competitive hourly wage to retain employment.</li> </ul>	

**District Objective 3: Connect and engage our community**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status:</b>
Expand specialized programming opportunities that utilize partnerships and contractual agreements	(REC) Partner with medical organizations and practices in the community to offer more variety and consistent services for 50+ members by Q1.	<ul style="list-style-type: none"> <li>Add monthly Blood Pressure Screenings</li> <li>Add Lifeline Screenings</li> <li>Add Bone Density Screenings</li> </ul>	

	(REC) Maintain partnership with the Village on the Vogelei Teen Center by continuing to expand offerings, activities, and hours. Open one more night during the week, and offer two special events on site.	<ul style="list-style-type: none"> <li>• Work with Officer Bending on building relationships with teens</li> <li>• Meet with Village staff regularly to plan and implement new offerings</li> <li>• Offer one special event by Q2 &amp; one special event by Q4.</li> </ul>	
Expand facility based special events that promote greater facility usage.	(FAC) Implement quarterly fitness member challenges to promote usage and interaction between staff and members of fitness facilities at TC & WRC.	<ul style="list-style-type: none"> <li>• Offer challenges in Q2 &amp; Q4.</li> </ul>	
	(REC) Develop a Passport program to encourage community residents to visit multiple events/parks throughout the spring & summer.	<ul style="list-style-type: none"> <li>• Discover your Parks Passport. Visit x out of x events and get a prize at Party in the Park.</li> <li>• Encourage the community to try new events and clinics.</li> </ul>	
Expand Marketing communications with the use of social media and mobile marketing.	(REC) Use social media and other creative outlets to highlight 50+ members and benefits.	<ul style="list-style-type: none"> <li>• Meet with C &amp; M to come up with ideas for various outlets</li> </ul>	
Increase volunteer involvement in District operations	(REC) Create an event for our youth sports leagues and families to give back to the community in Q2 and Q4.	<ul style="list-style-type: none"> <li>• Partner with “Feed our Starving Children” and involve youth league parents to volunteer their time on two separate dates in 2019</li> </ul>	
Expand programming to enhance the health benefits to the community	(REC) Revamp Hoffman Walks to increase participation to 20 walkers per event.	<ul style="list-style-type: none"> <li>• Develop themes for each walk</li> <li>• Partner with community to enhance the walk – story-walk with library</li> </ul>	
	(REC) Develop a Family Fit Day to promote district programs, memberships and healthy lifestyles.	<ul style="list-style-type: none"> <li>• Plan an event in Q2.</li> </ul>	

**DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP**

**District Objective 1: Achieve annual and long range financial plans**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Achieve District annual budget to maintain fund balance reserves	(FAC) Increase personal training revenue by 10% (\$350) over the 2018 actual revenue.	<ul style="list-style-type: none"> <li>• Reach out to new members, guests, and repeat training customers to offer specials on personal training</li> </ul>	

	(FAC) Increase TC & WRC fitness membership revenue by 5% (\$650) by Q4.	<ul style="list-style-type: none"> <li>Reach out to local corporations and other outlets for new membership</li> <li>Contact new members and guests to promote benefits of membership</li> </ul>	
	(REC) Maintain an increase of 50+ memberships by an average of 10 memberships per month. Complete by Q4.	<ul style="list-style-type: none"> <li>Offer Membership Drive by Q4</li> <li>Continue to expand offerings and services each quarter</li> </ul>	
	(ICE) Increase ice rental revenue by 10%	<ul style="list-style-type: none"> <li>Target early afternoon hours to high school hockey programs</li> </ul>	
	(FAC) Increase TC room rental revenue by 15%	<ul style="list-style-type: none"> <li>Promote to local businesses to use TC room 112/113 for business meetings</li> </ul>	

**District Objective 2: Generate alternative revenue**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Secure additional alternative sources of revenue to support financial goals	(REC) Host adult softball tournaments in an effort to expand adult softball program and provide alternative source of revenue. Host 1 in Q2 and 1 in Q4.	<ul style="list-style-type: none"> <li>In spring of 2019, run our “Spring Training Tournament” before our summer leagues start at Cannon</li> <li>In fall of 2019, after our season concludes, run a “Winter Meetings” tournament at Cannon</li> </ul>	
	(SEA) Create a Seascape POS to accommodate basic needs of pool patrons.	<ul style="list-style-type: none"> <li>Provide swim diapers, goggles, sunscreen, sunglasses</li> <li>Setup POS and inventory</li> </ul>	
Continue to evaluate and apply for grant revenues to support District’s operations and capital projects	(C&M/ADMIN) Seek out and apply for 2 additional grant opportunities.		
Develop strategies to attract additional sponsors and new partnerships	(REC) Work with Advertising and Sponsorship Department to identify sponsors for 50+ programs and trips, in turn reducing costs for 50+ participants. Partner with two new sponsors by end of Q4.	<ul style="list-style-type: none"> <li>Add in sponsored Moonlight and Music Event by Q4</li> <li>Add in sponsored luncheon/entertainment by Q3</li> </ul>	
Promote greater facility usage.	(FAC) Increase facility rentals using the TC ice rink party room.	<ul style="list-style-type: none"> <li>Develop birthday party package using ice rink party room and TC public skate</li> </ul>	

**District Objective 3: Utilize our resources effectively and efficiently**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
	(FAC) Research and evaluate the feasibility of leasing fitness equipment to restructure, refresh and better serve the fitness members at TC & WRC.	<ul style="list-style-type: none"> <li>• Gather pricing information from various fitness companies on equipment leasing programs and compare to outright purchasing of equipment</li> <li>• Submit findings in Q2 to Division Director.</li> <li>• Purchase or lease new equipment by Q3.</li> </ul>	

**DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS**

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Utilize best practices to maximize operational efficiencies as a District	(REC) Complete preventative maintenance on our park district busses. Plan by Q1; implement in Q3.	<ul style="list-style-type: none"> <li>• Coordinate with Parks Department to schedule mid-summer bus maintenance</li> <li>• Budget for additional bus rentals during internal bus down time</li> </ul>	
	(REC) Increase training and coaches' education throughout the in-house soccer season; offer 2 coaches clinics and 2 trainings per team per season.	<ul style="list-style-type: none"> <li>• Work with the Hoffman United Soccer Club to plan and implement trainings for in-house soccer teams</li> </ul>	

**District Initiative 2: Utilize best practices**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Utilize best practices to maximize operational efficiencies as a District	(FAC) Hold quarterly staff meeting to keep staff informed of all upcoming events, park district information and customer service topics.	<ul style="list-style-type: none"> <li>• Will hold combined TC &amp; WRC staff meetings each quarter in 2019</li> </ul>	
	(REC) Prepare and complete ExceleRate trainings, application, and processes to maintain Silver certification by end of Q2.	<ul style="list-style-type: none"> <li>• Review requirements for staff trainings and classroom processes</li> <li>• Complete application for renewal</li> <li>• Work with IL Action for Children to plan and review</li> <li>• Create checklist for classrooms</li> </ul>	

**District Objective 3: Advance environmental and safety awareness**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Continue to promote operation safety	(FAC) Continue offering quarterly trainings for	<ul style="list-style-type: none"> <li>• Instructors will meet in Q4 of 2018 to</li> </ul>	

excellence utilizing procedures and best practices to maintain PDRMA accreditation	all district team members to become Medic AED/CPR certified. Complete 4 classes by the end of Q4.	<ul style="list-style-type: none"> <li>develop the 2019 AED/CPR course schedule.</li> <li>Add one AED/CPR instructor for 2019.</li> </ul>	
	(REC) Ensure STAR safety procedures align with School District 15 & 54 and are practiced by end of Q4.	<ul style="list-style-type: none"> <li>Contact STAR site principals to discuss alignment and review of safety and armed intruder procedures</li> <li>Implement quarterly drills at each site</li> </ul>	
	(REC) Launch ePact emergency management software for STAR program to store all participant emergency contact information on a secure website/app.	<ul style="list-style-type: none"> <li>Sync ePact software with STAR retrac registration.</li> <li>Upload ePact app onto all STAR site cell phones.</li> <li>Educate parents of new emergency contact data collection procedures.</li> </ul>	
Strengthen emergency response training by implementing drill trainings.	(FAC) Conduct quarterly emergency response training drills at each facility. Schedules to be developed and implemented in Q1.	<ul style="list-style-type: none"> <li>For ELC &amp; PS: write lockdown procedure using age appropriate guidelines</li> <li>Meet with staff</li> <li>Conduct drill</li> </ul>	
Provide educational programs and opportunities on environmental best practices	(FAC) Continue partnership with Wings & Talons to offer 3 programs per season, along with one educational event and at least one new special event appearance.	<ul style="list-style-type: none"> <li>Provide education programs in seasonal brochure.</li> <li>Provide in-house field trip for preschool program.</li> <li>Attend Pumpkin Fest</li> </ul>	

**DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES**

**District Objective 1: Develop leadership that ensures workforce readiness**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Provide Hoffman University training curriculum to enhance workforce knowledge and readiness.	(REC) Complete one Hoffman University training.	<ul style="list-style-type: none"> <li>Complete by Q3.</li> </ul>	

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Continue to foster openness in communication District-wide	(REC) Invite division directors to recreation all-staff meetings quarterly for division updates.	<ul style="list-style-type: none"> <li>Complete each quarter.</li> </ul>	

**District Objective 3: Promote continuous learning and encourage innovative thinking**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	(FAC) Conduct quarterly internal service desk trainings.	<ul style="list-style-type: none"> <li>• Will hold combined TC &amp; WRC staff meetings each quarter in 2019</li> </ul>	
	(SEA) Managers complete Star Guard Instructor training program.	<ul style="list-style-type: none"> <li>• Complete the training program.</li> </ul>	
	(ADMIN) Obtain CPRP certification by a minimum of 50% of full-time recreation division staff by Q4. Remaining 50% will obtain by 2020 (in relation to the requirements to obtain/apply).	<ul style="list-style-type: none"> <li>• Pass the CPRP exam.</li> </ul>	

**HOFFMAN ESTATES PARK DISTRICT  
2019 BUDGET GOALS & OBJECTIVES  
C&M Department**

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

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

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Develop performance measurement system to evaluate value in programming structure	(C&M) Expand the use of surveys to evaluate events (Winter Fest, PIP, free skating, Pumpkin fest and any others that are struggling for attendance.) Add 4 event surveys.	-Using Constant Contact, create surveys for Skate With Easter Bunny, Party in the Park, Pumpkin Fest, Skate with Santa and Winter Fest. -Promote the survey before each event on social media and with posters at the event and handout with QR code. Offer a prize drawing for those who take the survey. -Promote on Social Media after the event, send by email to Gen list 2 days after the event.	
	(C&M) Expand the use of surveys to evaluate programs with seasonal participant satisfaction surveys. Complete 4 seasonal program surveys.	-Using Constant Contact, create one survey to send to all participants for the season. -There will be 2-3 general questions then questions specific to the program. - Use same questions from season to season so that we can compare trends. -Use a graphic of the first question in the email that links to the survey to increase participation.	
	(C&M) Expand the use of giveaway items to incent community participation in events, contests, pass sales, new programs. Once per quarter.	-Q1: Seascape, PSSWC and TC/WRC Fitness -Q2: Dance -Q3: Golf, 50+ Open House -Q4: youth basketball	
	(Golf/C&M) Support BPC with goals in increase rounds, preferred tee times, leagues, golf pass sales, Jr. programs, group lessons, golf clinics, weddings.	- Letters to Santa program –run by C&M. Kids write letters to Santa. We answer them. Santa suggests they come see him at Breakfast w/Santa or Skate with Santa. -Direct mail (door to door direct) to neighborhood around the golf course to promote preferred tee times, golf pass sales, clinics, special events at the Tap Inn.	

Create recreational programs and opportunities to target underserved demographic populations	(REC/C&M) Work with C & M to promote new ideas and marketing for all levels of dance. Increase dance class participation by 10% by Q4, and increase company participation by 5 participants by end of Q3	<ul style="list-style-type: none"> <li>-“Be a Hoffman Star” promo prior to major events. Perspective dancers sign up in advance for a free dance lesson (they learn one song) that is taught in one session and performed at the event. Super easy routine, give them props/flair to wear on stage. Taught by the Hoffman Stars, who perform with the girls at the event.</li> <li>-Promote the Be A Hoffman Star on Facebook with boosts</li> <li>- Promote Be A Hoffman Star to preschool and STAR</li> <li>-Bring a friend to class day, each dancer gets a prize (ice cream cone or pizza slice from Garibaldis, which we either purchase or share costs with the sponsor)</li> <li>-Redesign the marketing package to focus on the beauty and benefits of dancing. “Happy Dance” “Keep Calm and Dance” “Dance It Out!” “Life is Better When You Dance”</li> </ul>	
	(REC/C&M) Rebrand and relocate Pumpkin Fest as a new north side event at the new South Ridges Park. Q3	<ul style="list-style-type: none"> <li>-New marketing package to emphasize “All Treats, No Tricks!” appeals to families looking for fun, not scary Halloween events.</li> <li>-Postcards to promote the event to residents on the list that received the invite to the board planning meeting.</li> </ul>	
	(ICE/C&M) Provide marketing support to increase hockey and figure skating lessons and to assist the dept with meeting division goals.	<ul style="list-style-type: none"> <li>-Offer Free Family Figure Skating Lesson to encourage more participation in figure skating and hockey.</li> <li>-During free skate events, offer a special discount if they sign up for skating lessons that day</li> <li>- Letters to Santa program –run by C&amp;M. Kids write letters to Santa. We answer them. Santa suggests they come see him at Breakfast w/Santa or Skate with Santa. Sell lessons at the Skate with Santa event.</li> <li>- Promote field trips to child care centers to ice skating during public skate times, offer them free ice skating during public skate and send kids home with a flier and a free pass to come back another</li> </ul>	



		<p>time.</p> <ul style="list-style-type: none"> <li>- Expand public skate times to one weekend per month. Invest in good sound system, fun lighting to make it more like a roller rink experience.</li> <li>-Use Facebook posts to promote the events</li> </ul>	
Increase cooperative efforts with neighborhoods and community associations on health related issues	(PSSWC/C&M) Assist with the marketing of 2 additional educational/awareness activities (i.e. heart health, breast care, back/injury prevention) with one of these partners, Q2 and Q4.	<ul style="list-style-type: none"> <li>-Lean on AMITA Health for cross marketing opportunities to promote these sessions.</li> <li>-Use FB boosts to promote</li> </ul>	
	(PSSWC/C&M) Promote the third annual 'open house' event to showcase benefits of membership to various target markets. Q4 event.	<ul style="list-style-type: none"> <li>-Contact previous members with a special offer if they re-enroll at the event.</li> <li>-Offer a free gift to the first 50 people who enroll during the open house.</li> <li>- Special offer if they enroll with a friend.</li> <li>-Using GIS target households in our database that are within an 8 mile radius.</li> </ul>	
	(C&M) Work with programming staff to engage the residents at community events. Develop an experiential marketing item and display for community events by end of Q1.	<ul style="list-style-type: none"> <li>-Develop a display with tablecloth, table top and an activity or game to engage residents.</li> <li>-Spray Chalk with stencils on the sidewalks at events to promote the next upcoming event to residents, or a special program we want to highlight.</li> <li>Easter Egg Hunt – Community Garage Sale</li> <li>TC – Golf preferred tee times</li> <li>Community Garage Sale – Seascape passes, BPC</li> <li>Live music</li> <li>Seascape mid July - PIP</li> <li>Friday Fun mid July – Party in the Park</li> <li>PIP – Fall sports, BPC Live music</li> <li>- Face in the hole – 2 weeks prior to major event placed where kids will see it. Ex: Halloween Bash cut out by Preschool rooms. Include hashtags, info on HB event.</li> </ul>	
Educate parents regarding the child development benefits in our programs and services	(REC/C&M) Create and distribute an informational piece for Preschool and ELC parents to inform them of athletic opportunities for their preschoolers and beyond. Implement in Q1, Q2, and a	<ul style="list-style-type: none"> <li>-Create an unscientific but fun self-quiz parents can take to see what sport their child might like best.</li> <li>-Offer demos of sports at the events.</li> <li>- Bring a friend to your sport promo</li> <li>-Try For Free events</li> </ul>	

	presentation at Preschool Orientation in Q3.	-Focus on the benefits of each sport in the marketing	
Develop plans to meet increased program needs of 50+ population	(REC/C&M) Promote 2 new classes for 50+ by Q4.	-Promote with email, and direct mail letters to members -Direct mail (Door to door direct) to Haverford Place (55+ community) -Direct mail to people 55+ living within a 5 mile radius of TC -Press releases to Daily Herald and senior newspaper -Print ad in Daily Herald -Sidewalk chalk during summer months	
	(REC/C&M) Promote Rec's initiative to accommodate working 50+ population by adding 5 weekend or night trips and 2 weekend or night programs.	-Promote with email and direct mail to members -Direct mail (Door to door direct) to Haverford Place (55+ community) -Direct mail to people 55+ living within a 5 mile radius of TC -Press releases to Daily Herald -Print ad in Daily Herald	
	(C&M) Increase exposure of 50+ programs in the Daily Herald. Goal is to submit at least 12 articles and/or event postings and have 4 printed by Q4.	-Topics to include: New classes Weekend/night trips and programs Senior Olympics (June/July) Open House (August) Holiday party (Nov)	
Expand facility based special events that promote greater facility usage	(REC/C&M) Provide marketing support to 2 new unique family special events by Q4.	-Ideas for family events; Family Golf (already in place) Family skate night, Family Sports & Fitness Night, Family Prom -Cross market to preschool and STAR parents -Focus marketing message on family time/bonding	
	(REC/C&M) Provide marketing support to 3 new programs or special events that promote adult recreation and involvement by Q3.	-Email and direct mail -Daily Herald ads -Branding to focus on social connectivity (antidote to loneliness)	
	(REC/C&M) Provide marketing support to 5 new programs promoting teen health, fitness and recreation, with an average involvement of 10 teens per program, by Q4.	-Targeted email and direct mail -Cross market to high school youth sports, present programs at youth sports parents meetings -Sidewalk chalk by basketball courts at Fabbrini - Focus on benefits to teens – 'Get in the Game'	

	(REC/C&M) Increase attendance at Party in the Park with marketing collateral that promotes a more well-known band and new activity pricing structure. Implement in Q3.	-Create a series of digital marketing pieces that promote each feature of the event, band, food, activities. -Sidewalk chalk messages at Friday Fun, Seascape	
	(REC/C&M) Promote one new inclusive fall/Halloween event that replaces Pumpkin Fest on this side of town. Implement in Q4.	-Targeted Email to STAR, preschool and Kids Korner parents	
	(REC/C&M) Promote family event for early childhood families once per quarter.	-Handouts sent home to preschool parents -Include in Preschool newsletters and email -Cross promote hockey and figure skating by including a special offer and/or a free skating pass	
	(REC/C&M) Support with marketing the addition of an athletic feature to 3 district-wide events in an effort to promote athletics and add value to each event.	-Direct mail to youth sports participants with special invitation to participate at the event - Focus on the fun and unplugging from tech “Unplug and Get In the Game”	
Evaluate facility space utilization to accommodate growing programming needs.	(REC/C&M) Promote 2 early morning group fitness classes at Triphahn Center. Implement by Q3.	-Direct mail to people living within a 5 mile radius of TC using GIS system	
	(REC/C&M) Increase ELC participation to an average of 15 children per classroom by end of Q4.	-Cross market with personalized letters to participants in Parent/Tot swim, gymnastics -Posters in Kids Korner	
	(C&M) Evaluate directional signage in TC to assist visitors with quickly and easily finding their destinations; implement improvements as determined, by end of Q3.	-Add creative signage to the walls to help TC visitors navigate through the building. Arrows, lines or graphics of Haley Honey Bee pointing the way.	

**District Objective 2: Achieve customer satisfaction and loyalty**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Expand marketing communications with the use of social media and mobile applications	(PSSWC/C&M) Create a campaign on Instagram to engage members and encourage more followers. Increase “follows” by 50% by Q4.	-Tagline “Show your strong side” to encourage followers. Encourages members to post and share on Instagram. Using hashtags #mystrongside and #prairiestonstrong	

	(PSSWC/C&M) Introduce MyZone group heart rate tracking system to the club. Purchase a starter kit of two MyZone drives and 60 heart rate monitors in Q1, introduce the system to members.	-Use Retention Management - posters in club - email to non-members/visitors to PSSWC	
	(C&M) Expand the use of social media by utilizing Facebook “boost” marketing for select facilities, events and programs (BPC, PSSWC, Ice, ELC, 1 program, 1 event) Use one boost for each listed by end of Q2. Evaluate the effectiveness.	-BPC: Family Golf Nights (April) -PSSWC: January sale (January) -Ice: Family Figure Skate nights (March) -ELC: Spring Open House (February) -Dance: Free dance lesson/performance (Feb) -Kids to Parks Day (April)	
	(PSSWC/C&M) Utilize Constant Contact to complete evaluations for the youth programming (fitness and arts) to assess customer satisfaction and needs. Complete in Q2 and Q4 for a total of 2 surveys.	Q2 survey Q4 survey	
	(BPC/C&M) Provide a monthly email newsletter to our guests highlighting upcoming events, pro tips, banquet ideas and meal ideas from the Chef. Send at least two email blasts a week in season to promote upcoming events, promotions, etc.	-Monthly email off season -Bi-weekly email in season	
	(BPC/C&M) Highlight special events with 32 posts on Twitter, Facebook & Instagram to encourage participation in events.	Use Hootsuite and BPC event calendar to schedule events over 32 weeks in-season , based on event calendar and special offers.	
Promote brand identification and tagline to increase community awareness of District parks, programs, facilities and services	(C&M) Expand the use of giveaway items to incent community participation in events, contests, pass sales, new programs. Once per quarter.	Q1: Seascape pass sales, PSSWC, TC/WRC fitness Q2: Dance, new teen programs, adult fitness Q3: Golf, 50+ Open House, soccer Q4: basketball, teen programs	
Utilize best practices to maximize operational efficiencies as a District.	(C&M) Measure the effectiveness of select marketing channels through the use of specific call-to-action strategies, such as giveaways, coupon codes, trackable links. Use one strategy per quarter.	Q1: Seascape passes (marquee)- free gift with pass Q2: Dance (Facebook boost)– redeem this coupon to get a gift Q3: 50+ Open House (postcard)- free gift with coupon Q4: basketball – (eblast) trackable link	

**District Objective 3: Connect and engage our community**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Expand facility based special events that promote greater facility usage	(BPC/C&M) Support BPC goals to increase special events, golf, holiday brunches, special event nights/music.	-Use Daily Herald ads once per quarter Q1:Easter brunch Q2:golf season pass Q3:Live music nights Q4:Breakfast with Santa	
Develop performance measurement system to evaluate value in programming structure	(PSSWC/C&M) Use the 2018 online member survey to assess member needs and initiate targeted responsiveness. Initiate 1 survey in early Q2 using the district template. Evaluate results and implement modifications that may be feasible to improve customer satisfaction.	-Using Constant Contact, conduct survey with active members.	
	(REC/C&M) Use social media and other creative outlets to highlight 50+ members and benefits. Identify and implement one idea per quarter.	Quarterly Facebook boosts, direct mail to Haverford place and 5 mile radius around TC: Q1: New trips Q2: New classes Q3: Senior Olympics Q4: Open House	
	(C&M) Expand the use of email marketing with follow up emails, and drill down targeting. Implement the Resend email option for General Eblasts biweekly and use drill down targeting, once per quarter.	- Bi-weekly eblast, resend targeted email to clicks on these programs: Hockey, 50+, ELC Golf, PSSWC -Use Resend email option with each eblast, which resends to those who have not yet opened the eblast after a designated number of days.	
Expand Marketing communications with the use of social media and mobile marketing.	(C&M) Evaluate and if determined, fill the FT Digital Media Associate position by end of Q1.		
Increase volunteer involvement in District operations	(C&M) Develop a database of volunteers in Excel to improve communication and tracking of volunteers. Develop by end of Q2.	-Build on list started in 2018. Add to list with coaches, nature volunteers, those who signed up for volunteer appreciation events thru Constant Contact events.	

**DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP**

**District Objective 1: Achieve annual and long range financial plans**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Achieve District annual budget to maintain fund balance reserves	(FAC/C&M) Work with C&M to promote & increase TC & WRC fitness memberships & personal training to help increase revenue in these areas by 10% by Q4	-January: Target with letters to residents living within 3 mile radius from each location with a special offer and 2 free passes - Promote sign up with a friend promo with giveaway items, special offer -Offer a free PT session with each one-year membership and a special discount on PT	
	(PSSWC/C&M) Achieve FY19 net membership goal total by end of Q4.	See initiatives in other objectives	

**District Objective 2: Generate alternative revenue**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Support Friends of HE Parks to expand level of financial support provided to District and our residents for scholarships and special projects	(C&M/ADMIN) Develop a quarterly e-newsletter to foundation participants to promote the good works, and encourage participation in events and revenue generating initiatives. Complete by Q1.	-Using Constant Contact, start in January to promote GNO. -May – to help promote SRT golf outing -Aug- to promote wine event -Nov– to promote year end giving, Giving Tree, Amazon Smile	
Continue to evaluate and apply for grant revenues to support District’s operations and capital projects	(C&M/ADMIN) Seek out and apply for 2 additional grant opportunities by Q4.	-Search for nature programming grants	
Develop strategies to attract additional sponsor and new partnerships	(C&M/BUS) Develop new additional strategies to obtain new sponsors and advertisers, two strategies by Q4.	- February special offer promoted through the Chamber. Direct mail to members -October special offer prior to holiday retail season	
	(C&M/Admin) Sell space on marquees to allow residents an opportunity to announce life events on our marquee (one flip on one of the rotations to keep it affordable). If we offer during a specific time, only one at a time, and we limit the exposure, word would get out and it would force attention to the signs. Birthday wishes, prom proposals, retirement messages, etc. We would obviously control the message and the frequency. Encourage groups of people coming to take their pictures in from of our	Offer once in Q2 and evaluate the effectiveness.	

	marquee. We will include social media hashtags on the messages.		
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**District Objective 3: Utilize our resources effectively and efficiently**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Utilize best practices to maximize operational efficiencies as a District	(C&M) Identify two new ways to implement gorilla-style marketing tactics through the use of signage, stickers, etc. by Q4	-Promote TC fitness on South doors with cling-ons during January season to target hockey families - Cling-on messages on locker room mirrors, windows - Sidewalk chalk messages at entrances to facilities, at events	

**DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS**

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Utilize best practices to maximize operational efficiencies as a District			

**District Initiative 2: Utilize best practices**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Utilize best practices to maximize operational efficiencies as a District	(C&M) Develop a marketing dashboard that measures the effectiveness of marketing channels. Develop one new chart/metric each quarter.	-Determine what we want to measure -Contact other park districts for best practices -Work with Dir of Finance to develop charts	

**District Objective 3: Advance environmental and safety awareness**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Develop additional programs and processes to support conservation, green initiatives	(C&M) Develop a district-wide mascot that represents our efforts in conservation, green initiatives. Implement by end of Q1.	-See plan for Haley the Honey Bee	
Provide educational programs and opportunities on environmental best practices	(C&M) Develop a district-wide mascot that represents our efforts in conservation, green initiatives. Implement by end of Q1.	- See plan for Haley the Honey Bee	

**DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES**

**District Objective 1: Develop leadership that ensures workforce readiness**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Continually expand and update Hoffman University training curriculum to enhance workforce knowledge and readiness.			

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Promote healthy lifestyles through work environment best practices	(PSSWC/C&M) Create and send a monthly PSSWC employee newsletter to all PT staff. Newsletter will include information on goals and numbers updates, as well as sharing input and articles from the employees. Created and sent monthly.	-Q1 January: Create a template design to be consistent with PSSWC brand. -Article ideas and content to come from fitness staff.	
Continue to foster openness in communication District-wide			

**District Objective 3: Promote continuous learning and encourage innovative thinking**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	(C&M) Attend IPRA, NRPA, AMA Brandsmart Conference (Chicago), ProConnect	-IPRA in January – C&M Supt and Graphic Designer -AMA Brandsmart in April – C&M Supt -Proconnect – 4 dates in 2019 – C&M Supt	



**HOFFMAN ESTATES PARK DISTRICT  
2019 BUDGET GOALS & OBJECTIVES  
GOLF**

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

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

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

Division Objectives	Performance Measures	Action Plan	Status
Expand facility based special events that promote greater facility usage	Host 4,095 Outing Rounds (2,181 Outing Rounds in 2018 through 8/20).	Create golf outing specific marketing piece and email out to all past and current outing contracts.	
	Provide 27 Preferred Tee Times Groups (25 Groups in 2018).	Hold preferred tee time meeting social in Feb to discuss 2019 course improvements and events to secure all groups return in 2019. 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.	
	Provide 2,411 League Rounds. (2,372 League rounds through 8/20 in 2018).	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.	
	Discount & Annual Golf Pass Sales: Resident 200 Passes; Non Resident 187 Passes (Resident 182 Passes; Non Resident 150 Passes in 2018 through 7/15)	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.	
	Provide Jr. Program Classes in Spring, Summer & Fall to 110 participants. (114 participants in 2018).	Direct email blast to past participants. Submit marketing flyer to District 54 virtual back pack.	
	Provide 3 sessions of Group Lessons to include 18 students for all ages in Spring, Summer & Fall. (13 Students in 2018).	Create new signage at driving range promoting all player development programs.	
	Provide specialized 1 day golf clinics to cover all areas of the game for 33 students. (20 students in 2018)	Create new signage at driving range promoting all player development programs.	
	Develop a sales add on program for POS desks to promote events, programs, passes and merchandise.	Create a daily add on promotion that all Proshop staff recommends to all customers checking in for golf. Will have different focus items	

		throughout the season.	
	Host 4 outside wedding ceremony only events. (2 in 2018).	Additional marketing efforts will include advertising in Chicago Bride Magazine. This will be in addition to the Wedding Wire and the Knot advertisements.	
	Host 5 Wedding Receptions. (3 in 2018).	Additional marketing efforts will include advertising in Chicago Bride Magazine. This will be in addition to the Wedding Wire and the Knot advertisements.	
	Host 18 Ceremony & Reception Weddings (16 in 2018).	Additional marketing efforts will include advertising in Chicago Bride Magazine. This will be in addition to the Wedding Wire and the Knot advertisements.	

**District Objective 2: Achieve customer satisfaction and loyalty**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Expand marketing communications with the use of social media and mobile applications	Provide a monthly email newsletter to our guests highlighting upcoming events, pro tips, banquet ideas and meal ideas from the Chef. Send at least two email blasts a week in season to promote upcoming events, promotions, etc.	Send out 12 monthly recap emails to entire database marketing entire facility.	
	Highlight special events with 32 posts on Twitter, Facebook & Instagram to encourage participation in events.	Increase social media posts about special events and develop campaign outline in 1 <sup>st</sup> qtr. Implement campaign in March.	
	Receive 10 Five Star Reviews on the Knott 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.	

**District Objective 3: Connect and engage our community**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Expand facility based special events that promote greater facility usage	Provide 8 Special Golf/Course Events with 605 participants.	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 Ladies Preferred Golf Time and Promotion Period 4 times per month from April to October to engage women golfers in the community.	Advertise to local ladies golf organizations thru email blasts as well as our standard database. Also have it be a feature key add on at POS to all ladies	
	Provide 2 Holiday Event Brunches with 675 guests	Staff will contact all past participants one month out reminding them of special event. Start email	

		campaign minimum one month prior to events.	
	Host 4 Special Event Nights Music/Theme	Create and email campaign specifically for our special event music nights highlighting all concerts and dates. Along with handing out flyers at the concert promoting the next event.	

**DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP**

**District Objective 1: Achieve annual and long range financial plans**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Achieve District annual budget to maintain fund balance reserves	Monitor budgets to ensure expenses do not exceed budget and are in line with revenue projections and revenues are meeting financial goals and objectives. Meet or exceed bottom line.	Monitor budgets on a monthly basis paying close attention to our KPI. (Rounds, # of Events, COGS, Etc)	
	Provide 31,169 Rounds. (24,117 through 9/30/2018)	Continue to push online booking and monitor tee sheet utilization to adjust specials and promotions with Golf Now and Ezlinks during non-peak times. Along with adding back in the Golf Scene TV Show promotion.	
	Increase the marketing for Weddings and Events.	Secure a booth in a local Bridal Show for additional exposers and increase advertising in Bridal Magazines	

**District Objective 2: Generate alternative revenue**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Secure additional alternative sources of revenue to support financial goals	Provide 2,400 Hole In One Challenge Participants (1,811 through 9/30/2018)	Work with Swing King for more on course sales events. Have as key add promotion on at POS.	
	Maximizing “down times” during the week from 12pm – 3pm by starting Foursome Specials, Ladies & Junior Promotions to encourage growth of the game and revenue optimization.	Provide specials focused on Ladies & Juniors on a weekly basis from April to October.	

**District Objective 3: Utilize our resources effectively and efficiently**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Utilize best practices to maximize operational efficiencies as a District	Work with Parks Department for annual burns, tree stump removal, and other maintenance projects to save from additional expenses from renting equipment.	Use parks department machines 5 different times for the season to minimize renting equipment.	
	Work with Parks department to get preferred pricing on	Collaborate with Parks department on	

	joint maintenance purchases for the facility.	purchasing key items to get bulk discounts district wide.	
	Provide smooth/firm greens surfaces by sand topdressing regularly.	Using 46 tons for a total of 10 applications during season. An additional 46 tons will be used with both spring and fall aerification and winter covering, bring yearly total to 184 tons.	
	Provide the best conditions by focusing on overall plant health of playing surfaces. Using the best products to promote healthy and happy turf.	Follow horticultural plan and monitor turf conditions on a daily basis and adjust accordingly.	
	Work with Parks Department to replace one of the furnaces in the equipment manager's bay with a new efficient unit	Purchase and install in 1 <sup>st</sup> qtr.	
	Replace all existing greenside bunker rakes with new larger rakes.	Purchase in 1 <sup>st</sup> qtr and replace rakes in 2 <sup>nd</sup> qtr.	
Achieve District annual budget to maintain fund balance reserves	Manage payroll to meet or exceed personnel budget to ensure maximize operational efficiency. Meet or exceed Payroll Budget.	Monitor payroll on a bi-weekly basis. And adjust staffing levels on a daily basis based on weather and facility usage.	
	Monthly budget monitoring to maintain at or below projected budget expenses. Not to exceed budget expenses.	Follow districts policies and procedures for purchasing items.	

**DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS**

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Utilize best practices to maximize operational efficiencies as a District	Provide a clean and well maintained Pro Shop and Clubhouse area. The Pro Shop shall be stocked with up to date merchandise and modern amenities to service the customer in first-class manner.	Purchase 2019 inventory items in 1 <sup>st</sup> qtr. Then provide different merchandising displays and daily Proshop cleaning.	
	Purchase workhorse cart for the maintenance fleet to replace existing workhorse.	Purchase in 1 <sup>st</sup> qtr.	

**District Initiative 2: Utilize best practices**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Enhance overall quality of natural areas	Maintain a portion of the natural areas	Complete burns and alternate chemical applications by 3 <sup>rd</sup> Qtr.	

**District Objective 3: Advance environmental and safety awareness**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Implement best practices to maintain a minimum score of 95% in the District-wide IPRA environmental report card.	Maintain IPRA’s Environmental Report Card.	Complete report card by 4 <sup>th</sup> qtr.	

**DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES**

**District Objective 1: Develop leadership that ensures workforce readiness**

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

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

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

**District Objective 3: Promote continuous learning and encourage innovative thinking**

<b>Division Objectives</b>	<b>Measures/Action</b>	<b>Action Plan</b>	<b>Status</b>
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Golf Professional Staff to attend National PGA Conference, Illinois PGA Section meetings, training sessions and learning opportunities to grow professionally and keep up with the latest trends and industry standards.	Golf Professional Staff will attend National and Local meetings and workshops.	
	Ensure Pro Shop staff takes training courses by the leading manufacturers of hard goods and soft goods in order to provide excellent service to the customer.	Golf Professional staff will complete online training provided by major club manufactures.	
	Golf Course Superintendent and Assistant will receive training in proper tree climbing and pruning techniques.	Staff will attend tree certification course by 3rd qtr.	
	Equipment Manager will attend classes hosted by EZ-GO to learn specifics about maintaining golf cart fleet.	Equipment Manager will attend workshop provided by EZGO by 3rd qtr.	

	Golf Course Superintendent and Assistant will attend the annual GCSAA educational conference and Golf Industry Show.	Golf Course Superintendent and Assistant will attend National and Local meetings and workshops.	
	All F&B Employees become BASSET Certified & Food Serve Safe.	F&B Staff will complete Basset online training.	

**HOFFMAN ESTATES PARK DISTRICT  
2019 BUDGET GOALS & OBJECTIVES  
PSS&WC**

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

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Expand facility based special events that promote greater facility usage	Develop wellness and fitness opportunities and services to engage customers and increase community engagement. Create or hold a new retention program each quarter that invites facility and community involvement at the facility.	Q1, hold a <i>Back to Basics Week</i> with classes and workshops to get members and guests engaged in new areas of the facility. Q2 – offer a <i>Corporate Week</i> where we highlight lunchtime classes and invite area vendors in to market in those times to corporate (and all) members. Q3 – hold an <i>Outdoor Workout Week</i> bring some classes outdoors, highlighting the many outdoor spaces to get exercise in the area around PStone. Q4 – <i>Annual Fall Open House</i> event, highlighting the facility, inviting community to participate.	
Increase cooperative efforts with neighborhoods and community associations on health related issues	Strengthen partnership opportunities with organizations, such as AMITA Health, AthletiCo, The Windy City Bulls, HE Chamber to provide community based fitness programs and/or educational services. Schedule 2 additional educational/awareness activities (i.e. heart health, breast care, back/injury prevention) with one of these partners, Q2 and Q4.	Work with the District’s Sponsorship Coordinator to use the District’s relationship with these organizations to schedule at least two activities. Some ideas: stroke assessment, breast care (October), flu shot clinic.	
	Host the third annual ‘open house’ event to showcase benefits of membership to various target markets. Q4 event.	Use feedback from 2018 open house to learn from and grow this event for 2019.	

**District Objective 2: Achieve customer satisfaction and loyalty**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Expand marketing communications with the use of social media and mobile applications	Work with the C&M department to create a campaign on Instagram to engage members and encourage more followers. Increase “follows” by 50% by Q4.	Create a weekly / monthly Instagram marketing plan with C&M with a schedule of posts/type of posts, and how frequent. Use members or staff photos as much as possible. Market the hashtag #praiestonestrong and	

		use on all posts. Create contests for members to encourage them to tag PSSWC and use the hashtag.	
	Introduce MyZone group heart rate tracking system to the club. MyZone will use wearable technology and track members progress through their guided workout (in Group Fitness classes or small group training) while in the club.	Purchase a starter kit of two MyZone drives and 60 heart rate monitors in Q1, work with C&M to introduce the system to members. Integrate this system into our group fitness classes, to start. Expand into the full club if well received.	
	Utilize current system (Constant Contact) to distribute evaluations to participants or potential participants in the youth programming (fitness and arts) offerings at the facility. This will assess customer satisfaction and needs.	Utilize our current available system (Constant Contact) to complete evaluations for the youth programming (fitness and arts) to assess customer satisfaction and needs. Complete in Q2 and Q4 for a total of at least 2 surveys.	
Develop performance measurement system to evaluate value in programming structure	Use the 2018 online member survey to use as a guide to create a new (2019) survey. The goal will be to assess member needs and initiate targeted responsiveness.	Initiate 1 survey in early Q2 using the district template. Evaluate results and implement modifications that may be feasible to improve customer satisfaction.	
	Develop and incorporate online new member survey distributed within first 90 days of membership (or following first 12 workouts/visits) via Retention Management to evaluate workout patterns, program interest, etc. by Q2.	Work with C&M department to create survey and our service provider Retention Management to create distribution list. Implement by Q2, create a plan for ongoing distribution.	

**District Objective 3: Connect and engage our community**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Increase volunteer involvement in District operations	Recruit 4 volunteers within Q1-Q4 for special events, rentals, or Kids Korner.	Reach out to area high schools to recruit volunteers.	
Improve overall health outcomes of programs offered	Explore and create additional youth programming at PSSWC, including music and art programs and gym and swim programs. Create 3 new youth programs in Q1, Q2, and Q3.	Survey current youth class participants and Kids Korner users to evaluate what the interests are in regard to youth program offerings at PSSWC. Use this information to form class ideas. Use the summary of the class idea to create a budget activity worksheet, create class and market to current and potential participants	<hr/>



**DISTRICT GOAL 2: DELIVER FINANCIAL STEWARDSHIP**

**District Objective 1: Achieve annual and long range financial plans**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Achieve District annual budget to maintain fund balance reserves	Achieve FY19 net membership goal total by end of Q4.	Begin year with focus and plan to increase our corporate members in Q1. Send the sales team out to area businesses to make connections with HR departments and promote the corporate options.	
	Meet and/or exceed departmental budgeted bottom line for fund 11.		
		Host or attend 4 recruitment events for existing or new corporate accounts to introduce new corporate pricing structure and generate growth. Increase corporate memberships by 10% by Q4.	

**District Objective 2: Generate alternative revenue**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Secure additional alternative sources of revenue to support financial goals	Increase annual aquatic pass fees by 5% from 2018 price. Implement in Q1.	Write a proposal for fee increase and submit to Director of Golf & Facilities. With approval, submit work order for fee changes, and change facility literature to reflect new pricing.	
	Evaluate facility space to determine where we may be able to hold additional programming or rentals. Recommend changes by Q1.		
		As new youth programming is being created look at the unused times of rooms in the facility and program these areas first.	

**District Objective 3: Utilize our resources effectively and efficiently**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Achieve District annual budget to maintain fund balance reserves	Manage payroll to meet or exceed personnel budget to ensure maximum operational efficiency. Meet or exceed payroll budget.	Ensure all managers and supervisors know their budget, and get regular updates on the facility budget and payroll so they can adjust accordingly throughout the year.	

**DISTRICT GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE AND ENVIRONMENTAL AWARENESS**

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
	Log and follow up on 100% of all member	Operations Supervisor will manage and	

	comment cards (if requested) as it relates to facility concerns. Complete by Q4.	distribute all follow-up for facility comment cards.	
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**District Initiative 2: Utilize best practices**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Utilize best practices to maximize operational efficiencies as a District	Schedule and complete the annual climbing wall inspection by Experiential Climbing Systems or other PDRMA recommended climbing wall organization. Schedule within Q2, complete inspection by Q3.	Aquatic Manager, who oversees the climbing wall operations, will schedule follow through with this inspection.	
	Facilitate Starguard lifeguard recertification, new lifeguard training, and in-services to ensure all aquatic team members meet or exceed program requirements. Complete Starguard operational reviews of PSSWC and SFAC. Successfully complete operational reviews throughout each quarter, complete program by Q4. Pass and/or exceed 90% of all Starguard audits by Q4.	Aquatic Manager will schedule and manage this training and evaluation.	

**District Objective 3: Advance environmental and safety awareness**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
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.	Using out in-house MECIC CPR/AED trainers, offer a total of 4-5 trainings by end of Q4.	

**DISTRICT GOAL 4: PROMOTE QUALITY LEADERSHIP AND SERVICES**

**District Objective 1: Develop leadership that ensures workforce readiness**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Promote furthering educational opportunities for staff by encouraging participation in workshops, conferences, and other educational opportunities.	Attend IPRA, PDRMA, Club Industry, conferences, workshops, and online educational opportunities.	With input of Director of Golf and Facilities evaluate the educational opportunities for the different team members. Evaluate cost and register.	
	Conduct quarterly staff meetings with all PT team members.	Department supervisors and managers will schedule quarterly meetings.	
Incorporate incentive programs for healthy habits for employees	Achieve 75% participation in the PDRMA PATH program by all FT staff by end of Q4.	Meet in Q1 with all eligible team members to review the program and ensure everyone is clear on what it is and how to access information and schedule appts.	

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

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Promote healthy lifestyles through work environment best practices	Create and send a monthly PSSWC employee newsletter to all PT staff. Newsletter will include information on goals and numbers updates, as well as sharing input and articles from the employees.	Identify a PT staff member as a point person to assist with creating this employee newsletter. Create and send monthly beginning in Q1.	

**District Objective 3: Promote continuous learning and encourage innovative thinking**

<b>Division Objectives</b>	<b>Performance Measures</b>	<b>Action Plan</b>	<b>Status</b>
Promote furthering educational opportunities of staff by encouraging participation in workshops, conferences and other educational opportunities.	Encourage staff to explore their educational opportunities within IPRA, PDRMA, and other relevant organizations.	Have (at least) the staff in new roles attend one workshop or seminar relevant to their job function.	
Continually expand and update Hoffman University training curriculum to enhance workforce knowledge and readiness	Maintain or increase staff participation in Hoffman University trainings offer throughout the year.	Have all PSSWC FT team members attend 3 Hoffman U trainings by Q4.	

Calculations as of 09/30/2018

DEPARTMENT	DESCRIPTION	2018 AMENDED BUDGET	2018 ACTIVITY THRU 09/30/18	2018 PROJECTED INANCE ACTIVITY	2019 REQUESTED BUDGET
Function: ADMINISTRATION					
ESTIMATED REVENUES					
10-3400	INTERFUND CHARGES	1,770,102	1,327,581	1,770,102	1,641,586
10-3500	TAXES	3,133,000	2,997,888	3,198,300	2,888,000
10-3600	INVESTMENT INCOME	134,000	204,528	145,150	150,000
10-3800	ADVERTISING	195,000	142,434	195,300	190,000
10-3900	GRANT REIMBURSEMENT				400,000
10-4000	RENTALS	94,780	49,131	65,305	66,230
10-9000	MISCELLANEOUS	1,003	23,536	24,036	
TOTAL ESTIMATED REVENUES		5,327,885	4,745,098	5,398,193	5,335,816
APPROPRIATIONS					
10-3400	INTERFUND CHARGES	57,756	43,317	57,756	61,250
10-3800	ADVERTISING	6,106	2,038	3,500	6,200
10-6000	PROPERTY & LIABILITY INSURANCE	154,409	77,204	154,409	154,350
10-6100	EMPLOYMENT INSURANCE	127,523	63,762	127,523	166,070
10-6200	UNEMPLOYMENT INSURANCE	74,500	50,241	74,765	75,000
10-6300	LOSS PREVENTION	8,300	7,672	8,136	8,300
10-6500	AUDIT SERVICE	16,800	16,500	16,500	16,900
10-7000	PAYROLL	1,463,876	1,082,208	1,442,685	1,267,309
10-7100	EMPLOYEE BENEFITS	643,650	453,144	607,500	652,000
10-7200	EDUCATION/TRAINING	12,150	7,821	12,150	12,200
10-7300	CONTRACTED SERVICES	73,250	44,808	78,750	44,500
10-7400	SERVICE/RENTAL AGREEMENTS	74,845	65,970	71,402	71,000
10-7500	SUPPLIES	19,000	10,774	17,000	17,000
10-7600	PROFESSIONAL DUES/SUBSCRIPTIONS	21,520	22,140	23,000	23,000
10-7800	ADMINISTRATIVE	30,625	27,775	32,825	35,325
10-8000	UTILITIES	14,640	8,270	12,250	13,300
10-8100	EQUIPMENT	2,000	325	2,000	3,950
10-8900	TECHNOLOGY	58,750	27,243	37,985	55,500
10-9000	MISCELLANEOUS	3,800	2,469	3,000	3,000
TOTAL APPROPRIATIONS		2,863,500	2,013,681	2,783,136	2,686,154
NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION		2,464,385	2,731,417	2,615,057	2,649,662
Function: MAINTENANCE					
ESTIMATED REVENUES					
20-9000	MISCELLANEOUS		375	375	
TOTAL ESTIMATED REVENUES			375	375	
APPROPRIATIONS					
20-6300	LOSS PREVENTION	20,000	21,379	22,000	25,250
20-7000	PAYROLL	1,560,210	1,168,691	1,543,164	1,644,652
20-7100	EMPLOYEE BENEFITS	10,000	7,698	10,000	10,000
20-7200	EDUCATION/TRAINING	6,500	7,046	7,500	8,500
20-7300	CONTRACTED SERVICES	15,260	8,732	13,895	16,860
20-7500	SUPPLIES	16,500	17,357	20,285	17,500
20-7600	PROFESSIONAL DUES/SUBSCRIPTIONS	2,000	3,046	3,050	3,000
20-7800	ADMINISTRATIVE	2,500	1,921	2,500	1,500
20-8000	UTILITIES	112,740	90,398	114,758	120,040
20-8100	EQUIPMENT	10,500	5,514	6,500	8,000
20-8200	EQUIPMENT MAINTENANCE/REPAIR	86,175	74,601	86,175	92,860
20-8300	FACILITY MAINTENANCE/REPAIR	18,000	11,864	13,000	15,000
20-8400	PROPERTY MAINTENANCE	144,000	106,590	122,600	130,500
20-8500	FUEL/LUBRICANTS	65,000	59,044	67,000	75,000
TOTAL APPROPRIATIONS		2,069,385	1,583,881	2,032,427	2,168,662
NET OF REVENUES/APPROPRIATIONS - MAINTENANCE		(2,069,385)	(1,583,506)	(2,032,052)	(2,168,662)
Function: CAPITAL PROJECTS					
APPROPRIATIONS					
98-1020	FACILITY LOT SECURITY CAMERAS	60,000	36,641	60,000	20,000
98-1030	BLACK BEAR FALL SURFACE TILE	20,000	19,998	19,998	
98-1040	BIRCH PLAY REFURBISH	10,000			10,000
98-1050	DATA STORAGE SERVER	30,000		23,507	
98-1060	TC ROOF ENGINEERING	60,000	24,445	39,500	30,000
98-1070	VIRTUAL COMPUTER SERVER	15,000	3,444	5,000	30,000
99-0110	MICROSOFT OFFICE UPGRADE				19,000
99-0120	COLOR COPIER				8,000
99-0130	CRICKET BATTING CAGES				12,000
99-0140	SO RIDGE PARK/SPLASHPAD				1,245,000
99-0150	BOARD ROOM CHAIRS				7,000
TOTAL APPROPRIATIONS		195,000	84,528	148,005	1,381,000
NET OF REVENUES/APPROPRIATIONS - CAPITAL PROJECTS		(195,000)	(84,528)	(148,005)	(1,381,000)
NET OF REVENUES/APPROPRIATIONS - FUND 01		200,000	1,063,383	435,000	(900,000)

Calculations as of 09/30/2018

DEPARTMENT	DESCRIPTION	2018 AMENDED BUDGET	2018 ACTIVITY THRU 09/30/18	2018 PROJECTED INANCE ACTIVITY	2019 REQUESTED BUDGET
	BEGINNING FUND BALANCE	4,115,795	4,115,795	4,115,795	4,550,795
	ENDING FUND BALANCE	4,315,795	5,179,178	4,550,795	3,650,795

Calculations as of 09/30/2018

DEPARTMENT	DESCRIPTION	2018 AMENDED BUDGET	2018 ACTIVITY THRU 09/30/18	2018 PROJECTED INANCE ACTIVITY	2019 REQUESTED BUDGET
Function: ADMINISTRATION					
ESTIMATED REVENUES					
10-3400	INTERFUND CHARGES	444,412	333,306	444,412	401,472
10-3500	TAXES	1,075,000	1,036,515	1,105,000	1,827,000
10-3600	INVESTMENT INCOME			14,928	15,000
10-3900	GRANT REIMBURSEMENT		1,000	1,000	
10-4000	RENTALS	147,000	85,322	99,500	112,450
10-4500	MERCHANDISE RESALE	1,000	723	1,050	1,000
10-9000	MISCELLANEOUS	10,000	10,429	10,500	10,000
TOTAL ESTIMATED REVENUES		1,677,412	1,467,295	1,676,390	2,366,922
APPROPRIATIONS					
10-3400	INTERFUND CHARGES	1,787,208	1,340,406	1,787,208	1,009,875
10-7000	PAYROLL	713,983	531,614	711,233	772,598
10-7100	EMPLOYEE BENEFITS	1,000		1,000	7,500
10-7200	EDUCATION/TRAINING	8,930	6,929	7,486	8,200
10-7300	CONTRACTED SERVICES	38,500	29,829	40,074	42,556
10-7400	SERVICE/RENTAL AGREEMENTS	18,900	12,248	18,000	19,200
10-7600	PROFESSIONAL DUES/SUBSCRIPTIONS	2,100	3,122	3,327	3,400
10-8000	UTILITIES	523,340	391,091	523,630	541,996
10-8100	EQUIPMENT	9,956	7,484	7,695	11,500
10-8300	FACILITY MAINTENANCE/REPAIR	60,000	55,474	65,000	65,000
10-9000	MISCELLANEOUS	72,300	56,172	72,200	77,400
TOTAL APPROPRIATIONS		3,236,217	2,434,369	3,236,853	2,559,225
NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION		(1,558,805)	(967,074)	(1,560,463)	(192,303)
Function: MAINTENANCE					
APPROPRIATIONS					
20-7000	PAYROLL	210,692	145,000	202,922	209,152
20-7500	SUPPLIES	17,869	17,999	18,000	17,870
TOTAL APPROPRIATIONS		228,561	162,999	220,922	227,022
NET OF REVENUES/APPROPRIATIONS - MAINTENANCE		(228,561)	(162,999)	(220,922)	(227,022)
Function: CAPITAL PROJECTS					
APPROPRIATIONS					
98-2010	SEA SAND FILTER	530,000	533,504	533,504	
98-2030	SEA DIVING BOARD	6,000			
98-2040	VOG BARN FLOORING RPLC	15,000	15,134	15,134	
98-2050	WRC MTG ROOM CARPET/TILE RPLC	13,000	12,917	12,917	
99-2060	ICE REBUILD PUMP				10,000
99-2070	TC FITNESS EQUIP				10,000
99-2080	WRC EXIT DR WALL REPAIR				10,000
99-2090	UNDERFLOOR RINK 1				1,000,000
TOTAL APPROPRIATIONS		564,000	561,555	561,555	1,030,000
NET OF REVENUES/APPROPRIATIONS - CAPITAL PROJECTS		(564,000)	(561,555)	(561,555)	(1,030,000)
Function: C&M					
APPROPRIATIONS					
15-7000	PAYROLL	233,932	168,282	221,892	210,732
15-7200	EDUCATION/TRAINING	3,900	3,042	3,050	2,250
15-7300	CONTRACTED SERVICES	3,905	1,645	2,770	3,320
15-7500	SUPPLIES	5,250	2,120	2,950	3,200
15-7600	PROFESSIONAL DUES/SUBSCRIPTIONS	8,823	8,015	9,084	9,948
15-7700	POSTAGE	44,100	40,257	50,531	42,000
15-7800	PRINTING/PUBLICATION	77,317	55,328	76,000	63,550
15-7900	ADVERTISING/PROMOTIONAL	9,700	5,196	7,500	15,000
TOTAL APPROPRIATIONS		386,927	283,885	373,777	350,000
NET OF REVENUES/APPROPRIATIONS - C&M		(386,927)	(283,885)	(373,777)	(350,000)
Function: TRIPHAHN CENTER					
ESTIMATED REVENUES					
32-4000	RENTALS	65,350	54,382	65,390	70,400
32-4100	MEMBERSHIPS	226,200	157,919	210,260	219,150
32-4200	GUEST SERVICES	7,510	5,536	7,350	7,764
32-5000	GENERAL PROGRAMS	3,000			
32-5300	FITNESS PROGRAMS	12,000	7,688	11,380	12,500
TOTAL ESTIMATED REVENUES		314,060	225,525	294,380	309,814
APPROPRIATIONS					
32-4000	RENTALS		251		
32-4200	GUEST SERVICES	2,727	989	1,922	2,116
32-5000	GENERAL PROGRAMS	300			
32-5300	FITNESS PROGRAMS	6,976	5,659	9,346	9,473

Calculations as of 09/30/2018

DEPARTMENT	DESCRIPTION	2018 AMENDED BUDGET	2018 ACTIVITY THRU 09/30/18	2018 PROJECTED INANCE ACTIVITY	2019 REQUESTED BUDGET
Function: TRIPHAHN CENTER					
APPROPRIATIONS					
32-7000	PAYROLL	107,408	74,897	103,838	114,270
32-7100	EMPLOYEE BENEFITS	2,490		2,400	
32-7500	SUPPLIES	9,980	6,826	7,500	7,500
32-7900	ADVERTISING/PROMOTIONAL	1,776	906	1,400	1,400
32-8200	EQUIPMENT MAINTENANCE/REPAIR	13,610	4,965	6,000	7,500
TOTAL APPROPRIATIONS		145,267	94,493	132,406	142,259
NET OF REVENUES/APPROPRIATIONS - TRIPHAHN CENTER		168,793	131,032	161,974	167,555
Function: WILLOW REC CENTER					
ESTIMATED REVENUES					
34-4000	RENTALS	112,140	73,222	101,210	78,890
34-4100	MEMBERSHIPS	100,833	69,911	91,700	97,100
34-4200	GUEST SERVICES	5,302	2,479	3,100	4,812
34-4300	COURTS	9,870	5,305	7,500	8,000
34-4500	MERCHANDISE RESALE	170	73	150	170
34-5000	GENERAL PROGRAMS	14,800	281	800	1,600
34-5100	LESSONS	2,000	2,329	3,000	2,700
34-5200	LEAGUES/TOURNAMENTS	4,420	2,827	3,770	4,420
34-5300	FITNESS PROGRAMS	20,500	13,976	17,740	12,600
TOTAL ESTIMATED REVENUES		270,035	170,403	228,970	210,292
APPROPRIATIONS					
34-4000	RENTALS	8,646	2,605	3,605	2,365
34-4100	MEMBERSHIPS	3,100	950	1,750	2,900
34-4200	GUEST SERVICES	1,809	592	769	1,441
34-4500	MERCHANDISE RESALE	120	94	105	119
34-5000	GENERAL PROGRAMS	4,671	717	1,834	1,120
34-5100	LESSONS	1,400	1,445	2,100	1,890
34-5200	LEAGUES/TOURNAMENTS	560	382	500	500
34-5300	FITNESS PROGRAMS	14,136	9,883	14,290	8,968
34-7000	PAYROLL	77,261	55,329	72,681	79,696
34-7100	EMPLOYEE BENEFITS	1,924		1,924	
34-7300	PROFESSIONAL SERVICES	5,292			
34-7500	SUPPLIES	3,295	713	1,800	2,000
34-7900	ADVERTISING/PROMOTIONAL	1,926	980	1,615	1,900
34-8100	EQUIPMENT	4,470	715	2,000	2,850
34-8200	EQUIPMENT MAINTENANCE/REPAIR	4,450	2,895	3,500	4,000
34-8300	FACILITY MAINTENANCE/REPAIR	10,365	6,573	8,000	11,625
TOTAL APPROPRIATIONS		143,425	83,873	116,473	121,374
NET OF REVENUES/APPROPRIATIONS - WILLOW REC CENTER		126,610	86,530	112,497	88,918
Function: GENERAL PROGRAMMING					
ESTIMATED REVENUES					
50-4000	RENTALS	3,215	780	1,140	
50-5000	GENERAL PROGRAMS	14,330	18,130	29,300	34,404
50-5100	DAY CAMPS	179,799	177,987	177,988	183,650
50-5300	GYMNASTICS	75,835	45,997	67,500	67,500
50-5400	ARTS AND CRAFTS	4,096	3,641	4,340	4,350
50-5500	MARTIAL ARTS	129,280	107,143	135,950	134,800
50-5900	SPECIAL EVENTS	24,935	12,229	16,714	17,250
50-6100	DANCE	116,124	78,875	108,100	114,000
50-6200	ARCHERY	16,380	14,252	18,850	
TOTAL ESTIMATED REVENUES		563,994	459,034	559,882	555,954
APPROPRIATIONS					
50-4000	RENTALS	3,685	1,274	1,378	2,430
50-5000	GENERAL PROGRAMS	8,263	4,518	10,806	14,220
50-5100	DAY CAMPS	96,717	88,102	87,887	91,553
50-5300	GYMNASTICS	54,085	32,290	47,250	47,250
50-5400	ARTS AND CRAFTS	2,867	2,550	3,038	3,045
50-5500	MARTIAL ARTS	92,186	67,454	96,075	94,360
50-5800	VOGELEI PRGM/EVENTS	6,206	1,521	2,970	10,644
50-5900	SPECIAL EVENTS	49,874	32,278	50,836	52,313
50-6100	DANCE	64,809	51,978	65,313	68,593
50-6200	ARCHERY	11,466	10,120	13,195	
TOTAL APPROPRIATIONS		390,158	292,085	378,748	384,408
NET OF REVENUES/APPROPRIATIONS - GENERAL PROGRAMMING		173,836	166,949	181,134	171,546
Function: SENIOR					
ESTIMATED REVENUES					
55-4100	MEMBERSHIPS	21,115	15,616	20,750	24,000
55-5000	SENIOR PROGRAMS	85,361	28,121	34,926	61,000

Calculations as of 09/30/2018

DEPARTMENT	DESCRIPTION	2018 AMENDED BUDGET	2018 ACTIVITY THRU 09/30/18	2018 PROJECTED INANCE ACTIVITY	2019 REQUESTED BUDGET
Function: SENIOR					
ESTIMATED REVENUES					
55-5300	ACTIVE ADULT	2,000			
TOTAL ESTIMATED REVENUES		108,476	43,737	55,676	85,000
APPROPRIATIONS					
55-4100	MEMBERSHIPS				6,983
55-5000	SENIOR PROGRAMS	66,309	27,541	37,881	42,147
55-5300	ACTIVE ADULT	1,038		38	
TOTAL APPROPRIATIONS		67,347	27,541	37,919	49,130
NET OF REVENUES/APPROPRIATIONS - SENIOR		41,129	16,196	17,757	35,870
Function: EARLY CHILDHOOD					
ESTIMATED REVENUES					
60-5000	GENERAL PROGRAMS	72,100	49,062	67,665	62,100
60-5100	DAY CAMPS	371,168	357,634	357,539	379,344
60-5200	PRESCHOOL	301,755	191,063	279,535	288,587
60-5300	PARENT/TOT	21,678	14,828	21,382	21,400
60-5400	STAR	950,400	556,946	833,450	870,000
60-5500	ELC	375,524	318,864	424,825	430,000
TOTAL ESTIMATED REVENUES		2,092,625	1,488,397	1,984,396	2,051,431
APPROPRIATIONS					
60-5000	GENERAL PROGRAMS	46,668	27,237	39,363	40,521
60-5100	DAY CAMPS	174,813	168,078	167,352	175,775
60-5200	PRESCHOOL	164,966	107,484	158,512	165,782
60-5300	PARENT/TOT	12,277	6,186	9,256	9,727
60-5400	STAR	449,488	274,229	401,519	440,771
60-5500	ELC	218,984	166,491	221,939	221,728
TOTAL APPROPRIATIONS		1,067,196	749,705	997,941	1,054,304
NET OF REVENUES/APPROPRIATIONS - EARLY CHILDHOOD		1,025,429	738,692	986,455	997,127
Function: ADULT ATHLETICS					
ESTIMATED REVENUES					
70-5300	BASKETBALL LEAGUES	18,720	11,380	11,380	11,400
70-5400	SOFTBALL LEAGUES	15,540	12,305	15,052	18,830
70-5500	FOOTBALL LEAGUES	5,760	1,178	4,320	4,320
TOTAL ESTIMATED REVENUES		40,020	24,863	30,752	34,550
APPROPRIATIONS					
70-5300	BASKETBALL LEAGUES	13,718	7,776	7,828	8,049
70-5400	SOFTBALL LEAGUES	8,161	5,630	6,867	11,315
70-5500	FOOTBALL LEAGUES	2,613	151	2,629	2,923
TOTAL APPROPRIATIONS		24,492	13,557	17,324	22,287
NET OF REVENUES/APPROPRIATIONS - ADULT ATHLETICS		15,528	11,306	13,428	12,263
Function: YOUTH ATHLETICS					
ESTIMATED REVENUES					
75-5000	GENERAL PROGRAMS	8,700	10,878	13,913	39,850
75-5100	ATHLETIC CAMPS	4,864	435	461	
75-5200	VOLLEYBALL	4,200		4,200	4,200
75-5300	BASKETBALL	49,400	38,273	48,500	52,000
75-5400	BASEBALL	50,375	49,485	53,168	54,150
75-5500	SOFTBALL	5,850			5,400
75-5600	SOCCER	51,250	31,143	36,723	40,500
75-5700	CRICKET				10,000
TOTAL ESTIMATED REVENUES		174,639	130,214	156,965	206,100
APPROPRIATIONS					
75-5000	GENERAL PROGRAMS	31,681	21,595	31,407	27,600
75-5100	ATHLETIC CAMPS	3,405		323	
75-5200	VOLLEYBALL	1,601		1,482	1,519
75-5300	BASKETBALL	28,376	28,769	28,907	28,741
75-5400	BASEBALL	28,382	18,288	20,295	20,550
75-5500	SOFTBALL	2,232			1,500
75-5600	SOCCER	23,201	13,458	16,649	16,644
75-5700	CRICKET				3,500
TOTAL APPROPRIATIONS		118,878	82,110	99,063	100,054
NET OF REVENUES/APPROPRIATIONS - YOUTH ATHLETICS		55,761	48,104	57,902	106,046
Function: AQUATICS					
ESTIMATED REVENUES					



Calculations as of 09/30/2018

DEPARTMENT	DESCRIPTION	2018 AMENDED BUDGET	2018 ACTIVITY THRU 09/30/18	2018 PROJECTED INANCE ACTIVITY	2019 REQUESTED BUDGET
Function: AQUATICS					
ESTIMATED REVENUES					
80-3900	GRANT REVENUE		1,440	1,440	1,500
80-4000	RENTALS	15,000	24,434	24,434	27,000
80-4100	MEMBERSHIPS	81,300	76,219	76,219	77,000
80-4300	DAILY FEES	132,000	138,415	138,415	135,000
80-4600	CONCESSION SALES/RENTAL	4,330	3,336	3,336	4,800
80-5000	LESSONS	38,154	23,008	23,008	25,000
80-5900	SPECIAL EVENTS	1,750	3,484	3,484	3,975
TOTAL ESTIMATED REVENUES		272,534	270,336	270,336	274,275
APPROPRIATIONS					
80-5000	LESSONS	17,908	15,202	15,395	17,547
80-5900	SPECIAL EVENTS	726	727	727	975
80-7000	PAYROLL	192,393	187,757	195,869	205,628
80-7100	EMPLOYEE BENEFITS	4,005	3,370	3,371	3,710
80-7200	EDUCATION/TRAINING	13,695	7,711	7,711	13,245
80-7300	CONTRACTED SERVICES	3,600	3,096	3,096	3,172
80-7500	SUPPLIES	18,963	18,738	18,975	22,550
80-7600	PROFESSIONAL DUES/SUBSCRIPTIONS	650			
80-7900	ADVERTISING/PROMOTIONAL	1,500			1,500
80-8000	UTILITIES	84,216	59,799	73,385	76,680
80-8100	EQUIPMENT	11,750	5,763	5,763	6,568
80-8200	EQUIPMENT MAINTENANCE/REPAIR	6,906	5,619	5,619	7,700
80-8300	FACILITY MAINTENANCE/REPAIR	10,000	9,855	9,855	10,000
TOTAL APPROPRIATIONS		366,312	317,637	339,766	369,275
NET OF REVENUES/APPROPRIATIONS - AQUATICS		(93,778)	(47,301)	(69,430)	(95,000)
Function: ICE					
ESTIMATED REVENUES					
85-4000	RENTALS	730,900	469,777	697,095	658,400
85-4300	DAILY FEES	57,000	25,937	34,610	31,000
85-4500	MERCHANDISE RESALE				3,000
85-4600	CONCESSION SALES/RENTAL	8,600	6,828	11,450	12,050
85-5000	LESSONS	340,000	211,235	267,625	228,500
85-5100	CAMPS	35,000	28,619	28,619	27,500
85-5300	ADULT LEAGUES	75,000	12,000	21,300	21,000
85-5500	YOUTH LEAGUES	450,000	207,551	324,820	285,000
85-5900	SPECIAL EVENTS	3,600	8	4,100	4,100
TOTAL ESTIMATED REVENUES		1,700,100	961,955	1,389,619	1,270,550
APPROPRIATIONS					
85-4000	RENTALS				1,000
85-4500	MERCHANDISE RESALE				1,200
85-5000	LESSONS	123,008	78,328	106,833	92,266
85-5100	CAMPS	16,148	12,958	13,048	13,306
85-5300	ADULT LEAGUES	8,261	1,438	2,086	
85-5500	YOUTH LEAGUES	147,848	127,838	164,326	128,683
85-7000	PAYROLL	410,180	275,977	370,072	394,224
85-7100	EMPLOYEE BENEFITS	1,500		1,500	1,500
85-7200	EDUCATION/TRAINING	1,000	118	400	600
85-7300	CONTRACTED SERVICES	20,600	6,988	9,920	11,571
85-7500	SUPPLIES	1,500	19	500	500
85-7600	PROFESSIONAL DUES/SUBSCRIPTIONS	300	275	300	300
85-7800	ADMIN/MILEAGE REIMBURSEMENT	500	106	500	500
85-7900	ADVERTISING/PROMOTIONAL	2,000	926	1,050	1,500
85-8000	UTILITIES	8,000	4,401	6,234	6,400
85-8100	EQUIPMENT	7,000	1,585	4,850	4,000
85-8200	EQUIPMENT MAINTENANCE/REPAIR	7,000	5,989	6,500	6,500
85-8300	FACILITY MAINTENANCE/REPAIR	5,270	6,094	6,500	6,500
TOTAL APPROPRIATIONS		760,115	523,040	694,619	670,550
NET OF REVENUES/APPROPRIATIONS - ICE		939,985	438,915	695,000	600,000
NET OF REVENUES/APPROPRIATIONS - FUND 02		(285,000)	(385,090)	(560,000)	285,000
BEGINNING FUND BALANCE		2,114,356	2,114,356	2,114,356	1,554,356
ENDING FUND BALANCE		1,829,356	1,729,266	1,554,356	1,839,356

Calculations as of 09/30/2018

DEPARTMENT	DESCRIPTION	2018 AMENDED BUDGET	2018 ACTIVITY THRU 09/30/18	2018 PROJECTED INANCE ACTIVITY	2019 REQUESTED BUDGET
Function: ADMINISTRATION					
ESTIMATED REVENUES					
10-3500	TAXES	550,000	530,599	563,000	280,000
10-3600	INVESTMENT INCOME	2,300		4,300	3,100
TOTAL ESTIMATED REVENUES		552,300	530,599	567,300	283,100
APPROPRIATIONS					
10-3400	INTERFUND CHARGES	392,300	294,228	392,300	258,100
TOTAL APPROPRIATIONS		392,300	294,228	392,300	258,100
NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION		160,000	236,371	175,000	25,000
NET OF REVENUES/APPROPRIATIONS - FUND 07		160,000	236,371	175,000	25,000
BEGINNING FUND BALANCE		600,412	600,412	600,412	775,412
ENDING FUND BALANCE		760,412	836,783	775,412	800,412

Calculations as of 09/30/2018

DEPARTMENT	DESCRIPTION	2018 AMENDED BUDGET	2018 ACTIVITY THRU 09/30/18	2018 PROJECTED ACTIVITY	2019 FINANCE REQUESTED BUDGET
Function: ADMINISTRATION					
ESTIMATED REVENUES					
10-3400	INTERFUND CHARGES	1,575,000	1,068,750	1,525,000	
10-3500	TAXES	3,470,000	3,152,990	3,455,000	3,740,000
10-3600	INVESTMENT INCOME	16,403		10,035	14,992
TOTAL ESTIMATED REVENUES		5,061,403	4,221,740	4,990,035	3,754,992
NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION		5,061,403	4,221,740	4,990,035	3,754,992
Function: BOND PROCEEDS					
ESTIMATED REVENUES					
08-0101	BAB REBATE	151,000	76,211	151,711	151,000
08-0180	2018 LTD BOND ISSUE	1,075,000		1,512,975	
08-0190	2019 LTD BOND ISSUE				1,785,000
TOTAL ESTIMATED REVENUES		1,226,000	76,211	1,664,686	1,936,000
NET OF REVENUES/APPROPRIATIONS - BOND PROCEEDS		1,226,000	76,211	1,664,686	1,936,000
Function: BOND PAYMENTS					
APPROPRIATIONS					
09-0101	2010A ALT BOND ISSUE	466,268	233,134	466,268	466,268
09-0102	2010C ALT BOND ISSUE	1,038,880	519,440	1,038,880	1,038,880
09-0103	2010B BOND ISSUE	263,392	29,196	263,392	263,393
09-0131	2013 ALT BOND ISSUE	809,738	404,869	809,738	809,738
09-0141	2014 ALT BOND ISSUE	714,062	307,031	714,062	711,063
09-0170	2017-A LTD BOND ISSUE	410,063	86,188	410,063	492,750
09-0171	2017-B LTD BOND ISSUE	2,735,000	26,159	2,737,318	
09-0180	2018 LTD BOND ISSUE				2,718,900
10-0180	2018 LTD BOND ISSUE	25,000		25,000	
10-0190	2019 LTD BOND ISSUE				25,000
TOTAL APPROPRIATIONS		6,462,403	1,606,017	6,464,721	6,525,992
NET OF REVENUES/APPROPRIATIONS - BOND PAYMENTS		(6,462,403)	(1,606,017)	(6,464,721)	(6,525,992)
NET OF REVENUES/APPROPRIATIONS - FUND 08		(175,000)	2,691,934	190,000	(835,000)
BEGINNING FUND BALANCE		4,629,949	4,629,949	4,629,949	4,819,949
ENDING FUND BALANCE		4,454,949	7,321,883	4,819,949	3,984,949

Calculations as of 09/30/2018

DEPARTMENT	DESCRIPTION	2018 AMENDED BUDGET	2018 ACTIVITY THRU 09/30/18	2018 PROJECTED INANCE ACTIVITY	2019 REQUESTED BUDGET
Function: ADMINISTRATION					
ESTIMATED REVENUES					
10-3500	TAXES	590,000	574,901	598,000	591,500
10-3600	INVESTMENT INCOME	560		2,621	3,520
TOTAL ESTIMATED REVENUES		590,560	574,901	600,621	595,020
APPROPRIATIONS					
10-6400	SPECIAL ASSESSMENT	298,200	303,525	303,525	306,660
10-6450	SPECIAL REC RENTAL ALLOCATION	85,860	64,395	85,860	85,860
TOTAL APPROPRIATIONS		384,060	367,920	389,385	392,520
NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION		206,500	206,981	211,236	202,500
Function: CAPITAL PROJECTS					
APPROPRIATIONS					
98-0010	PATH RENOVATION	37,000	36,627	36,627	
98-0020	ARMSTRONG PLAY REPLACE	38,000	36,399	36,399	
98-0030	MACARTHUR PLAY REPLACE	44,000	43,210	43,210	
98-0150	SHOE FACTORY BIKE TRAIL	22,500			22,500
99-0060	WRC PLAYGROUND/PICKLE BALL CRTS				35,000
99-0070	COMMUNITY PK ENHANCEMENTS				35,000
99-0140	SO RIDGE PARK/SPLASHPAD				70,000
TOTAL APPROPRIATIONS		141,500	116,236	116,236	162,500
NET OF REVENUES/APPROPRIATIONS - CAPITAL PROJECTS		(141,500)	(116,236)	(116,236)	(162,500)
NET OF REVENUES/APPROPRIATIONS - FUND 09		65,000	90,745	95,000	40,000
BEGINNING FUND BALANCE		331,516	331,516	331,516	426,516
ENDING FUND BALANCE		396,516	422,261	426,516	466,516

Calculations as of 09/30/2018

DEPARTMENT	DESCRIPTION	2018 AMENDED BUDGET	2018 ACTIVITY THRU 09/30/18	2018 PROJECTED ACTIVITY	2019 FINANCE REQUESTED BUDGET
Function: ADMINISTRATION					
ESTIMATED REVENUES					
10-3500	TAXES	645,000	620,935	660,000	580,000
10-3600	INVESTMENT INCOME	4,000		4,000	2,300
TOTAL ESTIMATED REVENUES		649,000	620,935	664,000	582,300
APPROPRIATIONS					
10-3400	INTERFUND CHARGES	584,000	438,003	584,000	567,300
TOTAL APPROPRIATIONS		584,000	438,003	584,000	567,300
NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION		65,000	182,932	80,000	15,000
NET OF REVENUES/APPROPRIATIONS - FUND 10		65,000	182,932	80,000	15,000
BEGINNING FUND BALANCE		497,619	497,619	497,619	577,619
ENDING FUND BALANCE		562,619	680,551	577,619	592,619

Calculations as of 09/30/2018

DEPARTMENT	DESCRIPTION	2018 AMENDED BUDGET	2018 ACTIVITY THRU 09/30/18	2018 PROJECTED INANCE ACTIVITY	2019 REQUESTED BUDGET
Function: ADMINISTRATION					
ESTIMATED REVENUES					
10-3400	INTERFUND CHARGES	121,678	91,260	121,678	104,390
10-3600	INVESTMENT INCOME			8,145	8,200
10-4000	RENTALS	237,000	178,092	226,275	226,980
10-4500	MERCHANDISE RESALE	2,820	2,195	2,820	2,820
10-9000	MISCELLANEOUS		179		
TOTAL ESTIMATED REVENUES		361,498	271,726	358,918	342,390
APPROPRIATIONS					
10-3400	INTERFUND CHARGES	790,740	593,055	790,740	796,113
10-4000	RENTALS	13,080	9,020	12,047	12,208
10-7000	PAYROLL	642,431	458,457	597,668	519,729
10-7100	EMPLOYEE BENEFITS	1,500	112	3,743	3,825
10-7200	EDUCATION/TRAINING	5,279	1,741	3,125	3,125
10-7300	CONTRACTED SERVICES	8,646	6,380	8,553	8,586
10-7400	SERVICE/RENTAL AGREEMENTS	629	197	264	336
10-7500	SUPPLIES	6,750	4,321	5,388	4,550
10-7600	PROFESSIONAL DUES/SUBSCRIPTIONS	25,910	18,592	24,419	25,884
10-7800	ADMINISTRATIVE	287	238	346	360
10-8000	UTILITIES	262,070	207,022	266,349	274,640
10-9000	MISCELLANEOUS	51,000	37,265	49,250	52,950
TOTAL APPROPRIATIONS		1,808,322	1,336,400	1,761,892	1,702,306
NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION		(1,446,824)	(1,064,674)	(1,402,974)	(1,359,916)
Function: MAINTENANCE					
APPROPRIATIONS					
20-7000	PAYROLL	129,233	98,833	158,358	231,842
20-7300	CONTRACTED SERVICES	116,640	79,668	89,388	
20-7500	SUPPLIES	8,500	11,293	18,000	18,000
20-8100	EQUIPMENT	500	3,731	10,000	2,000
20-8200	EQUIPMENT MAINTENANCE/REPAIR	6,800	5,183	6,800	7,000
20-8300	FACILITY MAINTENANCE/REPAIR	47,600	23,057	38,000	37,000
TOTAL APPROPRIATIONS		309,273	221,765	320,546	295,842
NET OF REVENUES/APPROPRIATIONS - MAINTENANCE		(309,273)	(221,765)	(320,546)	(295,842)
Function: CAPITAL PROJECTS					
APPROPRIATIONS					
98-3030	PS GYM CURTAIN DIVIDER	11,000		12,000	25,000
TOTAL APPROPRIATIONS		11,000		12,000	25,000
NET OF REVENUES/APPROPRIATIONS - CAPITAL PROJECTS		(11,000)		(12,000)	(25,000)
Function: C&M					
APPROPRIATIONS					
15-7300	CONTRACTED SERVICES	6,120	5,147	6,748	6,324
15-7800	PRINTING/PUBLICATION	39,970	16,778	23,000	22,500
15-7900	ADVERTISING/PROMOTIONAL	10,095	6,359	8,520	27,600
TOTAL APPROPRIATIONS		56,185	28,284	38,268	56,424
NET OF REVENUES/APPROPRIATIONS - C&M		(56,185)	(28,284)	(38,268)	(56,424)
Function: GENERAL PROGRAMMING					
ESTIMATED REVENUES					
50-5000	GENERAL PROGRAMS	12,768	4,780	7,095	7,010
50-5200	SPORTS PROGRAMS	13,250	9,642	12,977	13,200
50-6000	EARLY CHILDHOOD	19,012	20,067	25,816	25,816
TOTAL ESTIMATED REVENUES		45,030	34,489	45,888	46,026
APPROPRIATIONS					
50-5000	GENERAL PROGRAMS	11,132	4,969	7,024	7,015
50-5200	SPORTS PROGRAMS	7,330	4,845	6,366	6,778
50-6000	EARLY CHILDHOOD	13,100	11,708	16,452	15,926
TOTAL APPROPRIATIONS		31,562	21,522	29,842	29,719
NET OF REVENUES/APPROPRIATIONS - GENERAL PROGRAMMING		13,468	12,967	16,046	16,307
Function: AQUATICS					
ESTIMATED REVENUES					
80-4100	MEMBERSHIPS	14,000	10,227	14,649	14,740
80-5000	LESSONS	147,935	95,555	130,088	130,200
TOTAL ESTIMATED REVENUES		161,935	105,782	144,737	144,940
APPROPRIATIONS					

Calculations as of 09/30/2018

DEPARTMENT	DESCRIPTION	2018 AMENDED BUDGET	2018 ACTIVITY THRU 09/30/18	2018 PROJECTED INANCE ACTIVITY	2019 REQUESTED BUDGET
Function: AQUATICS					
APPROPRIATIONS					
80-5000	LESSONS	76,693	47,867	66,610	62,843
80-7500	SUPPLIES	10,500	9,179	11,665	11,000
80-7600	PROFESSIONAL DUES/SUBSCRIPTIONS	580			
80-8200	EQUIPMENT MAINTENANCE/REPAIR	18,000	2,287	4,900	6,500
TOTAL APPROPRIATIONS		105,773	59,333	83,175	80,343
NET OF REVENUES/APPROPRIATIONS - AQUATICS		56,162	46,449	61,562	64,597
Function: PSSWC FITNESS					
ESTIMATED REVENUES					
30-4000	RENTALS	6,420	4,197	6,232	6,231
30-4100	MEMBERSHIPS	1,904,000	1,390,551	1,831,000	1,758,430
30-4200	GUEST SERVICES	185,160	115,168	152,978	185,950
30-4500	PRO SHOP				2,000
30-5100	TENNIS	265,500	166,696	217,805	221,065
TOTAL ESTIMATED REVENUES		2,361,080	1,676,612	2,208,015	2,173,676
APPROPRIATIONS					
30-4200	GUEST SERVICES	156,276	103,634	136,213	139,619
30-4500	PRO SHOP				1,680
30-5000	GENERAL PROGRAMS	100,534	70,502	94,394	96,743
30-5100	TENNIS	188,125	114,006	155,305	154,746
30-7000	PAYROLL	27,398	17,415	23,838	23,534
30-7500	SUPPLIES	63,595	47,507	59,885	59,500
30-8100	EQUIPMENT	2,500	946	2,500	1,500
30-8200	EQUIPMENT MAINTENANCE/REPAIR	19,000	14,296	19,700	20,076
TOTAL APPROPRIATIONS		557,428	368,306	491,835	497,398
NET OF REVENUES/APPROPRIATIONS - PSSWC FITNESS		1,803,652	1,308,306	1,716,180	1,676,278
NET OF REVENUES/APPROPRIATIONS - FUND 11		50,000	52,999	20,000	20,000
BEGINNING FUND BALANCE		60,860	60,860	60,860	80,860
ENDING FUND BALANCE		110,860	113,859	80,860	100,860

Calculations as of 09/30/2018

DEPARTMENT	DESCRIPTION	2018 AMENDED BUDGET	2018 ACTIVITY THRU 09/30/18	2018 PROJECTED INANCE ACTIVITY	2019 REQUESTED BUDGET
Function: ADMINISTRATION					
ESTIMATED REVENUES					
10-3400	INTERFUND CHARGES	1,913	1,431	1,913	700,000
10-3600	INVESTMENT INCOME	14,868		11,744	9,000
10-3700	DONATIONS		3,500		
10-3900	GRANT REIMBURSEMENT	3,500		3,500	
10-4100	BOND	1,525,000		1,135,000	750,000
TOTAL ESTIMATED REVENUES		1,545,281	4,931	1,152,157	1,459,000
APPROPRIATIONS					
10-3400	INTERFUND CHARGES	127,368	95,526	127,368	
10-7300	CONTRACTED SERVICES	36,913	7,848	9,597	
TOTAL APPROPRIATIONS		164,281	103,374	136,965	
NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION		1,381,000	(98,443)	1,015,192	1,459,000
Function: CAPITAL PROJECTS					
APPROPRIATIONS					
98-0010	PATH RENOVATION	18,000	8,614	8,614	
98-0020	ARMSTRONG PLAY REPLACE	42,000	38,468	38,468	
98-0030	MACARTHUR PLAY REPLACE	84,000	82,021	82,021	
98-0040	BPC AIR HANDLING UNITS	110,000	5,000	5,000	
98-0050	COURT CRACKFILL	58,000	47,055	47,055	
98-0060	PARKS TORO Z-TURN MOWER	32,000	31,847	31,847	
98-0070	PARKS TORO 580D 4X4 MOWER	86,000	78,464	78,464	
98-0080	PARK LOT PATCH/REPAIR	143,000	92,798	92,798	
98-0090	PS EXTERIOR PAINT/CAULK	70,000	70,000	70,000	
98-0100	PS RTU-12	23,000	4,235	22,826	
98-0110	PS RTU-6	25,000			
98-0130	CHINO PARK GARDENS	10,000	7,801	13,479	
98-0140	VOG BARN SIDING/WINDOWS	30,000	14,795	14,795	
98-0160	TC DRAINAGE TILES			9,825	
99-0010	TC NORTH ROOF REPLACEMENT				1,515,000
99-0020	SEA SHELL JOINT REPAIR/PAINT/PRIME				27,000
99-0030	SEA BODY/TUBE SLIDE RESURFACE				50,000
99-0040	SEA BATH HSE WATER HEATER				25,000
99-0050	VOG HVAC UNIT 2				12,000
99-0060	WRC PLAYGROUND/PICKLE BALL CRTS				130,000
99-0070	COMMUNITY PK ENHANCEMENTS				130,000
TOTAL APPROPRIATIONS		731,000	481,098	515,192	1,889,000
NET OF REVENUES/APPROPRIATIONS - CAPITAL PROJECTS		(731,000)	(481,098)	(515,192)	(1,889,000)
NET OF REVENUES/APPROPRIATIONS - FUND 12		650,000	(579,541)	500,000	(430,000)
BEGINNING FUND BALANCE		2,561,919	2,561,919	2,561,919	3,061,919
ENDING FUND BALANCE		3,211,919	1,982,378	3,061,919	2,631,919



Calculations as of 09/30/2018

DEPARTMENT	DESCRIPTION	2018 AMENDED BUDGET	2018 ACTIVITY THRU 09/30/18	2018 PROJECTED INANCE ACTIVITY	2019 REQUESTED BUDGET
Function: ADMINISTRATION					
ESTIMATED REVENUES					
10-3400	INTERFUND CHARGES	127,479	95,616	127,479	103,852
10-3600	INVESTMENT INCOME	1,500		2,173	2,175
10-3800	ADVERTISING	2,500	2,000	2,603	3,450
10-4000	RENTALS	20,180	6,885	20,180	20,180
10-9000	MISCELLANEOUS	8,500	3,151	7,535	7,500
TOTAL ESTIMATED REVENUES		160,159	107,652	159,970	137,157
APPROPRIATIONS					
10-3400	INTERFUND CHARGES	301,212	113,409	251,212	258,662
10-7000	PAYROLL	266,933	183,122	226,598	162,912
10-7100	EMPLOYEE BENEFITS	830	768	770	1,000
10-7200	EDUCATION/TRAINING	2,124	2,108	2,235	3,200
10-7300	CONTRACTED SERVICES	31,846	15,301	20,558	20,400
10-7400	SERVICE/RENTAL AGREEMENTS	420	433	406	420
10-7500	SUPPLIES	8,920	6,389	7,053	8,100
10-7600	PROFESSIONAL DUES/SUBSCRIPTIONS	13,300	10,073	12,392	13,920
10-8000	UTILITIES	124,024	86,185	118,017	121,880
10-8100	EQUIPMENT	543	1,102	1,102	1,000
10-8300	FACILITY MAINTENANCE/REPAIR	21,500	14,998	20,000	21,500
10-9000	MISCELLANEOUS	39,300	31,858	37,507	42,200
TOTAL APPROPRIATIONS		810,952	465,746	697,850	655,194
NET OF REVENUES/APPROPRIATIONS - ADMINISTRATION		(650,793)	(358,094)	(537,880)	(518,037)
Function: MAINTENANCE					
APPROPRIATIONS					
20-7000	PAYROLL	337,176	237,190	312,541	325,893
20-7100	EMPLOYEE BENEFITS	1,849	1,161	1,161	1,367
20-7200	EDUCATION/TRAINING	4,000	2,730	3,100	5,390
20-7300	CONTRACTED SERVICES	8,920	3,356	4,370	6,920
20-7400	SERVICE/RENTAL AGREEMENTS	1,900		1,650	1,900
20-7500	SUPPLIES	4,189	3,133	3,272	5,124
20-7600	PROFESSIONAL DUES/SUBSCRIPTIONS	5,310	5,151	5,151	5,526
20-8000	UTILITIES	22,140	20,977	26,720	27,950
20-8100	EQUIPMENT	6,505	6,040	7,000	14,020
20-8200	EQUIPMENT MAINTENANCE/REPAIR	27,385	13,328	16,364	22,595
20-8300	FACILITY MAINTENANCE/REPAIR	4,153	3,272	4,260	7,300
20-8400	PROPERTY MAINTENANCE	94,139	75,716	81,727	92,048
20-8500	FUEL/LUBRICANTS	15,500	11,810	13,500	15,000
TOTAL APPROPRIATIONS		533,166	383,864	480,816	531,033
NET OF REVENUES/APPROPRIATIONS - MAINTENANCE		(533,166)	(383,864)	(480,816)	(531,033)
Function: CAPITAL PROJECTS					
APPROPRIATIONS					
90-0010	LEASE AGREEMENT	28,206	28,206	28,206	28,206
98-4010	POPLAR ROOM FLOOR REPLACE	45,000	41,070	41,070	
98-4020	EVENT AREA LIGHTING	5,000			
99-4020	BPC IRRIGATION PUMP HSE EQUIP				40,000
TOTAL APPROPRIATIONS		78,206	69,276	69,276	68,206
NET OF REVENUES/APPROPRIATIONS - CAPITAL PROJECTS		(78,206)	(69,276)	(69,276)	(68,206)
Function: GOLF OPERATIONS					
ESTIMATED REVENUES					
40-4000	RENTALS	424,310	328,096	351,066	394,920
40-4100	MEMBERSHIPS	14,515	10,368	10,368	12,000
40-4200	GUEST SERVICES	20,880	14,800	15,877	18,440
40-4300	GREENS FEES - RES	75,923	52,790	55,880	61,500
40-4400	GREENS FEES - NON	414,895	371,435	391,560	394,551
40-4500	MERCHANDISE RESALE	89,200	77,602	87,084	90,900
40-5000	GENERAL PROGRAMS	29,530	24,040	24,553	26,370
40-5100	TOURNAMENTS	170,630	121,726	145,265	165,075
40-5200	DRIVING RANGE FEES	145,942	123,338	130,104	137,000
40-9000	MISCELLANEOUS	1,500	1,871	1,753	1,500
TOTAL ESTIMATED REVENUES		1,387,325	1,126,066	1,213,510	1,302,256
APPROPRIATIONS					
40-4000	RENTALS	4,000	1,893	2,500	3,500
40-4200	GUEST SERVICES	14,000	8,768	10,800	14,000
40-4300	GREENS FEES - RES	7,696	2,460	2,460	5,720
40-4500	MERCHANDISE RESALE	68,795	62,135	65,967	70,275
40-5000	GENERAL PROGRAMS	14,500	11,252	11,655	14,570
40-5100	TOURNAMENTS	12,560	8,622	26,100	26,584
40-7000	PAYROLL	169,740	141,715	170,504	182,476

Calculations as of 09/30/2018

DEPARTMENT	DESCRIPTION	2018 AMENDED BUDGET	2018 ACTIVITY THRU 09/30/18	2018 PROJECTED INANCE ACTIVITY	2019 REQUESTED BUDGET
Function: GOLF OPERATIONS					
APPROPRIATIONS					
40-7100	EMPLOYEE BENEFITS	3,078	2,557	2,557	3,078
40-7200	EDUCATION/TRAINING	1,150	818	818	1,200
40-7300	CONTRACTED SERVICES	1,750	(210)	480	1,750
40-7500	SUPPLIES	2,448	2,293	2,293	2,125
40-7800	ADMINISTRATIVE	2,150	1,616	1,616	1,500
40-7900	ADVERTISING/PROMOTIONAL	2,090		515	5,000
40-8100	EQUIPMENT	17,590	16,431	16,431	14,900
40-8200	EQUIPMENT MAINTENANCE/REPAIR	500	1,221	1,221	1,000
TOTAL APPROPRIATIONS		322,047	261,571	315,917	347,678
NET OF REVENUES/APPROPRIATIONS - GOLF OPERATIONS		1,065,278	864,495	897,593	954,578
Function: FOOD & BEVERAGE					
ESTIMATED REVENUES					
45-4000	RENTALS	41,000	28,254	39,500	40,000
45-4500	TOBACCO	2,750	1,965	2,070	2,750
45-4600	FOOD	460,000	339,493	423,000	424,000
45-4700	BEVERAGE	360,000	268,797	304,000	310,000
45-4900	GRATUITIES	105,000	75,381	90,541	100,000
45-9000	MISCELLANEOUS		746	716	
TOTAL ESTIMATED REVENUES		968,750	714,636	859,827	876,750
APPROPRIATIONS					
45-4000	RENTALS	3,300	3,610	3,610	3,500
45-4500	TOBACCO	1,600	1,816	1,816	1,600
45-4600	FOOD	151,800	116,700	135,360	135,680
45-4700	BEVERAGE	93,600	69,313	79,040	80,600
45-7000	PAYROLL	400,778	284,125	364,941	389,708
45-7100	EMPLOYEE BENEFITS	3,208	2,058	2,058	3,208
45-7300	CONTRACTED SERVICES	21,000	11,228	14,200	18,231
45-7400	SERVICE/RENTAL AGREEMENTS	25,000	16,967	26,000	25,000
45-7500	SUPPLIES	17,840	13,819	16,600	17,000
45-7800	ADMINISTRATIVE	1,287	391	391	1,000
45-7900	ADVERTISING/PROMOTIONAL	17,950	13,717	17,366	28,000
45-8100	EQUIPMENT	6,500	1,937	2,583	6,000
45-8200	EQUIPMENT MAINTENANCE/REPAIR	3,000	4,825	5,483	4,525
TOTAL APPROPRIATIONS		746,863	540,506	669,448	714,052
NET OF REVENUES/APPROPRIATIONS - FOOD & BEVERAGE		221,887	174,130	190,379	162,698
NET OF REVENUES/APPROPRIATIONS - FUND 14		25,000	227,391		
BEGINNING FUND BALANCE		257,025	257,025	257,025	257,025
ENDING FUND BALANCE		282,025	484,416	257,025	257,025
ESTIMATED REVENUES - ALL FUNDS		27,612,101	20,053,512	26,675,598	26,334,311
APPROPRIATIONS - ALL FUNDS		26,857,101	16,472,388	25,740,598	28,114,311
NET OF REVENUES/APPROPRIATIONS - ALL FUNDS		755,000	3,581,124	935,000	(1,780,000)
BEGINNING FUND BALANCE - ALL FUNDS		15,169,451	15,169,451	15,169,451	16,104,451
ENDING FUND BALANCE - ALL FUNDS		15,924,451	18,750,575	16,104,451	14,324,451

**MEMORANDUM NO. M18-109**

**TO: Recreation Committee**  
**FROM: Craig Talsma, Executive Director**  
**Brian Bechtold, Director of Golf & Facilities**  
**Christine Tusa, General Manager**  
**RE: The Club at Prairie Stone**  
**DATE: November 9, 2018**

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**Background:**

Prairie Stone Sports & Wellness Center (PSS&WC) is our premier fitness center that offers the best amenities in the area. The fitness industry is changing and the area surrounding PSS&WC is becoming saturated with discount fitness centers and boutique studios.

Business plans need to be monitored and adjusted to remain successful. Over the past several years PSS&WC operational expenses have risen, however there has been a steady decline in membership. Staff has evaluated the operational plans over the past few months, which led to elimination of several positions and restructuring of the organizational chart. This has allowed us to become more efficient while reducing payroll expenses. We have also eliminated the external cleaning contract and hired a Lead Custodian to manage the custodial staff. The current full time custodian staff hours have been adjusted to provide more coverage while saving over \$20,000 in cleaning expenses for the facility.

**Implications:**

After evaluating our expenses, staff has started to focus on the membership fee structure. Currently, we are offering a variety of discounts off our standard published rates. In addition, staff completed a competitive research analysis to gauge our place in the market. This analysis showed we are on the higher end of the fee structure thereby having a negative impact on membership growth.

Kids Korner was also thoroughly evaluated revealing we have just over 100 households of our 3,000 members actively using the service. This service has a direct cost of \$60,000 to operate annually. The entire membership base is subsidizing these expenses in the current fee structure. The 2019 budget proposes that Kids Korner become a pay-per-use service of the facility.

Tennis has also been identified as an area we have had a steady decline in memberships, lessons and camps over the last couple of years. We have renegotiated the contracted with First Serve, lowering our percentage that we have to pay.

Staff has developed a new simplified fee structure. This new fee structure will provide consistency amongst each membership, while allowing the facility to be more competitive in the saturated market. With the introduction of the new fee structure we will implement a few operational changes including reduced operating hours and fee-based use of Kids Korner. Tennis Memberships will be offered as an add-on service for a reduced fee of \$20 per month, per member. Additional revenue opportunities will be available with the installation of a cricket batting cage in the tennis area to allow multi use of the space.

These changes offer the opportunity for rebranding to separate us from our competitors, connect with a new audience and retain our current members. These rebranding efforts will include renaming the facility, developing a new logo, and creating a new tagline. It is

proposed that Prairie Stone Sports & Wellness Center will now assume the name "The Club at Prairie Stone" with the new tagline of "The Ultimate Fitness Experience". District Policy #5.02 "Naming and Renaming of Park Sites" states that a 60 day waiting period is required when naming a new park, building, facility, athletic field, or, when appropriate, to change the name(s) of existing parks, buildings, facilities, or athletic fields of the district that have not been dedicated.

As changing the name from Prairie Stone Sports & Wellness Center to The Club at Prairie Stone is for rebranding purposes only, staff feels that the 60 days waiting period should not apply under this circumstance and would like to request that the Board consider approving the name change at the November 27<sup>th</sup> Board meeting should the Recreation Committee approve this when proposed at the November 20<sup>th</sup> Recreation Committee meeting.

Below is the district's policy on naming and renaming of park sites:

## **5.02 NAMING AND RENAMING OF PARK SITES**

The Board shall select names for new parks, buildings, facilities, athletic fields, or, when appropriate, to change the name(s) of existing parks, buildings, facilities, or athletic fields of the district that have not been dedicated. The Board may consider the following elements in determining the naming or renaming of parks, buildings, etc. (for purposes of this section only, "parks" shall mean parks, buildings, facilities, athletic fields, or other "namable" property of the District):

- A. Parks may be named after streets, geographical locations, historical figures, events, concepts or as otherwise determined by the Board.
- B. Parks may be named for individuals or groups that have donated land or facilities to the District or made a significant financial contribution toward the development of parks.
- C. Parks may be named for individuals or groups that have made exceptional contributions to the community. Names of individuals, including, but not limited to, District Commissioners or other public officials, may not be given to a park, building, facility or athletic field unless the individual is deceased or if the Board determines that there are substantiated extenuating circumstances whereby the naming of the park, building, facility or athletic field while the individual is alive serves the best interests of the district.
  - 1) The Board at public meeting should first announce the proposed name of the park, building, facility or athletic fields (requires a 5/7 vote).
  - 2) A park site should only be confirmed and the name made official after a waiting period of at least sixty (60) days before the confirmation vote. However, when the substantiated extenuating circumstances clause noted in C above is invoked, the 60 day official waiting period may be waived at the discretion of the Board before the confirmation vote.

- 3) A 5/7 vote by the Board is required to name a park, building, facility, or athletic field or to change the name of an undedicated park, building, facility or athletic field of the District.

**Recommendation:**

This memo is for informational purposes on the direction of The Club at Prairie Stone and requires no recommendation at this time.

**ORDINANCE NO. 018-010**  
**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, 2019 and**  
**ending on the thirty-first (31st) day**  
**of December, 2019**

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 11th 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), 2019 and ending on the thirty-first (31st) day of December, 2019, 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, 2019 and ending the last day of December 2019.

## I. Corporate Fund

**Beginning Cash** 4,550,795

### Income

#### Administration

Interfund Charges	1,641,586
Property Taxes	2,888,000
Investment Income	150,000
Adverting Income	190,000
Grant Reimbursement	400,000
Rental Income	66,230

**Total Corporate Fund Income** 5,335,816

**Total Corporate Fund Appropriation** 9,886,611

### Budgeted and Appropriated Expenditures

#### Administration

Interfund Charges	61,250
Advertising Expense	6,200
Property & Liability Insurance	154,350
Employment Insurance	166,070
Unemployment Insurance	75,000
Loss Prevention	8,300
Audit Service	16,900
Payroll	1,267,309
Employee Benefits	652,000
Education & Training	12,200
Contracted Services	44,500
Service & Rental Agreements	71,000
Supplies	17,000
Dues & Subscriptoins	23,000
Administrative Expenses	35,325
Utilities	13,300
Equipment	3,950
Technology Equipment	55,500
Miscellaneous	3,000

Maintenance

Loss Prevention	25,250
Payroll	1,644,652
Employee Benefits	10,000
Education & Training	8,500
Contracted Services	16,860
Supplies	17,500
Dues & Subscriptions	3,000
Administrative Expenses	1,500
Utilities	120,040
Equipment	8,000
Equipment Maintenance & Repair	92,860
Facility Maintenance & Repair	15,000
Property Maintenance	130,500
Fuel and Lubricants	75,000

Capital

Facility Lot Security Cameras	20,000
Birch Play Refurbish	10,000
Data Storage Server	-
TC Roof Engineering	30,000
Virtual Computer Server	30,000
Microsoft Office Upgrade	19,000
Color Copier	8,000
Cricket Batting Cages	12,000
So Ridge Park/Splashpad	1,245,000
Board Room Chairs	7,000

**Total Corporate Fund Expenditures** 6,235,816

**Estimated Ending Cash** 3,650,795

**II. Recreation Fund**

**Beginning Cash** 1,554,356

**Income**

Administration

Interfund Charges	401,472
Property Taxes	1,827,000
Investment Income	15,000
Rentals	112,450
Merchandise Resale	1,000
Miscellaneous	10,000



Triphahn Center	
Rentals	70,400
Memberships	219,150
Guest Services	7,764
General Programs	-
Fitness Programs	12,500
Willow Recreation Center	
Rentals	78,890
Memberships	97,100
Guest Services	4,812
Courts	8,000
Merchandise Resale	170
General Programs	1,600
Lessons	2,700
Leagues/Tournaments	4,420
Fitness Programs	12,600
General Leisure Services	
Rentals	-
General Programs	34,404
Day Camps	183,650
Gymnastics	67,500
Arts And Crafts	4,350
Martial Arts	134,800
Special Events	17,250
Dance	114,000
Archery	-
Senior	
Memberships	24,000
Senior Programs	61,000
Early Childhood	
General Programs	62,100
Day Camps	379,344
Preschool	288,587
Parent/Tot	21,400
Star	870,000
Elc	430,000
Adult Athletics	
General Programs	-
Basketball Leagues	11,400
Softball Leagues	18,830
Football Leagues	4,320

Youth Athletics	
General Programs	39,850
Athletic Camps	-
Volleyball	4,200
Basketball	52,000
Baseball	54,150
Softball	5,400
Soccer	40,500
Cricket	10,000

Seascape	
Grant Revenue	1,500
Rentals	27,000
Memberships	77,000
Daily Fees	135,000
Concession Sales/Rental	4,800
Lessons	25,000
Special Events	3,975

Ice	
Rentals	658,400
Daily Fees	31,000
Merchandise Resale	3,000
Concession Sales/Rental	12,050
Lessons	228,500
Camps	27,500
Adult Leagues	21,000
Youth Leagues	285,000
Special Events	4,100

**Total Recreation Fund Income** 7,364,888

**Total Recreation Fund Appropriation** 8,919,244

**Budgeted and Appropriated Expenditures**

Administration	
Interfund Charges	1,009,875
Payroll	772,598
Employee Benefits	7,500
Education & Training	8,200
Contracted Services	42,556
Service & Rental Agreements	19,200
Dues & Subscriptions	3,400
Utilities	541,996
Equipment	11,500
Facility Maintenance & Repair	65,000
Credit Card Processing Fees	77,400

Communications & Marketing	
Payroll	210,732
Education & Training	2,250
Contracted Services	3,320
Supplies	3,200
Dues & Subscriptions	9,948
Postage	42,000
Printing & Publication	63,550
Advertising	15,000
Maintenance	
Payroll	209,152
Supplies	17,870
Triphahn Center	
Rental Expense	-
Guest Services	2,116
Fitness Program Expense	9,473
Payroll	114,270
Employee Benefits	-
Supplies	7,500
Promotional Expense	1,400
Maintenance & Repair	7,500
Willow Recreation Center	
Rental Expense	2,365
Memberships	2,900
Guest Services	1,441
Merchandise Resale	119
General Programs	1,120
Lessons	1,890
Leagues/Tournaments	500
Fitness Programs	8,968
Payroll	79,696
Employee Benefits	-
Supplies	2,000
Promotional Expense	1,900
Equipment	2,850
Maintenance & Repair	4,000
Facility Maintenance & Repair	11,625

General Leisure Services	
Rental Expense	2,430
General Programs	14,220
Summer Camps	91,553
Gymnastics	47,250
Arts And Crafts	3,045
Martial Arts	94,360
Vogelei Program Expense	10,644
Special Events & Trips	52,313
Dance	68,593
Archery	-
Senior	
Memberships	6,983
Senior Programs	42,147
Active Adult	-
Early Childhood	
General Programs	40,521
Day Camps	175,775
Preschool	165,782
Parent/Tot	9,727
STAR Program	440,771
Full Day Day Care	221,728
Adult Athletics	
General Programs	-
Basketball Leagues	8,049
Softball Leagues	11,315
Football Leagues	2,923
Youth Athletics	
General Programs	27,600
Athletic Camps	-
Volleyball	1,519
Basketball	28,741
Baseball	20,550
Softball	1,500
Soccer	16,644
Cricket	3,500

Seascape		
	Lessons	17,547
	Special Events	975
	Payroll	205,628
	Employee Benefits	3,710
	Education & Training	13,245
	Contracted Services	3,172
	Supplies	22,550
	Promotional Expense	1,500
	Utilities	76,680
	Equipment	6,568
	Maintenance & Repair	7,700
	Facility Maintenance & Repair	10,000
Ice		
	Rentals	1,000
	Merchandise Resale	1,200
	Lessons	92,266
	Camps	13,306
	Adult Leagues	-
	Youth Leagues	128,683
	Payroll	394,224
	Employee Benefits	1,500
	Education & Training	600
	Contracted Services	11,571
	Supplies	500
	Dues & Subscriptions	300
	Mileage Reimbursement	500
	Promotional Expense	1,500
	Utilities	6,400
	Equipment	4,000
	Maintenance & Repair	6,500
	Facility Maintenance & Repair	6,500
Capital		
	Basketball Scoreboard Replacement	-
	Ice Rebuild Pump	10,000
	TC Fitness Equipment	10,000
	WRC Exit Dr Wall Repair	10,000
	Underfloor Rink 1	1,000,000
	<b>Total Recreation Fund Expenditures</b>	<b>7,079,888</b>
<b>Estimated Ending Cash</b>		<b>1,839,356</b>

### III. I.M.R.F. Fund

<b>Beginning Cash</b>		775,412
<b>Income</b>		
	Property Taxes	280,000
	Investment Income	3,100
	<b>Total I.M.R.F. Fund Income</b>	283,100
<b>Total I.M.R.F. Fund Appropriation</b>		1,058,512
<b>Budgeted and Appropriated Expenditures</b>		
	IMRF Interfund Charges	258,100
	<b>Total I.M.R.F. Fund Expenditures</b>	258,100
<b>Estimated Ending Cash</b>		800,412

### IV. Debt Service

<b>Beginning Cash</b>		4,819,949
<b>Income</b>		
	BABs Rebates	151,000
	Bond Proceeds	1,785,000
	Interfund Transfers	-
	Property Taxes	3,740,000
	Investment Income	14,992
	<b>Total Debt Service Fund Income</b>	5,690,992
<b>Total Debt Service Fund Appropriation</b>		10,510,941
<b>Budgeted and Appropriated Expenditures</b>		
	Bond Issue Costs	25,000
	Bond Principal & Interest Payments	6,500,992
	<b>Total Debt Service Fund Expenditures</b>	6,525,992
<b>Estimated Ending Cash</b>		3,984,949

## V. Special Recreation

<b>Beginning Cash</b>		426,516
<b>Income</b>		
	Property Taxes	591,500
	Investment Income	3,520
	<b>Total Special Recreation Fund Income</b>	595,020
<b>Total Special Recreation Fund Appropriation</b>		1,021,536
<b>Budgeted and Appropriated Expenditures</b>		
	Special Assessment	306,660
	Special Rec Rental Allocation	85,860
	Shoe Factory Bike Trail	22,500
	WRC Playground/Pickle Ball Crts	35,000
	Community Pk Enhancements	35,000
	So Ridge Park/Splashpad	70,000
	<b>Total Special Recreation Fund Expenditures</b>	555,020
<b>Estimated Ending Cash</b>		466,516

## VI. Social Security Fund

<b>Beginning Cash</b>		577,619
<b>Income</b>		
	Property Taxes	580,000
	Investment Income	2,300
	<b>Total Social Security Fund Income</b>	582,300
<b>Total Social Security Fund Appropriation</b>		1,159,919
<b>Budgeted and Appropriated Expenditures</b>		
	FICA Interfund Transfers	567,300
	<b>Total Social Security Fund Expenditures</b>	567,300
<b>Estimated Ending Cash</b>		592,619

## VII. Prairie Stone Sports & Wellness Fund

**Beginning Cash** 80,860

### Income

#### Administration

Interfund Charges 104,390  
Investment Income 8,200  
Rentals 226,980  
Merchandise Resale 2,820

#### Fitness

Rentals 6,231  
Memberships 1,758,430  
Guest Services 185,950  
Pro Shop 2,000  
Tennis 221,065

#### General Programming

General Programs 7,010  
Sports Programs 13,200  
Early Childhood 25,816

#### Aquatics

Memberships 14,740  
Lessons 130,200

**Total Prairie Stone Sports & Wellness Income** 2,707,032

**Total Prairie Stone Sports & Wellness Appropriation** 2,787,892

### Budgeted and Appropriated Expenditures

#### Administration

Interfund Charges 796,113  
Rental Expense 12,208  
Payroll 519,729  
Employee Benefits 3,825  
Professional Education 3,125  
Contracted Services 8,586  
Service Agreements 336  
Supplies 4,550  
Dues & Subscriptions 25,884  
Administrative Expense 360  
Utilities 274,640  
Credit Card Processing Fees 52,950

#### Communication & Marketing

Contracted Services 6,324  
Printing & Publication 22,500  
Advertising 27,600



Maintenance		
	Payroll	231,842
	Contracted Services	-
	Supplies	18,000
	Equipment	2,000
	Equipment Maintenance	7,000
	Facility Maintenance	37,000
Fitness		
	Guest Services	139,619
	Pro Shop	1,680
	Fitness Program Wages	96,743
	Tennis Lessons	154,746
	Payroll	23,534
	Supplies	59,500
	Equipment	1,500
	Equipment Maintenance	20,076
General Programming		
	General Programs	7,015
	Sports Specific Programs	6,778
	Early Childhood Programs	15,926
Aquatics		
	Swim Lessons	62,843
	Supplies	11,000
	Equipment Maintenance	6,500
Capital		
	Gym Curtain Divider	25,000
	<b>Total Prairie Stone Sports &amp; Wellness Expenses</b>	<b>2,687,032</b>
<b>Estimated Ending Cash</b>		<b>100,860</b>
<b>VIII. Capital Improvement Fund</b>		
<b>Beginning Cash</b>		<b>3,061,919</b>
<b>Income</b>		
General		
	Interfund Charges	700,000
	Investment Income	9,000
	Grant Reimbursement	-
	Bond Proceeds	750,000
	<b>Total Capital Improvement Fund Income</b>	<b>1,459,000</b>
<b>Total Capital Improvement Fund Appropriation</b>		<b>4,520,919</b>

**Budgeted and Appropriated Expenditures**

## Administration

Interfund Charges	-
Contracted Services	-

## Capital

TC North Roof Replacement	1,515,000
Sea Shell Joint Repair/Paint/Prime	27,000
Sea Body/Tube Slide Resurface	50,000
Sea Bath Hse Water Heater	25,000
Vogelei Hvac Unit 2	12,000
WRC Playground/Pickle Ball Courts	130,000
Community Pk Enhancements	130,000

**Total Capital Fund Expenditures** 1,889,000

**Estimated Ending Cash** 2,631,919

**IX. Bridges of Poplar Creek Fund**

**Beginning Cash** 257,025

**Income**

## Administration

Interfund Charges	103,852
Investment Income	2,175
Advertising	3,450
Rental Income	20,180
Miscellaneous	7,500

## Golf Operations

Rentals	394,920
Memberships	12,000
Guest Services	18,440
Green Fees - Resident	61,500
Green Fees - Non-Resident	394,551
Merchandise Resale	90,900
Lessons	26,370
Tournaments & Outings	165,075
Driving Range Fees	137,000
Ball Retrieval Fee	1,500

Food & Beverage	
Rentals	40,000
Merchandise Resale - Tobacco	2,750
Merchandise Resale - Food	424,000
Merchandise Resale - Beverages	310,000
Gratuities / Service Charges	100,000
Miscellaneous	-
<b>Total Golf Course Fund Income</b>	<b>2,316,163</b>
<b>Total Golf Course Fund Appropriation</b>	<b>2,573,188</b>
<b>Budgeted and Appropriated Expenditures</b>	
Administration	
Interfund Charges	258,662
Payroll	162,912
Uniforms	1,000
Education & Training	3,200
Contracted Services	20,400
Service & Rental Agreements	420
Supplies	8,100
Dues & Subscriptions	13,920
Utilities	121,880
Equipment	1,000
Facility Maintenance & Repair	21,500
Credit Card Processing Fees	42,200
Maintenance	
Payroll	325,893
Employee Benefits	1,367
Education & Training	5,390
Contracted Services	6,920
Service & Rental Agreements	1,900
Supplies	5,124
Dues & Subscriptions	5,526
Utilities	27,950
Equipment	14,020
Equipment Maintenance & Repair	22,595
Facility Maintenance & Repair	7,300
Course Maintenance	92,048
Fuel & Lubricants	15,000

Golf Operations	
Rentals	3,500
Lightning Pass	14,000
Greens Fees	5,720
Merchandise Resale COGS	70,275
Programs	14,570
Tournaments & Outings	26,584
Payroll	182,476
Employee Benefits	3,078
Education & Training	1,200
Contracted Services	1,750
Supplies	2,125
Administrative Expenses	1,500
Advertising	5,000
Equipment	14,900
Equipment Maintenance & Repair	1,000
Food & Beverage	
Rentals	3,500
COGS Tobacco	1,600
COGS Food	135,680
COGS Beverage	80,600
Payroll	389,708
Uniforms	3,208
Contracted Services	18,231
Service & Rental Agreements	25,000
Supplies	17,000
Administrative Expenses	1,000
Advertising	28,000
Equipment	6,000
Equipment Maintenance & Repair	4,525
Capital	
Golf Cart GPS	28,206
BPC Irrigation Pump House Equipment	40,000
<b>Total Golf Course Fund Expenditures</b>	<b>2,316,163</b>
<b>Estimated Ending Cash</b>	<b>257,025</b>

## Recapitulation

<b>I. Total Corporate Fund Appropriation</b>	9,886,611
<b>II. Total Recreation Fund Appropriation</b>	8,919,244
<b>III. Total IMRF Fund Appropriation</b>	1,058,512
<b>IV. Total Debt Service Fund Appropriation</b>	10,510,941
<b>V. Total Special Recreation Fund Appropriation</b>	1,021,536
<b>VI. Total FICA Fund Appropriation</b>	1,159,919
<b>VII. Total Prairie Stone Fund Appropriation</b>	2,787,892
<b>VIII. Total Capital Fund Appropriation</b>	4,520,919
<b>IX. Total Golf Course Fund Appropriation</b>	2,573,188
<b>TOTAL ALL FUNDS</b>	42,438,762

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 \$16,104,451 .
- (b) An estimate of the cash expected to be received during the fiscal year from all sources is \$26,334,311 .
- (c) An estimate of the expenditures contemplated for the fiscal year is \$28,114,311 .
- (d) An estimate of the cash expected to be on hand at the end of the fiscal year is \$14,324,451 .
- (e) An estimate of the amount of taxes to be received during the fiscal year is \$9,906,500 .

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, 2019 and ending December 31, 2019 for the respective purposes set forth.

SECTION IV. All unexpended balances of the appropriations for the fiscal year ended December 31, 2019 and prior years are hereby specifically reappropriated for the same general purposes for which they were originally made and may be expended in making up any insufficiency of any other items provided in this appropriation ordinance, in making this appropriation in accordance with applicable law.

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

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

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

AYES:

NAYS:

ABSENT:

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President  
Board of Park Commissioners Hoffman Estates Park District

ATTEST:

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Secretary

CERTIFICATION OF ESTIMATE OF  
REVENUE FOR FISCAL YEAR 2019

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, 2019 and ending on December 31, 2019 are estimated to be as follows:

SOURCE	AMOUNT
Taxes	\$ 9,906,500
Interest Earned	208,287
Debt Issuance	2,686,000
Grants, Donations, Sponsorship, Advertising	594,950
Memberships	2,202,420
Program and User Fees	4,517,632
Rentals	1,718,531
Merchandise Resale, Vending & Misc.	116,890
Interfund Charges	2,951,300
Golf Course Operations	1,431,801
TOTAL	\$ 26,334,311

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the said Hoffman Estates Park District this 18th 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, 2019 and ending December 31st, 2019, as adopted by the Board of Park Commissioners at its properly convened meeting held on the 18th day of December, 2019.

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Secretary  
Hoffman Estates Park District