



Proposed Budget

Fiscal Dates:

April 1, 2014-December 31, 2014

Park District of Highland Park, Illinois
Lake County, Illinois

2014

Mission: To enrich community life through healthy leisure pursuits and an appreciation of the natural world.



Park District of Highland Park




**Park District of Highland Park
2014 (9M) Annual Budget**

Fiscal Year April 1, 2014-December 31, 2014

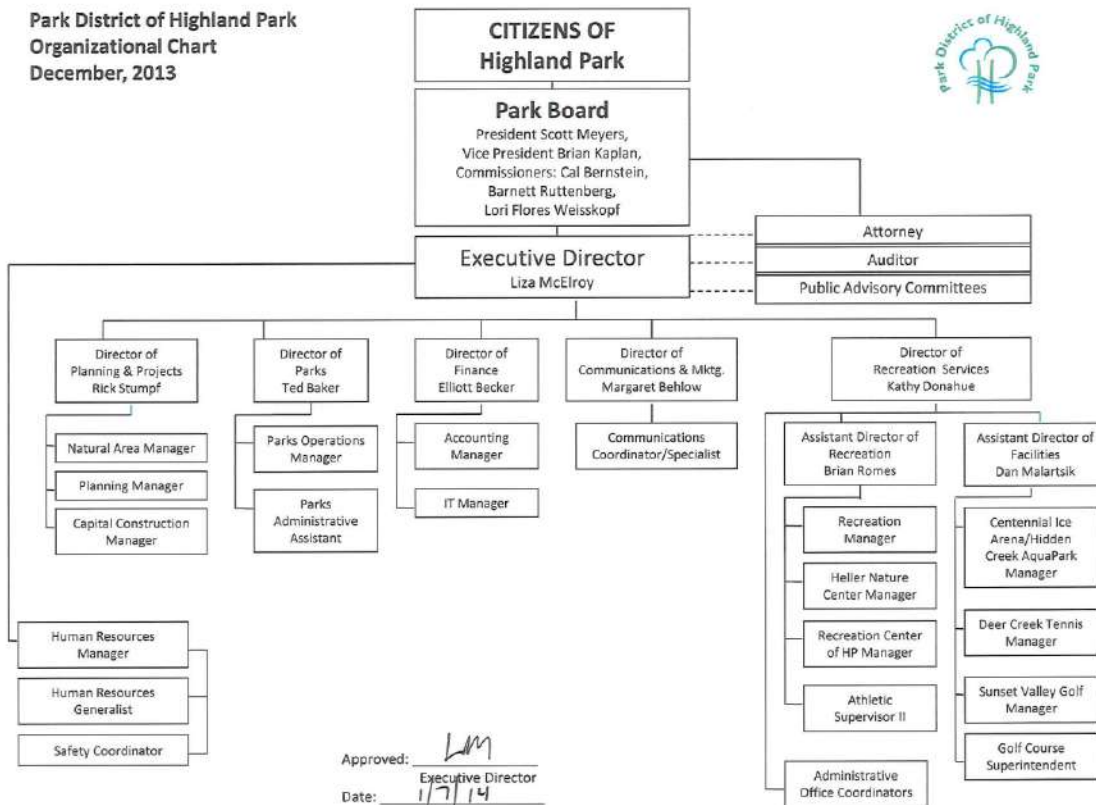
Park Board of Commissioners

Scott Meyers, President
Brian Kaplan, Vice-President
Calvin Bernstein, Commissioner
Lori Flores Weisskopf, Commissioner
Barnett Ruttenberg, Commissioner

West Ridge Center
636 Ridge Avenue
Highland Park, IL 60035
847 831-3810
Pdhp.org

PARK DISTRICT OF HIGHLAND PARK 2014 (9M) BUDGET

Park District of Highland Park
Organizational Chart
December, 2013



**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**



Our Mission:

To enrich community life through healthy leisure pursuits and an appreciation of the natural world.

Our Vision:

To provide extraordinary experiences in parks and recreation, consistently exceeding the public's expectations, while:

- Inspiring environmental stewardship and education.
- Using nimble decision-making and creative solutions.
- Creating a harmonious workplace with passionate, forward-thinking staff that share true camaraderie.
- Enriching the quality of life for our community.

Our Values:

Communication: We make earnest efforts to connect regularly and effectively with residents. In addition, within the District, we talk to those impacted by our decisions; we speak openly with one another in a trustworthy environment; and we provide direct feedback to others.

Accountability: We demonstrate responsibility to the District and the community in everything we do. We have congruency between our words and our actions.

Innovation: We create an environment that inspires new ideas; we view the District through a different set of lenses; and we question why we do things the way we do. In addition, we desire to nimbly change our services in response to continuously changing customer requirements.

Integrity: We deliver on what we promise to do by adhering to the highest ethical standards. This results in trust and respect toward one another.

Teamwork: The District's greater good guides our actions. We respect others and work cooperatively and collaboratively, express our differences of opinion, and listen to one another.

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

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**PARK DISTRICT OF HIGHLAND PARK
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DISTRICT PROFILE

Established:

The Park District was founded in 1909 and is located in the City of Highland Park, Illinois along the north shore of Lake Michigan. The Park District was shaped by such people as Everett Millard, Julius Rosenwald, Jens Jensen, Mary T. Watts, Jesse Lowe Smith and others. Their belief in protecting open space and providing recreation for all the people of Highland Park has carried the District from its inception to its current vision. Established in 1909, the Park District was originally named the Highland Park East Park District. It was renamed the Park District of Highland Park in 1935. In 1973, the Park District began recreational programming. Today, the Park District manages over 650 acres of land, operates nine facilities, and offers nearly 2,800 recreation programs. Neighborhoods throughout Highland Park enjoy close proximity and easy access to parks and open spaces that offer both the recreation and solitude that only nature, as noted by progressive leaders and early naturalists, can provide.

Governance:

A five-member volunteer Board of Commissioners establishes Park District policy, strategic direction, and creates the ordinances that govern the Park District. Commissioners serve staggered terms of six years with elections every two years. The Board is responsible for the long-term direction of the Park District, elects Board officers, and appoints the Executive Director as well as the Park Board Attorney and auditor. Each Commissioner individually acts as a liaison to the District's various internal and advisory committees. The Park Board meets on the fourth Tuesday of each month and generally holds a workshop (meeting of the whole) on the second Tuesday of each month.

The present Park Board is led by President Scott Meyers, Vice President Brian Kaplan, and Commissioners Calvin Bernstein, Lori Flores Weisskopf, and Barnett Ruttenberg.

Boundaries:

The Park District serves the City of Highland Park, Illinois and a small portion of the Village of Deerfield and is located approximately 25 miles north of Chicago.

Population:

According to most recent available information, the Park District serves a population of approximately 29,882.

**PARK DISTRICT OF HIGHLAND PARK
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Demographics:	The Park District serves a highly educated (67% of residents have a post secondary degrees) community with a median household income of \$114,600 and a median age of 45.4 years. The Park District of Highland Park has approximately 13,000 housing units.
Real Estate:	The 2012 Equalized Assessed Valuation (EAV) of real estate is \$2,190,455,395.
Tax Rate:	The 2012 tax rate was \$.445 per \$100 of assessed value representing 5.8% of the total tax bill.
Fiscal Year Budget:	The fiscal year begins on April 1 and concludes on December 31 (This fiscal year is for 2014 only after which the fiscal year will shift to a calendar year). The total budget for 2014 is \$27 million with an operating budget of \$15.7 million, a capital improvement and repair budget of \$7.2 million, a debt retirement budget of \$1.6 million and a budget for inter fund transfers of \$4.1 million.
Debt Rating:	The Park District occasionally issues General Obligation Bonds or Debt Certificates for capital improvements and holds an Aaa bond rating from Moody's Investor Services on its outstanding debt. At present, there are no plans to issue additional debt during the nine month fiscal year.
Park Resources:	The Park District owns and operates more than 650 acres of land in 44 park areas comprised of community parks, neighborhood parks, play lots, dog parks and passive parks. The Park District also assists other units of local government in maintaining their property.



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Programs/Facilities:

The Park District provides a full range of indoor and outdoor activities. Major recreation programs include summer camps, ice skating, athletics, preschool, and aquatics. All told, the Park District offers approximately 3,000 distinct programs. Park District annual events include summer concerts, annual egg hunt, the Firecracker 4 5K race and other Independence Day events, a Halloween event, Woofstock, Touch a Truck, Father Daughter Dance, Autumn Fest, and a holiday train ride as well as many others.

The Park District works with several affiliates to provide a wide range of opportunities and additional services in baseball, hockey, and martial arts. The Park District also supports the Highland Park Players and Highland Park Strings by providing space and financial support for their community wide productions.

The Park District partners with other local governments such as the schools who provide facilities for the Park District's use.

Unique facilities include the Sunset Valley Golf Course, Deer Creek Courts (tennis and racquetball), Centennial Ice Arena (includes gymnastics), Hidden Creek AquaPark, the Recreation Center of Highland Park, Heller Nature Center, Park Avenue Boat Launch, and three beaches. The amenities at the parks include 23 ball diamonds, 14 soccer fields, 39 playgrounds and outdoor tennis courts and 9 miles of walking and bike trails.

The Park District is a vital part of the community and pays close attention to meeting the needs of all of its residents. As the population ages, the Park District's focus on suitable program offerings and customer service establishes and increases goodwill within the community.

The Park District is a member of the Northern Suburban Special Recreation Association (NSSRA) to provide recreational activities for residents with special needs.

**PARK DISTRICT OF HIGHLAND PARK
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Staff:	The Park District has an appointed Executive Director responsible to the Board of Commissioners for the administration of the District along with a full-time (over 1,560 hours annually) staff of 108. The District employs several hundred part-time, seasonal and temporary employees as well as many volunteers in three departments; Administration (which includes the Executive Director's support staff, Finance and Information Technology, Human Resources, and Communications); Parks , and Recreational Services .
Affiliations:	The Park District of Highland Park is a member of the National Recreation and Parks Association (NRPA) and the Illinois Association of Park Districts (IAPD).
Contact	Park District of Highland Park, 636 Ridge Road, Highland Park, IL 60035. Phone 847 831-3810. Fax 847 831-0818. Email info@pdhp.org

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**



March 11, 2014

Board of Commissioners
Park District of Highland Park
Lake County, Illinois

Honorable Commissioners:

It is with great pride that the 2014 budget is presented for your review in a fresh new comprehensive format. The Park District of Highland Park's 2014 budget remains focused on fiscal responsibility and sustainability. Much of this budget will be centered on the District's immediate future specifically as it relates to the District-wide Master Plan, Greenprint 2024. This comprehensive ten-year master plan will define community priorities as the Park District looks to invest in the infrastructure of the Park District. Divided into three phases, Engage, Analyze, and Envision, the completed plan will serve as a road map for upcoming capital projects and programming decisions.

With this budget, the Park District of Highland Park is moving to a calendar year end. As a result, this budget document covers the nine month period from April 1, 2014 through December 31, 2014. The fiscal year ending December 31, 2015 will be the first complete twelve month budget.

Budget preparation for this nine month budget began in mid-August as staff reviewed the anticipated capital projects. The final Capital Improvement Plan (CIP) is included as Appendix A of this document. The CIP is fluid and can be reprioritized as needed to accommodate new opportunities.

Staff prepared operational budgets which were then reviewed by Department Heads and the Executive Director. Program and facility budgets were analyzed based on historical results and trends, current year performance and participation, as well as future needs of the community.

2014 Budget Overview

For the nine months ending December 31, 2014 expenditures are expected to exceed revenues by \$4.7 million dollars. This is a planned reduction as the Park District continues to use the proceeds from its 2013 debt issue to fund its capital needs. Additionally, projects planned for fiscal year ending 3/31/14 that are being deferred to 2014 further increase the planned budget deficit. The deferred capital projects list is Appendix B.

From an operations standpoint, the two principal operating funds, General and Recreation, anticipate a combined surplus of \$1.3 million. Included in the operating surplus is a \$1.4 million transfer to the Capital Projects Fund and a \$700,000 debt payment.

The Park District's largest capital investment during this budget period is the Rosewood Beach improvement project, a joint endeavor with the US Army Corps of Engineers. Staff anticipates that this project will be completed in 2014.

PARK DISTRICT OF HIGHLAND PARK 2014 (9M) BUDGET

A brief summary of the budget:

- Consolidated revenue for the nine months ending 12/31/14 is \$22.3 million.
- Consolidated expenditures for the nine months ending 12/31/14 are \$27.0 million.
- Capital expenditures are estimated to be \$7.3 million with \$2.1 million of that total based on deferred projects from the prior fiscal year. (primarily Rosewood Beach)
- Proposed decrease in reserves is \$4.7 million.
- Tax support for the nine month budget represents 58.5% of total revenues. In fiscal year ending March 31, 2014 this percentage was 53.5. The increase of 5% can be attributed to the revenue, approximately \$1.2million, typically earned in the first quarter of the calendar year.

Organization

The Park District of Highland Park divides its governmental operations and component units into separate funds and account groups based on financial accountability. This budget document only includes those funds and account groups specific to the Park District of Highland Park. The District participates in the Illinois Municipal Retirement Fund (IMRF), the Northern Suburban Special Recreation Association (NSSRA), and the Park District Risk Management Association (PDRMA), but does not exercise control over financial accountability for these agencies.

Economic Condition and Outlook

The Park District tax base is heavily skewed towards personal residences with a complementary retail and corporate component. The District's ten largest taxpayers account for only 2.57% of its total EAV. Among the District's largest employers, in addition to the Park District itself, are the Highland Park Hospital, City of Highland Park, Ravinia Festival, First Bank of Highland Park, and School District 112. As of December, 2012, the City of Highland Park's unemployment rate was 5.7% which compares favorably with the County as well as the State of Illinois.

The Lake County Assessor's office assesses its properties on a triennial basis and has seen two consecutive years of declining EAVs. Per discussion with the County, this is the third year that the EAV will suffer a decrease. However, it is the belief of County personnel that this will be a relatively small decrease and that moving forward the City should show a slight increase in real estate values. However, the Park District, until this budget year, has not raised taxes in four years thus the EAV had no impact on its stand alone tax rate. Taxpayers of the Park District of Highland Park have actually seen a decrease in their tax rate as compared to other taxing bodies specific to Park District residents.

Fee-based revenues (excludes tax/bond/interest/transfers) are budgeted to generate \$7 million as compared to the \$8 million budgeted for the prior twelve month budget. This \$1 million decrease (12.5%) is due to the different number of months included in the two fiscal years. During the budget process, the District placed a critical eye on its fee structure and a greater emphasis on programs and facilities covering indirect costs whenever appropriate.

Budget Highlights

The table below summarizes the previous year's financial activity and the proposed budget. Operating revenues are expected to decrease by \$1,645,013 and expenses by \$4,279,150 relative to the 2013/ 14 budget. The reasons are many. In addition to the reductions in expenditures due to a nine month budget, the Park District is realizing savings from its payoff of its unfunded IMRF liability, reductions in insurance costs due to a PDRMA reimbursement from the alternative funding plan, the addition of increased employee contributions, a reduction in the police contract, and a continued focus on cost controls. The budget includes merit increases (proposed to increase by 3%) and increased health care costs.

	Overall Budget Comparison			
Operating	2013 Actual	13/14 Budget	13/14 Estimate	2014 Budget
Revenue	18,608,682	19,886,633	18,220,480	18,241,620
Expense	30,000,352	19,947,030	17,821,410	15,667,880
Operating Surplus(Deficit)	(11,391,670)	(60,397)	399,070	2,573,740
Non-Operating				
Expense	2,133,069	8,681,360	6,173,902	7,223,704
Debt Proceeds	6,770,000	8,955,000	9,078,524	-
Net Surplus (Deficit)	(6,754,739)	213,243	3,303,692	(4,649,964)

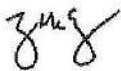
Capital projects in this budget total \$7.2 million, a decrease of approximately 1.5 million dollars from the prior fiscal year. This decrease also includes deferred capital expenditures from fiscal year ending March 31, 2014 of \$2.1 million (Appendix B).

Acknowledgements

The Department budgets included in this document are used as management tools. The baseline of activity is evaluated during the course of the year to increase the likelihood that the Park District's mission is realized and enjoyed by residents. A draft copy of the Budget and Appropriations Ordinance is included in this document as Appendix C and is recommended for approved following a hearing on April 22, 2014.

The 2014 budget is a collaborative effort and involves the efforts of supervisors, managers, support staff, and department heads throughout the District. The administration department, specifically the business office, is responsible for its final preparation as well as the preparation, filing, and distribution of the Budget and Appropriations Ordinance. The annual report is reviewed continuously during the year and could not have been accomplished without the efforts of Park District staff and the support of our Park Board Commissioners.

Respectfully submitted,



Liza McElroy
Executive Director



Elliott F. Becker
Director of Finance

PARK DISTRICT OF HIGHLAND PARK 2014 (9M) BUDGET

STRATEGIC PLAN

Park District staff, working with the Consulting firm of Heller and Heller, developed a strategic plan for the five year period from 2012 through 2016. The Park District of Highland Park aspires to be an excellent, accountable, ethical, and sustainable organization based on its strong commitment to mission, vision, and values. The Strategic Plan provides the foundation for this growth.

The recommendations included in the Plan outline future efforts and resource allocations relating to four strategic themes. This approach ensures that learning and growth of the organization relates to its strategic initiatives. Furthermore, it focuses on the customer and the ability of the agency to be financially sustainable.

Strategic Themes

The Park District of Highland Park focused on four perspectives in the development of its strategic themes and organizational goals:

- **Customer:** Be Extraordinary
- **Financial:** Responsive, Intelligent, Ethical Financial Stewardship
- **Internal Business:** Operational Excellence
- **Learning and Growth:** Think Differently

The Park District developed objectives to assist in achieving the goals outlined in each theme. Annually, these objectives are supported by desired measures leading to the development of strategic initiatives (tasks). As part of its efforts in this direction, the Park District has created committees comprised of various staff district wide to achieve each initiative as well as a timeline for completion.

Objective Statements

Be Extraordinary

Objective 1: Manage first and last impressions

Critical touch points of service include first and last impressions between staff and customers. As a result, the District will work toward ensuring that these customer transactions occur consistently and effectively through the development of standards and training.

Objective 2: Create the Wow factor

In addition to managing impressions, the District will instill a Wow factor in programs, facility operations, and service delivery. This includes the development of standards, identifying ways to exceed customer expectations, managing tangible evidence, and developing repeat business and customer loyalty.

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Objective 3- Create unique programs and services

PDHP will utilize flexibility, innovation, and industry trends in developing the District's recreation program inventory. In addition, customer knowledge is important in order for staff to offer the right array of programs. The District will capture customer data in order to align services with their needs.

Responsive, Intelligent, Ethical Financial Stewardship

Objective 1: Long term capital vision

The District recognizes the importance of effectively and efficiently allocating capital dollars for the greater good of the community. This results from good decision making processes, having many staff with different perspectives involved in the process and developing plans to refresh and renovate facilities.

Objective 2: Align resources to community need

The District will rely on statistically valid survey information and ongoing resident feedback in deciding capital priorities. Decisions will be based on providing for the greater good of the community rather than randomly reacting to special interests.

Objective 3: Create financial best practices

Financial and organizational accountability results when good processes exist for regular financial reporting, when clear policies and controls are in place, and when organizational competency is developed for excellence in financial decision making.

Operational Excellence

Objective 1: Build the brand and stronger marketing message

When the Highland Park Community hears the words, "The Park District of Highland Park," the objective is to generate a positive feeling toward the District's operations, programs, and services.

Objective 2: Strengthen Internal and external relationships

Continuously connecting with the community is of significant importance to the District. As a result, overall guidelines for communication efforts will be developed. This premise holds true for internal communications as well. Employees will work together to establish internal guidelines.

Objective 3: Strengthen and build operational procedures, processes, and park/facility/design standards

In order to operate excellently, operational procedures need to be in place and processes documented. Additionally, the ability to operate effectively and consistently will rely on the development of operational standards.

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Think Differently

Objective 1: Board and staff development

This includes identifying critical competencies of performance excellence for board and staff, allocating training resources with these competencies, and developing/selecting an overall system of training opportunities.

Objective 2: Develop an accountable work environment

The Park District embraces the notion of gaining the most effective return on investment of taxpayers' dollars. As a result, the District sets a high standard of performance by the Board and employees. This is accomplished by robust performance appraisal, ongoing feedback processes, and the measurement of organizational performance.

Objective 3: Foster a culture of innovation

Innovation requires a work culture that embraces change and is supported by encouraging staff try new processes and services. Innovative organizations operate with growth in mind and are successful in sustaining operations.



**PARK DISTRICT OF HIGHLAND PARK
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BUDGET GUIDELINES AND PROCESSES

Budget and Appropriation Ordinance

The Budget and Appropriation Ordinance appropriates all funds and is adopted after a public hearing scheduled for April 22, 2014. Up to one month before the hearing, the Park District will announce the time and location and make copies of the ordinance available for public inspection at the Park District's administrative offices - West Ridge Center, 636 Ridge Avenue, Highland Park, IL 60035. The Budget and Appropriation Ordinance is adopted before the end of the first quarter of each year and filed with the Lake County Clerk within 30 days of adoption.

Along with a certified copy of the Budget and Appropriation Ordinance, the District includes anticipated revenue during the fiscal year covered by the ordinance. The District's chief fiscal officer is responsible for certifying the revenue estimate. The ordinance outlines any probable expenditure of grant or development impact fees.

State law prohibits further appropriation at any time within the same fiscal year. After the first six months of the fiscal year, the Board of Commissioners has the authority to transfer items in any fund in the appropriation ordinance, with a two-thirds majority vote. Transfers cannot exceed 10% of the total amount appropriated for the fund or item that is having funds reallocated. The Board of Commissioners can amend the Budget and Appropriation Ordinance, using the same procedures followed when the ordinance was adopted.

The Park District uses a detailed line item budget for accounting expenditure control and financial reporting with a modified accrual basis of accounting. The Park District compares year-end estimates, the prior year's budget and the proposed budget to ensure that baseline information used for comparison purposes is reasonable.

Budget Planning Process

Preparation of the current year Capital Improvement Plan (CIP) and operating budgets run parallel to one another during the budget process. Planning for Park District's CIP began in the summer and resulted in a thoroughly researched list of project recommendations that was presented to the Board of Commissioners on November 5, 2013. The plan is subject to change based on potential new opportunities, projects requiring deferral into the December 2014 budget, the Park District's impending Master Plan, GreenPrint 2024, and the Rosewood Beach Project. The final CIP for the fiscal year is included as part of this document.

Detailed budgeting for program and operational budgets began in September as departments met individually, developed their budgets and entered the information into the Park District's finance software. In December and January, staff met with their Department Heads, business office staff, and the Executive Director to finalize the draft document to propose to the Board of Commissioners at a Workshop Meeting scheduled for March 11, 2014.

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

Public Meetings Schedule

Date	Meeting/Action	Matter
November 5, 2013	Workshop	Review Five-Year Capital Improvement Plan
March 11, 2014	Workshop	Review 2014 Proposed Budget and Proposed Budget and Appropriation Ordinance
March 12, 2014-April 22, 2014	Budget available for public viewing at Admin Office/Library	Public provided opportunity to provide its comments to board.
April 22, 2014	Public Hearing	Board hears all public comments
April 22, 2014	Regular Board Meeting	Board Considers Budget and Appropriations Ordinance

Accounting System and Budgetary Control

Budgetary control is provided by verification and approval of appropriation amounts prior to expenditures and monthly review of all individual account expenditures compared with budget appropriations. Management receives monthly reports detailing actual expenditures versus the budget on a monthly, year-to-date basis to monitor budget performance. At various times during the year, estimates will also be prepared. Expenditures are reviewed twice monthly by a designated commissioner. Any amendments to or creation of financial policies are presented to the Finance Committee initially, and subject to approval, to the entire Board of Commissioners for approval.

Program fees and taxes are proposed each year to exceed general operating expenses. The resulting operating surplus along with excess unrestricted reserves and debt management comprise funding for the Park District's Capital Improvement Program. Capital improvements are discretionary spending, while operating expenses are driven by programs benefitting the community.

A combination of user fees, sale of merchandise, interest income and taxes provide funds for services. Property taxes are one of the major sources of revenue for general operations. Each year the Park District has the opportunity to increase its levy for taxes in its operating funds by roughly the rate of inflation. Since 2010, when the District reduced taxes by 10%, taxes have remained the same. With the 2014 tax levy, the District has chosen to raise taxes by the CPI or 1.7%.

During the year, excess funds are held in insured or collateralized Certificates of Deposits, U.S. Government Securities, Illinois Funds, and the Illinois Metropolitan Fund. The securities held by the Park District are consistent with its investment policy and are short-term in nature to provide operating cash as needed. The Park District's investment policy emphasizes safety of principal, authorized investments, and collateralization of deposits.

PARK DISTRICT OF HIGHLAND PARK 2014 (9M) BUDGET

Financial Policies

A series of financial policies and procedures outlines processes for financial planning, treatment of revenue streams and control of expenditures. Each year the Park District is required to adopt an Annual Budget, which is prepared, reviewed, and presented to the Park Board. Facilities and other fixed assets are assessed regularly to protect major capital assets.

Balanced Budget

Park District policy requires the District to adopt a balanced operating budget. Under normal conditions, operating expenditures are less than the non-debt related real estate taxes and fees for services. Surplus from operations primarily funds the capital improvements. A deficit total budget would result only from discretionary spending approved by the Board for capital improvements. Any other budget deficit would require board resolution.

Long-Range Planning

The Park District values long-range planning. Each year the District reviews and revises its five-year capital plan that supplements the yearly budget to assist in determining future funding needs. The Board discusses the five-year capital plan based on program needs, community assessments, and an in-depth review of asset replacement schedules. Large expenditure projects are anticipated, planned for, and tracked against project budgets.

Asset Inventory

The Park District regularly updates and maintains its records of personal and real property owned. In 2013, the District undertook a massive inventory of all capital assets so that it may better evaluate its future needs in anticipation of GreenPrint 2024. Major capital assets, including recreation facilities, open recreation venues, and vehicle fleet is reviewed annually for repair proposals. Older facilities are reviewed to develop long-term plans for renovation or expansion.

Diversity of Revenue

The Park District is funded through real estate taxes and fees for services. The District has little or no control over the diversity of the tax base except to participate in tax incentives from the City or County to attract or retain business. Taxes are assessed twice per year - in late spring and midsummer. The Park District subscribes to a policy of varied fees for services.

Fees for Services

The Park District charges fees for recreation activities. Nonresidents may be charged a higher rate for participation. Program and activity fees are reviewed and adjusted as necessary to meet changing operating costs and/or market conditions. Staff may set fees higher than operating costs if there are additional indirect costs, such as operating maintenance, administrative overhead, and use of capital assets. Fees for programs that do not cover all costs are reviewed regularly by staff.

**PARK DISTRICT OF HIGHLAND PARK
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Infrequent Revenue

The Park District occasionally receives revenue that cannot be relied upon for ongoing funding. Examples are grants, contributions to capital projects and development impact fees. The District explores grant opportunities each year in order to help defray costs of eligible projects. If grants or contributions are designated for a specific project they are held for that project in the fund balance. The District will receive grants for its beach improvements plan at Rosewood Beach.

Other Revenue Opportunities

The Park District, in an attempt to more successfully fund the initiatives in Greenprint 2024, will create a Park District Foundation in 2014. Additionally, during the normal course of business, the District will continue to analyze all potential grant opportunities.

Debt Issuance

The real estate tax base supports facility improvements, while program fees support recreation activities. Therefore, the costs associated with acquiring and improving long-term, fixed assets are normally funded with the issuance of debt and/or surplus from operations. The Park District reviews its existing obligation structure and future liability levels before making decisions to issue new debt.

Fund Balance

The Park District intends to maintain a prudent level of financial resources, when possible, to protect against revenue shortfalls or unpredicted expenses. These levels are defined in the District's Fund Balance policy. Fund balances are expected to be maintained at a level of three to four months of budgeted expenditures.

Expenditure Accountability

The Park District regularly compares financial results to the budget. Staff presents budget variance reports to the Board. Throughout the year, Park District staff will make special presentations to the board highlighting the activity of a specific program or facility. The Board is also provided updates on the capital improvement plan.

**PARK DISTRICT OF HIGHLAND PARK
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DEBT POSITION

Overview

Each year the District invests its capital resources in projects that will help to maintain and/or improve existing infrastructure. The Board of Commissioners adheres to a philosophy that facility improvements will be provided from the real estate tax base, and program fees will support costs of operating the recreation activities. Therefore, costs associated with acquiring and improving long-term fixed assets are met with the issuance of debt and surplus from operations. The Park District reviews existing obligation structure, current and projected surplus from operations, and future liability levels before making decisions to issue new debt.

Allocated real estate taxes received debt retirements pass through the Debt Service Fund.

General Obligation Bond Indebtedness

Fiscal year	2004 Principal	2004 Interest	2005 Principal	2005 Interest	2012 Principal	2012 Interest	2013 Principal	2013 Interest	Total
2014	\$380,000	\$17,575	\$215,000	\$8,063	\$35,000	\$192,950	\$505,000	\$197,363	\$1,550,951
2015					\$660,000	\$192,600	\$515,000	\$187,263	\$1,554,863
2016					\$675,000	\$179,400	\$530,000	\$176,963	\$1,561,363
2017					\$690,000	\$159,150	\$540,000	\$166,363	\$1,555,513
Total	\$380,000	\$17,575	\$215,000	\$8,063	\$2,060,000	\$724,100	\$2,090,000	\$727,952	\$6,222,290

The District has four different debt issues outstanding. The earliest issues, as identified in the chart above are the 2004 and 2005 debt issuances which were put in place to assist in the construction of the Recreation Center of Highland Park. These two issues were refunded in 2012, but a small balance still remains on both. The 2013 issuance was to replenish its capital projects fund when resources were used to pay down a debt with unfavorable terms.

For the last several years, the Park District has maintained an Aaa bond rating from Moody's Investors Service. Moody's cites a tax base characterized by above average wealth issues, sound financial operations bolstered by ample reserves, and a manageable debt position as reasons for the rating.

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Three commonly used indices for debt measurement are charted below: percent of legal debt limit, outstanding bonded debt per capita, and general obligation debt as a percent of the equalized assessed values. Financial statistics presented below for the 2014 fiscal year were derived from estimates for EAV and unrestricted ending fund balance.

Fiscal Year	General Obligation Debt	Outstanding Debt as % of Debt Limit *	Debt/Capita	% of Equalized Assessed Value
2010	\$10,710,000	6.2%	340	.39%
2011	\$8,905,000	6.5%	283	.34%
2012	\$8,375,000	7.1%	280	.36%
2013	7,880,000	7.2%	265	.36%

*See debt limit calculation in next section.

Debt Limit

The Park District's statutory debt limit is 5% of the EAV of all taxable property located within the boundaries of the District. Bonds are not included in the computation of statutory indebtedness unless taxes levied to pay for such obligations are extended. All outstanding issues of the District are General Obligation Limited Park Bonds and therefore included in the calculation below.

The District's financial condition continues to remain healthy today as evidenced by its strong bond rating and various debt measurements listed above.

	Amount	Percent
2012 Equalized Assed Valuation	\$2,190,455,395	
Debt Limit at 5% of EAV	109,522,770	100%
Outstanding Debt:	7,880,000	7.2%
Debt Margin:	101,642,770	92.8%

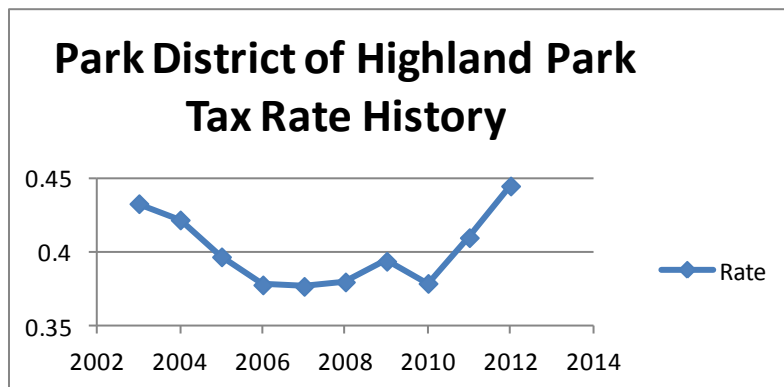
**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

TAX FUNDING

Located in Appendix D is a 10-year history of the Park District's (EAV), tax levy, and tax rates. Rate information for 2013 is estimated as final tax rates are not yet available from the county. The District's property tax collection rate has averaged in excess of 99% over the past 10 years (see 2013 Comprehensive Annual Financial Report).

The Levy Ordinance, which details the property tax request by fund, was presented and approved by the Board of Commissioners on December 19, 2013. The levy amount for each tax rate is extended against the equalized assessed valuation each year. The District is subject to two sets of tax limits: **rate limits** on the maximum rates that can be levied for a particular purpose and **tax caps**, which limit the total dollar increase in the levy the lesser of 5% or the Consumer Price Index (CPI) as published by the Illinois Department of Revenue, excluding new construction/annexation. If the levy exceeds the rate limitation, the extension is reduced to the statutory limit. New construction is not subject to the limitations imposed by tax caps. Since the Park District of Highland Park reduced its levy in 2010, new growth has not been considered in its calculations.

Summary of the District's tax rate



Much of the reason for the movement in rates as presented in the chart above comes from the relationship between the rate of growth or contraction in property values and the annual change in the rate of inflation as measured by CPI. As the District refrained from raising taxes, the District's rate has flattened out. It should be noted that the percentage of the entire resident's tax bill has decreased.

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

CONSOLIDATED 9M BUDGET ANALYSIS

Overview

The District's consolidated budget is presented in three different formats; by expenditure type, fund, and department. The goal is to provide relevant information to the individual reader, since users of budget documents can reflect a broad spectrum of types and interests.

Major/Non-Major Funds

The table on the following page summarizes the 2014 9M budget based on the District's major and non-major funds. This report format is used to present the results in the District's audited financial statements or CAFR. The funds identified as Major include the General, Recreation, and Debt Service funds. Two years ago, the District combined the Paving and Lighting, Liability, and Audit Fund with its General Fund Levy and the Museum Fund with the Recreation Levy. The IMRF portion of the Levy has been divided between the two funds based on budgeted costs. The District's only Non-Major fund is its Special Recreation Fund.



**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

PROPOSED NINE MONTH BUDGET BY FUND

Revenue		General	Recreation	Special Rec	Debt Service	Capital Projects	Total
Taxes		4,550,000	5,137,250	876,182			10,563,432
Daily Fees		29,600	1,024,410				1,054,010
Program Fees			3,775,899				3,775,899
Memberships			1,235,344				1,235,344
Rentals			978,769				978,769
Investments		8,200	48,353	6,600	17,700	120,200	201,053
Other		5,275	221,348			206,491	433,114
	Total	4,593,075	12,421,373	882,782	17,700	326,691	18,241,621
Expenditures							
Salaries and Wages		2,180,763	3,513,165				5,693,928
Benefits		360,007	517,021				877,028
Contractual		849,001	917,132	420,327		163,000	2,349,460
Supplies		267,068	352,531				619,599
Debt Service					1,555,300		1,555,300
Program Expenses			2,199,478				2,199,478
Capital			113,090			7,110,646	7,223,736
Other		758,778	1,614,308				2,373,086
	Total	4,415,617	9,226,725	420,327	1,555,300	7,273,646	22,891,615
Excess Revenues							
over Expenditures		177,458	3,194,648	462,455	(1,537,600)	(6,946,955)	(4,649,994)
Other Financing							
Debt Issuance							
Operating Transfer		(175,591)	(1,926,772)	(1,160,400)	1,519,663	1,743,100	0
Total		(175,591)	(1,926,772)	(1,160,400)	1,519,663	1,743,100	0
Net Surplus (Deficit)		1,867	1,267,876	(697,945)	(17,937)	(5,203,855)	(4,649,994)

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

Individual Fund Activity

The consolidated budget also is presented for each individual fund. The figures presented below include the District's estimated beginning fund balance at the start of the budget period (April 1, 2014) and then, combined with budgeted information, the estimated ending fund balance as of December 31, 2014.

It is Park District's philosophy to maintain fund balances equal to approximately 3 months (25%) of annual expenditures in its principal operating funds. Any excess fund balance is transferred, by Board Resolution, to the Capital Projects Fund.

PROPOSED 9M BUDGET BASED ON FUND ACTIVITY

		Budget Based on Fund Activity			
	Estimated Fund Balance 4/1/14	Revenues	Expenses	Surplus/ (Deficit)	Fund Balance 12/31/14
Fund					
General	2,510,390	4,593,075	4,591,208	1,867	2,512,257
Special Recreation	50,575	882,782	1,580,727	(697,945)	(647,370)
Recreation	6,664,836	12,421,373	11,153,497	1,267,876	7,932,712
Debt Service	8,482,429	1,537,363	1,555,300	(17,937)	8,464,492
Capital	4,892,430	2,887,091	8,090,946	(5,203,855)	(311,425)
Total	22,600,660	22,321,684	26,971,678	(4,649,994)	17,950,666

The consolidated budget also is presented by function of the District. Detailed analyses of the individual Functional Budgets and prior year results are included in the next section of this document.

PROPOSED 9M BUDGET BASED ON FUNCTIONAL ACTIVITY

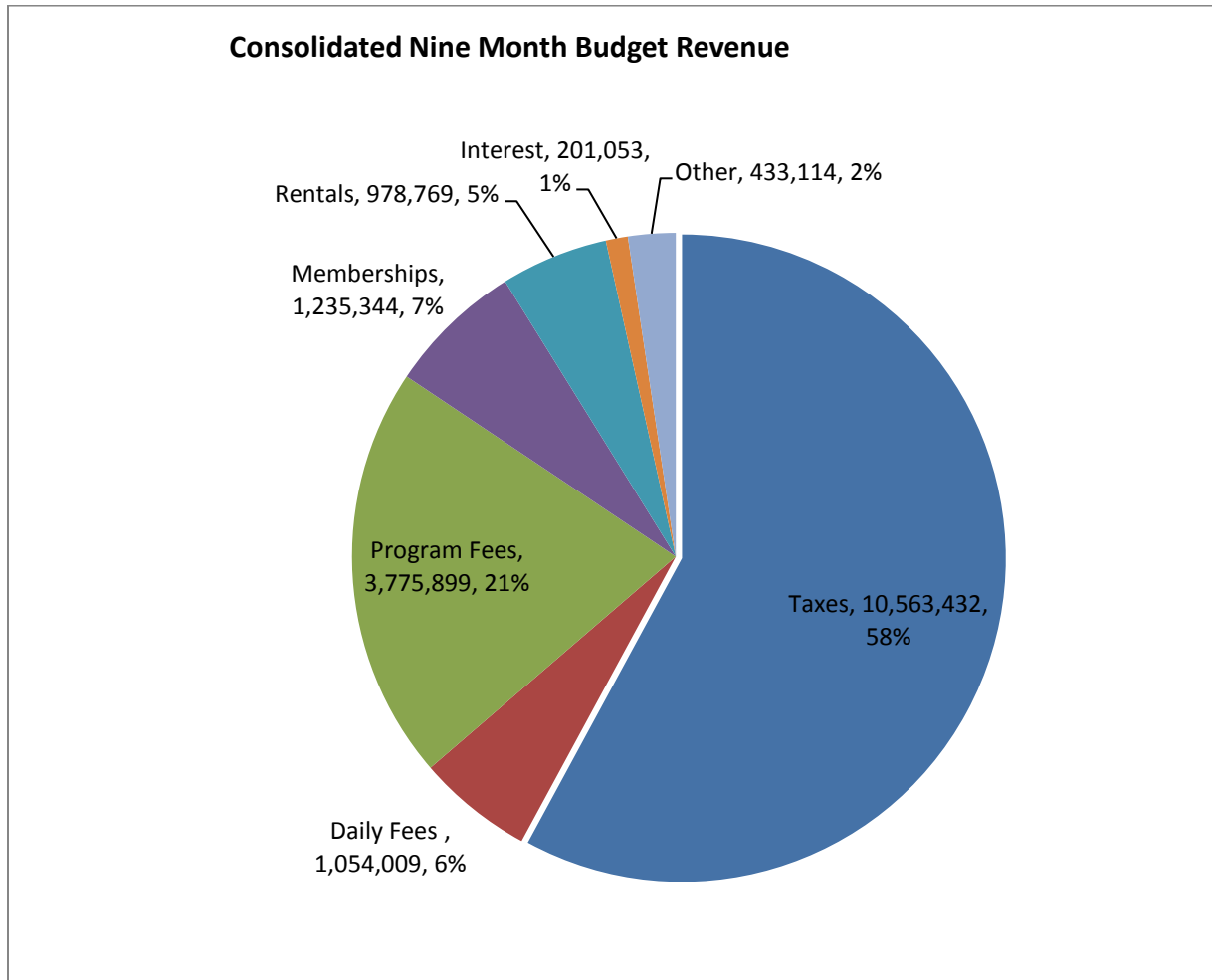
Division	Revenue	Expense	Surplus
Admin/Finance	5,788,373	11,421,344	(5,632,971)
Parks	31,875	2,243,546	(2,211,671)
Recreation	12,421,373	9,226,725	3,194,648
Total	18,241,621	22,891,615	(4,649,994)

For purposes of this document, activity in the Special Recreation, Debt Service, and Capital Projects Funds has been included in the Administration & Finance budget.

Detailed analyses of the individual Functional budgets and prior year results are included in the next section of this document.

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

CONSOLIDATED 9M BUDGET REVENUE



**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

CONSOLIDATED REVENUES VS ESTIMATES

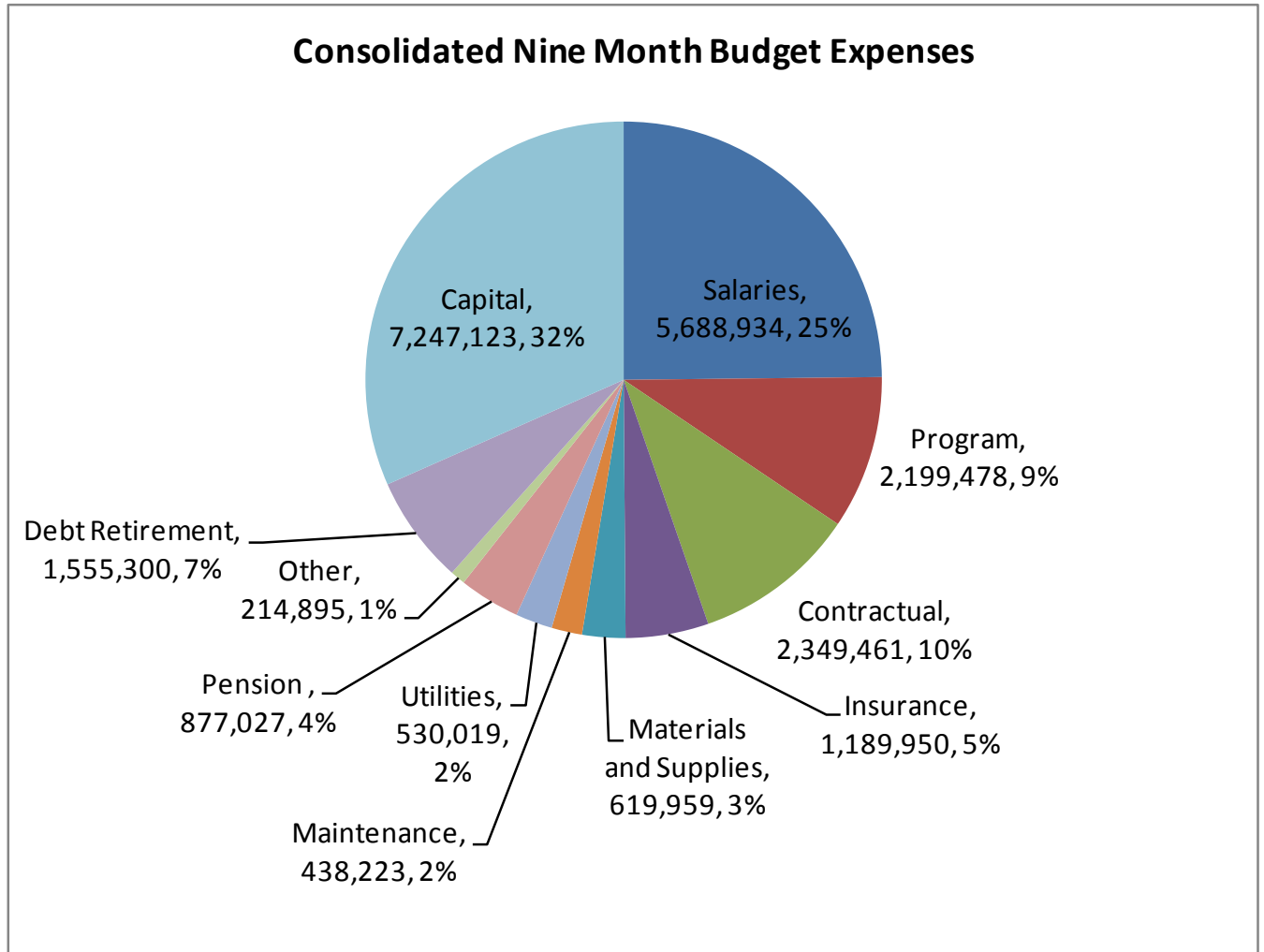
Revenue	9M Budget	Per Cent	FYE 3/14 Estimate	Per Cent	9M Budget vs Estimate	2013 Actual	2014 v 2013
Taxes	10,563,432	57.91%	9,758,593	53.56%	804,839	9,742,017	821,415
Daily Fees	1,054,009	5.78%	993,412	5.45%	60,597	1,355,074	(301,065)
Program Fees	3,775,899	20.70%	4,068,711	22.33%	(292,812)	4,162,759	(386,860)
Memberships	1,235,344	6.77%	1,405,483	7.71%	(170,139)	1,384,530	(149,186)
Rentals	978,769	5.37%	1,560,165	8.56%	(581,396)	1,231,076	(252,307)
Interest	201,053	1.10%	129,377	0.71%	71,676	241,442	(40,389)
Other	433,114	2.37%	304,739	1.67%	128,375	480,153	(47,039)
	18,241,620	1	18,220,480	1	21,140	18,597,051	(355,431)

As can be seen from the above chart, 57.91% of the budgeted revenue comes from property tax. Historically, the District generates approximately \$1.2 million in revenue during the months of January through March. In that scenario, the reliance on property tax would be reduced to 54%. 54% represents a slight increase from the prior fiscal year and is reflective of the increase in the property tax levy from prior years.

Fee structure is a critical component of the budget and was analyzed at great length. Revenues for memberships, daily fees, and program fees were restructured where appropriate resulting in increased budget revenue. Had this been a twelve month budget, revenues district-wide would have increased by an amount in excess of \$1,200,000.

PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET

CONSOLIDATED 9M BUDGET EXPENSES



**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

PROPOSED CONSOLIDATED EXPENSES VS ESTIMATES

Expenses	9M Budget	Per Cent	FYE 3/14 Estimate	Per Cent	9M Budget vs Estimate	2013 Actual	2014 v 2013
Salaries	5,688,934	24.83%	6,406,766	26.70%	(717,832)	6,575,333	(886,399)
Program	2,199,478	9.60%	2,390,576	9.96%	(191,098)	2,283,393	(83,915)
Contractual	2,349,461	10.26%	2,268,816	9.46%	80,645	2,198,584	150,877
Insurance	1,189,950	5.19%	1,747,136	7.28%	(557,186)	1,625,066	(435,116)
Materials and Supplies	619,959	2.71%	562,996	2.35%	56,963	564,619	55,340
Maintenance	438,223	1.91%	390,216	1.63%	48,007	285,543	152,680
Utilities	530,019	2.31%	568,103	2.37%	(38,084)	684,772	(154,753)
Pension	877,027	3.83%	1,388,454	5.79%	(511,427)	7,794,048	(6,917,021)
Other	214,895	0.94%	282,146	1.18%	(67,251)	245,317	(30,422)
Debt Retirement	1,555,300	6.79%	1,816,201	7.57%	(260,901)	7,677,857	(6,122,557)
Capital	7,247,123	31.63%	6,173,902	25.73%	1,073,221	2,133,069	5,114,054
	22,910,369	1	23,995,312	1	-1,084,943	22,011,358	899,011

The 2014 nine month consolidated budget captures all budgeted expenditures of the District including capital projects. This document provides a summary of the capital projects slated for the nine month budget year in Appendix A. For additional project information, refer to the District's five-year CIP (2014-2018).

As is typically the case, salaries (25%) and capital (32%) represent the largest costs to the District. However, what is typical for this Park District is for salaries to exceed capital. This is not the case for two reasons; the nine month year has reduced salaries and the deferred projects have added two million dollars in capital.

PARK DISTRICT OF HIGHLAND PARK 2014 (9M) BUDGET

DISTRICT WIDE BUDGET COMPARISON

	2013 Actual	13/14 Budget	13/14 Fiscal Year End Estimate	2014(9 mos) Budget	13/14 Bud vs Fiscal Year End Estimate	Per Cent	13/14 Bud vs 2014 (9 mos) Budget	Per Cent	Budget 3/31/2015 12 M (EST)	3/31/15 vs 13/14 Fiscal Est.	Per Cent
Property Tax	9,604,888	9,710,677	9,609,140	10,428,432	101,537	1.0%	717,755	6.9%	10,428,534	819,394	8.53%
Replacement Tax	137,129	160,000	149,453	135,000	10,547	6.6%	(25,000)	-18.5%	135,000	(14,453)	-9.67%
Investment Income	241,442	125,900	129,377	201,053	(3,477)	-2.8%	75,153	37.4%	249,866	120,489	93.13%
Daily Fees	1,355,074	1,309,800	993,412	1,054,009	316,388	24.2%	(255,791)	-24.3%	1,258,882	265,470	26.72%
Program Fees	4,162,759	4,302,430	4,068,711	3,775,899	233,719	5.4%	(526,531)	-13.9%	4,269,778	201,067	4.94%
Membership Fees	1,384,530	1,488,100	1,405,483	1,235,344	82,617	5.6%	(252,756)	-20.5%	1,526,782	121,299	8.63%
Rental Income	1,231,076	1,228,990	1,560,165	978,769	(331,175)	-26.9%	(250,221)	-25.6%	1,278,408	(281,757)	-18.06%
Retail Sales	81,315	99,923	48,675	62,745	51,248	51.3%	(37,178)	-59.3%	79,678	31,003	63.69%
Other	410,468	1,460,813	256,064	370,369	1,204,749	82.5%	(1,090,444)	-294.4%	208,828	(47,236)	-18.45%
Total Revenue	18,608,682	19,886,633	18,220,480	18,241,620	1,666,153	8.4%	(1,645,013)	-9.0%	19,435,756	1,215,276	6.67%
Salaries and Wages	6,604,134	7,062,429	6,406,766	5,693,928	655,664	9.3%	(1,368,501)	-24.0%	7,563,764	1,156,999	18.06%
Program Fees	2,283,393	2,466,670	2,390,576	2,199,478	76,094	3.1%	(267,192)	-12.1%	2,349,945	(40,631)	-1.70%
Contractual Services	2,218,074	3,316,239	2,268,816	2,349,461	1,047,423	31.6%	(966,778)	-41.1%	2,863,334	594,517	26.20%
Insurance	1,634,574	1,811,827	1,747,136	1,189,950	64,691	3.6%	(621,877)	-52.3%	1,475,699	(271,437)	-15.54%
Materials and Supplies	567,584	643,045	562,996	619,599	80,049	12.4%	(23,446)	-3.8%	745,191	182,195	32.36%
Maintenance	285,749	423,152	390,216	438,223	32,936	7.8%	15,071	3.4%	539,873	149,657	38.35%
Utilities	687,124	738,272	568,103	530,019	170,169	23.0%	(208,253)	-39.3%	760,106	192,003	33.80%
Pension	7,796,545	1,568,382	1,388,454	877,027	179,928	11.5%	(691,355)	-78.8%	1,111,989	(276,465)	-19.91%
Other	245,317	229,589	282,146	214,895	(52,557)	-22.9%	(14,694)	-6.8%	260,987	(21,159)	-7.50%
Debt Service	7,677,857	1,687,425	1,816,201	1,555,300	(128,776)	-7.6%	(132,125)	-8.5%	1,753,916	(62,285)	-3.43%
Total Expenses	30,000,352	19,947,030	17,821,410	15,667,880	2,125,619	10.7%	(4,279,150)	-27%	19,424,804	1,603,394	9.00%
Operating Surplus (deficit)	(11,391,670)	(60,397)	399,070	2,573,740	(459,467)	761%	2,634,137	102%	10,952	(388,118)	-97.26%
Debt Proceeds	6,770,000	8,955,000	9,078,524	0	(123,524)	-1.4%	(8,955,000)	0%	10,105	(9,068,419)	-99.89%
Capital	2,133,069	8,681,360	6,173,902	7,223,704	2,507,458	28.9%	(1,457,656)	-20.2%	7,223,704	1,049,802	17.00%
Total Other	4,840,449	543,440	3,043,242	7,223,704	(2,499,802)	-460%	6,680,264	92%	(7,213,599)	(10,256,841)	-337.04%
Net Surplus	(6,754,738)	213,243	3,303,692	(4,649,964)	(3,090,449)	-1449%	(4,863,207)	105%	(7,202,647)	(10,506,339)	-318.02%

Above is a summary by type of all revenue and expenses for the nine month budget along with comparisons. A detailed analysis of the budget will be included in the departmental analyses that follow.

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

ADMINISTRATION DEPARTMENT

Administration

The Administration Department, led by the Executive Director, oversees the operation of the entire agency. The Department assists in the planning of all major park and facility additions and improvements, establishes and maintains a system of strong financial controls, manages and maintains the District's technology infrastructure, administers human resources policies and procedures, and provides multifaceted marketing and communication material for the Park District of Highland Park while providing administrative and operational support to other Park District departments.

The Administration Department is responsible for the management of the District's short and long term planning, financial, human resources, risk management, information systems and marketing and communications activities. The Department's budget includes property tax receipts, grants, development impact fees, and investment income. The Department's expenditures include administrative operating and support expenses. The Administration Department is also responsible for managing membership in its Special Recreation Association (Special Recreation Fund), debt management (Debt Service Fund) and costing and managing large capital projects (Capital Projects Fund).

Administration develops, recommends and implements long-range financial plans. The Department acts as primary liaison with the elected Board of Commissioners in setting financial priorities and is responsible for adhering to the Open Meetings Act and Freedom of Information Act requirements. Administration prepares, maintains and files official Park District records, ordinances and resolutions in accordance with applicable statutes.

Planning and Projects

Planning and project management technical and managerial work involves master design/planning, and working in conjunction with the Finance Department in developing and managing the District's five-year CIP. The department implements an improvement and replacement program for the District's properties including facilities, open space, beaches, outdoor athletic areas, and pavement and park facilities. Planning staff also manages all natural areas acreage with the assistance of a volunteer crew.

Finance

The Finance Department is responsible for all aspects of accounting, finance and record-keeping for the Park District. The Finance Department manages the annual operating budget process and works in conjunction with Planning to prepare the District's five-year capital improvement plan. Planning staff tracks all capital projects from planning stage through project closeout. Staff implements a program of periodic internal reviews including petty cash and cash registers count, payroll and inventory. Staff implements effective control of receipts and disbursements, reviews and monitors debt management procedures, protects cash and assets through sound internal control, and invests surplus funds to earn a market rate of return and ensure preservation of capital. The Department controls District's record in compliance with the Local Government Records Act.

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

Information Technology

The IT Department maintains all centralized voice, security, and network infrastructure and end user technologies. IT coordinates all software and hardware purchases and implementation, as well as maintenance of a secure computer environment with reliable and usable data. IT further provides strategic support in developing data analytics and serves as principal design and support for multimedia throughout the District.

IT Staff is responsible for management of District's telephone communications and voice mail systems, photocopier purchases (leases) and maintenance contracts.

Human Resources

Staff develops, implements, and communicates benefit programs and policies including health and life insurance, workers' compensation, retirement plans, employee assistance, employee recognition, unemployment insurance, supplemental retirement compensation, vacation, sick time, and all other benefits.

Human Resources develops and administers the compensation management programs for full-time exempt and non-exempt personnel researches, develops and implements wage and salary notifications in policy, and researches and implements part-time wage schedules. Staff prepares bi-weekly payroll and all required government payroll reports in conjunction with third party administrator and monitors documented time for compliance with the Fair Labor Standards Act and other satisfactory internal controls.

Human Resources develops, implements, and communicates personnel policies and procedures to the Park District staff.

Risk management coordinates the District-wide loss reduction programs in cooperation with the Park District Risk Management Agency (PDRMA) that includes employee on-the-job safety through education, training, physical assessment, and accident prevention. Risk Management also coordinates the security systems of the District, including the door locks, keyless entry, alarm and camera systems. The Safety Coordinator works under the direction of the Human Resources Manager.

Marketing and Communications

The Marketing and Communications Department is responsible for development and execution of all District marketing, publicity, media outreach, public relations, social media, advertising and promotional strategies. Staff conducts strategic analysis, develops interactive marketing opportunities and serves as liaison to several community partners. The Department oversees the District website and external communication plan, seasonal recreation brochures and printed program and event materials in addition to maintaining District graphic standards, including branding and logo identity.

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

ADMINISTRATION DEPARTMENT COMPARISON

	2013 Actual	13/14 Budget	13/14 Fiscal Year End Estimate	2014 Budget	13/14 Bud vs Fiscal Year End Estimate	Per Cent	13/14 Bud vs 2014 (9 mos) Budget	Per Cent	Budget 3/31/2015 12 M (EST)	3/31/15 vs 13/14 Fiscal Est.	Per Cent
Property Tax	5,060,136	5,986,830	5,906,639	5,291,182	80,191	1.3%	(695,648)	-13.1%	5,291,284	(615,355)	-10%
Replacement Tax	137,129	160,000	149,453	135,000	10,547	6.6%	(25,000)	-18.5%	135,000	(14,453)	-10%
Investment Income	150,448	75,900	81,755	152,700	(5,855)	-7.7%	76,800	50.3%	201,513	119,758	146%
Daily Fees	0	0			0		0			0	0%
Program Fees	0	0			0		0			0	0%
Membership Fees	0	0			0		0			0	0%
Rental Income	0	0			0		0			0	0%
Retail Sales	0	0			0		0			0	0%
Other	101,449	1,285,440	23,375	209,491	1,262,065	98.2%	(1,075,949)	-513.6%	11,847	(11,528)	-49%
Total Revenue	5,449,161	7,508,170	6,161,222	5,788,373	1,346,948	17.9%	(1,719,797)	-29.7%	5,639,644	(521,578)	-8%
Salaries and Wages	992,147	1,212,801	984,019	987,564	228,782	18.9%	(225,237)	-22.8%	1,316,752	332,733	34%
Program Fees	0	0		0	0		0		0	0	0%
Contractual Services	987,276	1,866,711	1,140,427	1,215,060	726,284	38.9%	(651,651)	-53.6%	1,479,377	338,950	30%
Insurance	576,280	531,561	571,082	270,087	(39,521)	-7.4%	(261,474)	-96.8%	368,629	(202,453)	-35%
Materials and Supplies	37,988	46,186	63,000	56,772	(16,814)	-36.4%	10,586	18.6%	74,149	11,149	18%
Maintenance	42,777	33,270	47,500	23,930	(14,230)	-42.8%	(9,340)	-39.0%	30,779	(16,721)	-35%
Utilities	48,096	41,776	43,347	33,090	(1,571)	-3.8%	(8,686)	-26.2%	53,622	10,275	24%
Pension	7,203,259	968,024	916,567	168,896	51,457	5.3%	(799,128)	-473.1%	225,195	(691,372)	-75%
Other	928	0	0	0	0		0		0	0	0%
Debt Service	7,677,857	1,687,425	1,816,201	1,555,300	(128,776)	-7.6%	(132,125)	-8.5%	1,753,916	(62,285)	-3%
Total Expenses	17,566,608	6,387,754	5,582,143	4,310,699	805,611	12.6%	(2,077,055)	-48.2%	5,302,419	(279,724)	-5%
Operating Surplus (deficit)	(12,117,447)	1,120,416	579,079	1,477,674	541,337	48.3%	357,258	24.2%	337,225	(241,854)	-42%
Debt Proceeds	6,770,000	8,955,000	9,078,524	0	0	0.0%	0	0.0%	10,105	(9,068,419)	-100%
Capital	2,031,310	8,546,460	6,104,592	7,110,614	0	0.0%	0	0.0%	7,110,614	1,006,022	16%
Total Other	4,738,690	408,540	2,973,932	(7,110,614)	0	0.0%	0	0.0%	(7,100,509)	(10,074,441)	-339%
Net Surplus	(7,378,757)	1,528,956	3,553,011	(5,632,940)	541,337	35.4%	357,258	24%	(6,763,284)	9,832,587	277%

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

Administration Budget Highlights

Revenue

Total revenue is budgeted to decrease by 29.7% as the composition of the tax levy intentionally directed more funds to the Recreation Fund. The General Fund is designed to break even to more clearly segregate the administrative and parks functions from recreation based activity. The nine month budget will also reduce, by one payment, the number of times the District receives Replacement Tax Revenue from the State of Illinois.

Salary and Wages

Employee wages are expected to decrease by 22.8% or \$225,237 compared to the prior year as the nine month budget only contains 20 of 26 payrolls. However, wages are budgeted to increase by 3% based on the District's merit pool. This increase is comparable with other area park districts. The Special Projects Manager Position has been eliminated and a Capital Construction Manager will be hired at an annual savings of approximately \$30,000.

The District also realized savings during the current year as estimates for wages are over \$200,000 less than what was budgeted. The primary reason the estimate for salaries is less than what was budgeted is because positions that were anticipated to be active for twelve months went unfilled for portions of the year.

Other payroll related expenses such as IMRF, FICA, and Health Insurance are impacted in a similar manner.

Employee Benefits

As has been the trend in recent years, health care costs continue to rise. In response to that situation, the District increased employee contributions and redesigned its benefit structure slightly. Through its relationship with PDRMA, the District participated in an alternative funding structure that has accumulated a balance of \$160,000 as of December 31, 2013. PDRMA has discontinued this program and to that end, the District is offsetting its costs for health insurance by \$150,000. District wide, the Park District will pay \$1.1 million dollars in health insurance premiums net of employee contributions. In fiscal 2014, staff estimates that it will pay approximately \$1.4 million in health insurance.

Contractual Services

The administration department has budgeted \$1,215,060 which is approximately \$700,000 less than the prior twelve month period, but consistent with the first nine months of the fiscal year ending March 31, 2014. These costs are primarily made up of anticipated legal and other professional fees and an upgraded phone system. Also included in contractual services is the annual Member Agency Contribution from the Northern Suburban Special Recreation Association (NSSRA) totaling \$285,000. The decrease is also reflective of the completion of the master plan.

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

Supplies

The Administration Department has budgeted \$56,772 for supplies during the nine month period which represents an increase over the prior year's twelve month total of \$46,186. The increase reflects the costs anticipated to be incurred by the Communications Department which was previously accounted for in the Recreation Fund.

Fund Transfers

In order to provide meaningful comparisons, the Park District has not included transfers between funds in the financial statements. The following transfers have been budgeted.

- The Capital Projects Fund receives a \$1.4 million transfer from the Recreation Fund to account for estimated excess fund balances in the Recreation Funds.
- The Special Recreation Fund transfers \$1,160,400 to the Capital Projects Fund to account for its share of Capital Projects
- The Debt Service Fund receives \$817,300 from the Capital Projects Fund for payment on a prior debt issue.
- In 2013, the Park District issued debt primarily to replenish its reserves after it paid off its IMRF liability. The annual debt service amount is approximately \$700,000 and is paid by transfers from the General and Recreation Funds based on the percentage of the IMRF costs incurred by each fund. In the nine month budget, the General Fund will pay \$175,591 and Recreation \$526,772.

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

PARKS DEPARTMENT

The mission of the Parks Department is to provide safe, well maintained recreation areas to meet the needs of the Park District of Highland Park residents and to provide support to the other District Departments.

Areas of responsibility include repair and primary maintenance of park areas, facilities and buildings, maintaining the District's fleet of vehicles and other park equipment.

The Parks Department is responsible for general maintenance and upkeep of all District grounds with the exception of the Sunset Valley Golf Course. This includes, but is not limited to turf, trees, shrubs and landscape areas, including those areas belonging to other local government agencies. Maintenance also includes athletic field preparation. The Parks Department responds to service requests for work at facilities for electrical work and other minor repairs. The Parks Department is also responsible for maintaining the District's fleet and equipment and for specialty maintenance such as pest/vegetation control, snow removal, the outdoor ice rink, and special event support.



**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

PARKS DEPARTMENT COMPARISON

	2013 Actual	13/14 Budget	13/14 Fiscal Year End Estimate	2014 Budget	13/14 Bud vs Fiscal Year End Estimate	Per Cent	13/14 Bud vs 2014 (9 mos) Budget	Per Cent	Budget 3/31/2015 12 M (EST)	3/31/15 vs 13/14 Fiscal Est.	Per Cent
Property Tax	0	0	0	0	0		0		0	0	0
Replacement Tax	0	0	0	0	0		0		0	0	0
Investment Income	0	0	0	0	0		0		0	0	0
Daily Fees	47,286	30,900	44,000	29,600	(13,100)	-42.4%	(1,300)	-4.4%	40,572	(3,428)	-8%
Program Fees	0	0	0	0	0		0		0	0	0
Membership Fees	0	0	0	0	0		0		0	0	0
Rental Income	0	0	0	0	0		0		0	0	0
Retail Sales	256	200	200	200	0	0.0%	0	0.0%	211	11	6%
Other	71,780	1,700	1,800	2,075	(100)	-5.9%	375	18.1%	2,277	477	27%
Total Revenue	119,323	32,800	46,000	31,875	(13,200)	-40.2%	(925)	-2.9%	43,060	(2,940)	-6%
Salaries and Wages	1,284,378	1,358,973	1,274,197	1,193,199	84,776	6.2%	(165,774)	-13.9%	1,590,932	316,735	0
Program Fees	0	0	0	0	0		0		0	0	0
Contractual Services	151,592	185,872	148,627	217,269	37,245	20.0%	31,397	14.5%	226,472	77,845	52%
Insurance	308,497	371,139	371,378	276,726	(239)	-0.1%	(94,413)	-34.1%	331,149	(40,229)	-11%
Materials and Supplies	182,407	218,716	182,154	210,296	36,562	16.7%	(8,420)	-4.0%	248,623	66,469	36%
Maintenance	58,374	100,402	100,732	110,969	(330)	-0.3%	10,567	9.5%	139,351	38,619	38%
Utilities	54,229	58,367	50,509	43,977	7,858	13.5%	(14,390)	-32.7%	70,129	19,620	39%
Pension	105,361	110,393	103,735	191,110	6,658	6.0%	80,717	42.2%	254,813	151,078	146%
Other	0	0	0	0	0		0		0	0	0
Debt Service	0	0	0	0	0		0		0	0	0
Total Expenses	2,144,838	2,403,862	2,231,332	2,243,546	172,530	7.2%	(160,316)	-7.1%	2,861,469	630,137	28%
Operating Surplus (deficit)	(2,025,515)	(2,371,062)	(2,185,332)	(2,211,671)	(185,730)	7.8%	159,391	-7.2%	(2,818,409)	(633,077)	29%
Debt Proceeds	0	0	0	0	0		0		0	0	0
Capital	0	0	0	0	0		0		0	0	0
Total Other	0	0	0	0	0		0		0	0	0
Net Surplus	(2,025,515)	(2,371,062)	(2,185,332)	(2,211,671)	(185,730)	7.8%	159,391	-7.2%	(2,818,409)	(633,077)	29%

PARK DISTRICT OF HIGHLAND PARK 2014 (9M) BUDGET

Parks Department Budget Highlights

Revenue

Revenue primarily reflects the sale of permits for the use of picnic shelters and dog licenses. On occasion the department will receive donations such as the one received for the Debbie Gottlieb Beitler dog park in fiscal 2013.

Salaries and Wages

The bulk of wages budgeted in the Parks Department are for part-time and seasonal help primarily between April and November. As a result, on a comparison basis, salaries and wages reflect a 14% decrease from the prior year, or about 10% less than most other administrative areas. Based on the workload study conducted in fiscal 13/14, this budget will include the addition of one administrative staff person.

Contractual Services

Despite this being a nine month budget, contractual services actually shows a year over year increase as well as an increase compared to the estimate. The bulk of activity requiring these services are landscape and turf maintenance which occur in the summer and represent nearly two-thirds of the total costs indicated in the budget.

Pension-This increase is reflective of an increase in full-year part-time and seasonal salaries and is essentially the related FICA on those additional salaries.



**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

RECREATION SERVICES DEPARTMENT

The Recreation Services Department provides the residents of the Park District of Highland Park with the opportunity to learn new skills, gather information, socialize, exercise, learn about and appreciate nature, and spend their available recreation time safely and wisely through quality programs, services, and special events at various Park District facilities and trips to local and national destinations.

The Recreation Services Department is responsible for Customer Relations, Facility Operations, and programs and services at West Ridge Center, Heller Nature Center, Recreation Center of Highland Park, Centennial Ice Arena, Deer Creek Courts, Sunset Valley Golf Course, Park Avenue, Rosewood Beach, and Hidden Creek AquaPark.

The Recreation Services Department is a liaison to ten affiliates either as a direct sponsor or as a provider of Park District space. The Recreation Department works closely with these groups, fostering good communication to ensure quality programs and services to our residents.

The Recreation Services Administration provides overall support and direction for recreation programs and services for each age, ability and interest represented in the community.

Customer service offices perform registration activity for programs services and rentals for many of the District facilities. Although registration is available throughout the District, the West Ridge Center is its principal location.

West Ridge Center

West Ridge Center was built in the early 1930's and acquired from the school district in 1979. The facility houses the District's administration offices as well as a wide variety of preschool, school age, and adult programs. It is also the home of the Jammin' Jungle, an indoor tot play area, and Safety Town. Programs supporting athletics, camps, preschool, and special events are administered from the West Ridge Center.

Hidden Creek Aqua Park

Hidden Creek AquaPark has provided thrills and spills for all ages since 1997. The water park boasts two water slides, zero depth entry, water playground, six lap lanes, sand play area, and concessions.

Park Avenue Boating Facility

Park Avenue Boating Facility features a concrete ramp and sand launching ramp, two parking lots, and two boat storage areas. It is also home to the North Shore Yacht Club. The Park Avenue Clubhouse is available to the general public for private rentals.

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

Centennial Ice Arena

Centennial Ice Arena was built in 1973 and houses indoor ice for hockey, figure skating, and free skate as well as the District's gymnastics program. Programs include skating school and skill level gymnastics as well as the annual ice show.

Sunset Valley Golf Course

Sunset Valley Golf Course has been a premier North Shore golf course since 1920. This 18-hole, par 72 course is the annual host of the North Shore Amateur Tournament. PGA professionals offer golf lessons and clinics for all ages and skill levels. Sunset Valley also offers a golf camp.

Recreation Center of Highland Park

The Recreation Center of Highland Park which was built in 2005 is the newest Park District facility. Members and guests benefit from a full range of fitness equipment, personal training, group exercise classes, swimming pool, walking track and basketball courts.

Heller Nature Center

The Heller Nature Center was built in 1980 and is surrounded by the 97 acre nature preserve. Built as an environmental learning facility, Heller hosts an indoor Nature Exhibit, environmental programs, events, campfires, Wander Woods, and a working bee colony.

Deer Creek Courts

The Deer Creek Courts were built in 1976 and boast six indoor tennis courts, three racquetball and two wallyball courts as well as an indoor golf practice area. Leagues, lessons, camps, and events are offered for all ages and skill levels.

Swimming Beach

Historically, the swimming beach equates to Rosewood Beach. However, in this budget period, Rosewood Beach will be under construction. As a result, the District has made accommodations to provide a swimming beach at Park Avenue. Additionally, the District has made arrangements, through an intergovernmental agreement, to use the beach of a neighboring community during this time period.

PARK DISTRICT OF HIGHLAND PARK 2014 (9M) BUDGET

RECREATION SERVICES COMPARISON

	2013 Actual	13/14 Budget	13/14 Fiscal Year End Estimate	2014 Budget	13/14 Bud vs Fiscal Year End Estimate	Per Cent	13/14 Bud vs 2014 (9 mos) Budget	Per Cent	Budget 3/31/2015 12 M (EST)	3/31/15 vs 13/14 Fiscal Est.	Per Cent
Property Tax	4,544,752	3,723,847	3,702,501	5,137,250	21,346	0.6%	1,413,403	27.5%	5,137,250	1,434,749	38.75%
Replacement Tax	0	0	0	0	0	0.0%	0	0.0%	0	0	0.00%
Investment Income	90,994	50,000	47,622	48,353	2,378	4.8%	(1,647)	-3.4%	48,353	731	1.53%
Daily Fees	1,307,788	1,278,900	949,412	1,024,409	329,488	25.8%	(254,491)	-24.8%	1,218,310	268,898	28.32%
Program Fees	4,162,759	4,302,430	4,068,711	3,775,899	233,719	5.4%	(526,531)	-13.9%	4,269,778	201,067	4.94%
Membership Fees	1,384,530	1,488,100	1,405,483	1,235,344	82,617	5.6%	(252,756)	-20.5%	1,526,782	121,299	8.63%
Rental Income	1,231,076	1,228,990	1,560,165	978,769	(331,175)	-26.9%	(250,221)	-25.6%	1,278,408	(281,757)	-18.06%
Retail Sales	81,059	99,723	48,475	62,545	51,248	51.4%	(37,178)	-59.4%	79,467	30,992	63.93%
Other	237,239	173,673	230,889	158,803	(57,216)	-32.9%	(14,870)	-9.4%	194,704	(36,185)	-15.67%
Total Revenue	13,040,198	12,345,663	12,013,258	12,421,372	332,405	2.7%	75,709	0.6%	13,753,052	1,739,794	14.48%
Salaries and Wages	4,327,609	4,490,655	4,148,550	3,513,165	342,106	7.6%	(977,490)	-27.8%	4,656,080	507,531	12.23%
Program Fees	2,283,393	2,466,670	2,390,576	2,199,478	76,094	3.1%	(267,192)	-12.1%	2,349,945	(40,631)	-1.70%
Contractual Services	1,079,206	1,263,656	979,762	917,132	283,894	22.5%	(346,524)	-37.8%	1,157,485	177,722	18.14%
Insurance	749,797	909,127	804,676	643,137	104,451	11.5%	(265,990)	-41.4%	775,921	(28,755)	-3.57%
Materials and Supplies	347,188	378,143	317,842	352,531	60,301	15.9%	(25,612)	-7.3%	422,419	104,577	32.90%
Maintenance	184,598	289,480	241,984	303,324	47,496	16.4%	13,844	4.6%	369,743	127,759	52.80%
Utilities	584,799	638,129	474,247	452,952	163,882	25.7%	(185,177)	-40.9%	636,355	162,108	34.18%
Pension	487,926	489,965	368,152	517,021	121,813	24.9%	27,056	5.2%	631,981	263,829	71.66%
Other	244,389	229,589	282,146	214,895	(52,557)	-22.9%	(14,694)	-6.8%	260,987	(21,159)	-7.50%
Debt Service	0	0		0	0	0.0%	0	0.0%	0	0	0.00%
Total Expenses	10,288,906	11,155,414	10,007,935	9,113,635	1,147,478	10.3%	(2,041,779)	-22.4%	11,260,916	1,252,981	12.52%
Operating Surplus (deficit)	2,751,293	1,190,249	2,005,323	3,307,737	(815,074)	-68.5%	2,117,488	64.0%	2,492,136	486,813	24.28%
Debt Proceeds	0	0	0	0	0	0.0%	0	0.0%	0	0	0.00%
Capital	101,759	134,900	69,310	113,090	65,590	48.6%	(14,694)	-13.0%	113,090	43,780	63.17%
Total Other	101,759	134,900	69,310	113,090	65,590	48.6%	(21,810)	-19.3%	(113,090)	(43,780)	-63.17%
Net Surplus	2,649,534	1,055,349	1,936,013	3,194,647	(880,664)	-83.4%	2,139,298	83.3%	2,379,046	530,593	27.41%

PARK DISTRICT OF HIGHLAND PARK 2014 (9M) BUDGET

RECREATION SERVICES COMPARISON

REVENUES	ACTUAL FY 2013	BUDGET FY 2014	PROJECTED FY 2014	BUDGET vs PROJECTION	PERCENT CHANGE	BUDGET 12/31/2014 (9M)	BUDGET 3/31/2015 12 M (EST)	BUDGET 2014 vs 12/31/14 (9M)	PERCENT CHANGE	ESTIMATED 14 vs ESTIMATED 15	PERCENT CHANGE
Administration	4,658,792	3,777,947	3,769,803	(8,144)	-0.22%	5,201,903	5,236,903	1,423,956	37.69%	1,467,100	38.92%
West Ridge	544,734	603,840	530,580	(73,260)	-12.13%	380,896	520,580	(222,944)	-36.92%	(10,000)	-1.88%
Athletics	823,554	1,007,641	889,275	(118,366)	-11.75%	814,034	915,418	(193,607)	-19.21%	26,143	2.94%
Camps	938,652	898,308	832,811	(65,497)	-7.29%	896,534	896,534	(1,774)	-0.20%	63,723	7.65%
Special Events	27,109	45,253	62,751	17,498	38.67%	40,713	63,313	(4,540)	-10.03%	562	0.90%
Hidden Creek Aquapark	510,340	494,567	400,674	(93,893)	-18.98%	469,924	469,924	(24,643)	-4.98%	69,250	17.28%
Centennial Ice Arena	1,066,171	1,017,013	1,127,393	110,380	10.85%	776,190	1,088,500	(240,823)	-23.68%	(38,893)	-3.45%
Park Avenue Beach	92,140	77,176	47,068	(30,108)	-39.01%	75,196	75,196	(1,980)	-2.57%	28,128	59.76%
Recreation Center of Highland Park	1,665,797	1,700,831	1,751,296	50,465	2.97%	1,393,008	1,823,000	(307,823)	-18.10%	71,704	4.09%
Heller Nature Center	328,067	336,974	298,567	(38,407)	-11.40%	314,984	324,984	(21,990)	-6.53%	26,417	8.85%
Deer Creek Courts	1,305,498	1,319,068	1,279,549	(39,519)	-3.00%	1,002,374	1,280,500	(316,694)	-24.01%	951	0.07%
Sunset Valley Golf Course	1,067,713	1,067,045	1,014,488	(52,557)	-4.93%	1,055,616	1,058,200	(11,429)	-1.07%	43,712	4.31%
Swimming Beach	11,631	11,900	9,003	(2,897)	-24.34%	0	0	(11,900)	-100.00%	(9003)	-100.00%
TOTALS	13,040,198	12,357,563	12,013,258	(344,305)	-2.79%	12,421,372	13,753,052	63,809	0.52%	1,739,794	14.48%

EXPENSES	ACTUAL FY 2013	BUDGET FY 2014	PROJECTED FY 2014	BUDGET vs PROJECTION	PERCENT CHANGE	BUDGET 12/31/2014 (9M)	BUDGET 3/31/2015 12 M (EST)	BUDGET 2014 vs 12/31/14 (9M)	PERCENT CHANGE	ESTIMATED 14 vs ESTIMATED 15	PERCENT CHANGE
Administration	1,870,763	2,038,010	1,724,105	(313,905)	-15.40%	1,614,221	2,161,616	(423,789)	-20.79%	437,511	25.38%
West Ridge	811,789	855,818	724,410	(131,408)	-15.35%	624,665	783,812	(231,153)	-27.01%	59,402	8.20%
Athletics	873,057	1,050,559	895,610	(154,949)	-14.75%	828,323	955,241	(222,236)	-21.15%	59,631	6.66%
Communications	275,490	196,600	40,983	(155,617)	-79.15%	0	0	(196,600)	-100.00%	(40,983)	-100.00%
Camps	653,205	626,798	566,578	(60,220)	-9.61%	616,963	642,518	(9,835)	-1.57%	75,940	13.40%
Special Events	159,987	191,973	194,214	2,241	1.17%	197,584	205,784	5,611	2.92%	11,570	5.96%
Hidden Creek AquaPark	555,011	656,544	491,399	(165,145)	-25.15%	623,822	640,000	(33,262)	-5.07%	148,601	30.24%
Centennial Ice Arena	848,432	972,269	947,112	(25,157)	-2.59%	697,491	960,282	(274,778)	-28.26%	13,170	1.39%
Park Avenue Beach	77,980	64,406	48,681	(15,725)	-24.42%	94,748	113,169	30,342	47.11%	64,488	132.47%
Recreation Center of Highland Park	1,787,854	1,839,088	1,719,702	(119,386)	-6.49%	1,427,584	1,902,000	(411,504)	-22.38%	182,298	10.60%
Heller Nature Center	536,137	640,098	620,426	(19,672)	-3.07%	554,670	660,000	(85,428)	-13.35%	39,574	6.38%
Deer Creek Courts	928,345	990,322	963,189	(27,133)	-2.74%	836,826	982,400	(153,496)	-15.50%	19,211	1.99%
Sunset Valley Golf Course	946,794	1,167,829	1,085,839	(81,990)	-7.02%	1,060,475	1,195,800	(107,354)	-9.19%	109,961	10.13%
Swimming Beach	65,281	61,459	55,429	(6,030)	-9.81%	49,893	53,300	(11,566)	-18.82%	(2,129)	-3.84%
TOTALS	10,390,125	11,351,773	10,077,677	(1,268,066)	-214.39%	9,226,725	11,255,922	(2,125,048)	-233.05%	1,178,245	11.69%

NET	ACTUAL FY 2013	BUDGET FY 2014	PROJECTED FY 2014	BUDGET vs PROJECTION	PERCENT CHANGE	BUDGET 12/31/2014 (9M)	BUDGET 3/31/2015 12 M (EST)	BUDGET 2014 vs 12/31/14 (9M)	PERCENT CHANGE	ESTIMATED 14 vs ESTIMATED 15	PERCENT CHANGE
Administration	2,788,029	1,739,937	2,045,698	305,761	17.57%	3,587,682	3,075,287	1,847,745	106.20%	1,029,589	50.33%
West Ridge	(267,055)	(251,978)	(193,830)	58,148	-23.08%	(243,769)	(263,232)	8,209	-3.26%	(69,402)	35.81%
Athletics	(49,503)	(42,918)	(6,335)	36,583	-85.24%	(14,289)	(39,823)	28,629	-66.71%	(33,488)	528.62%
Communications	(275,491)	(196,600)	(40,983)	155,617	-79.15%	0	0	196,600	-100.00%	40,983	-100.00%
Camps	285,447	271,510	266,233	(5,277)	-1.94%	279,571	254,016	8,061	2.97%	(12,217)	-4.59%
Special Events	(132,878)	(146,720)	(131,463)	15,257	-10.40%	(156,871)	(142,471)	(10,151)	6.92%	(11,008)	8.37%
Hidden Creek AquaPark	(44,671)	(161,977)	(90,725)	71,252	-43.99%	(153,358)	(170,076)	8,619	-5.32%	(79,351)	87.46%
Centennial Ice Arena	217,739	44,744	180,281	135,537	302.92%	78,699	128,218	33,955	75.89%	(52,063)	-28.88%
Park Avenue Beach	14,160	12,770	(1,613)	(14,383)	-112.63%	(19,552)	(37,973)	(32,322)	-253.11%	(36,360)	2254.18%
Recreation Center of Highland Park	(122,057)	(138,257)	31,594	169,851	-122.85%	(34,576)	(79,000)	103,681	-74.99%	(110,594)	-350.05%
Heller Nature Center	(208,070)	(303,124)	(321,859)	(18,735)	6.18%	(239,686)	(335,016)	63,438	-20.93%	(13,157)	4.09%
Deer Creek Courts	377,153	328,746	316,360	(12,386)	-3.77%	165,548	298,100	(163,198)	-49.64%	(18,260)	-5.77%
Sunset Valley Golf Course	120,919	(100,784)	(71,351)	29,433	-29.20%	(4,859)	(137,600)	95,925	-95.18%	(66,249)	92.85%
Swimming Beach	(53,650)	(49,559)	(46,426)	3,133	-6.32%	(49,893)	(53,300)	(334)	0.67%	(6,874)	14.81%
TOTALS	2,650,072	1,005,790	1,935,581	926,658	92.13%	3,194,647	2,497,130	2,188,857	217.63%	568,423	29.37%

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

Recreation Services Budget Highlights

Revenue

Property tax revenue is budgeted to increase by 27% or \$1.4 million due to a reallocation of the tax levy between the General and Recreation Funds. The remaining budgeted revenues are primarily related to programs and facility fees and will be discussed below.

Salaries and wages

As was the case with the General Fund, salaries are far less than their anticipated levels. In some cases, the fund is under budget because budgeted staff did not work a full twelve months. This discrepancy is far more pronounced in the Recreation Fund as much of the staffing is based on weather related activity. As an example, if the weather is poor and Hidden Creek is not open, the District does not incur lifeguard costs. Once again, benefits related to salaries are also impacted.

Contractual Services

As compared to the budget, the estimate for the twelve month period is far less than anticipated. Much of this shortfall is the result of savings in processing charges such as credit card fees and the institution of an electronic funds transfer program for the District's users.

Utilities

The reduction in utilities of 38% exceeds the normal 25% expected reduction for number of months covered because the months of January, February and March are three of the months, in addition to the summer months, that generate the largest costs.

Programs and Facilities

Out of the remaining \$7.3 million in budgeted revenue, \$7 million is derived from programs or revenues earned at the District's facilities.

A significant change to this year's budget is the allocation of the District's contribution to the Illinois Municipal Retirement Fund. Previously, these expenditures have been paid out of the General Fund. However, in the nine month budget, these expenditures are charged at the highest level possible – generally by unit (West Ridge Center, Athletics, etc.). This will have a negative impact on all of the analysis below to the extent of their IMRF eligible wages. The same is true with respect to the employer's share of FICA as well as health insurance.

Further, with this budget, staff focused a great deal on fee structure and establishing standards by which revenues should exceed direct expenses-30%.

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

West Ridge Center

The West Ridge Center generates its revenues primarily from preschool, martial arts, and various adult and youth programs such as art and dance. Additionally, the West Ridge Center houses the District's administrative offices and recreation program management staff. As a result of the administrative burden, the West Ridge Center loses money.

Overall, the West Ridge Center reflects a deficit budget of \$243,769 as opposed to an estimated twelve month deficit of \$193,830. Revenues are down 37% which is reflective of the shortened time period and a slight decrease in program registration and rentals at the center.

This budget estimates that programs at the West Ridge Center will bring in 1,640 participants.

Athletics

The athletics department manages many different programs and camps. Revenue is generated from program fees and rentals. Overall, the nine month budget for athletics reflects a budgeted deficit of \$14,289 as opposed to an estimated deficit of \$6,335 for the budget ending March 31, 2014. The budgeted deficit for 2014 was \$42,918.

There are programs, basketball as an example, that carry over from the fall through the spring and thus will hit both the nine month budget and the subsequent 2015 fiscal year budget. In addition to the program revenue, athletics generates sponsorship revenues for its Sandlot Sluggers, All-Star Basketball and flag football programs.

This budget estimates that athletic programs will attract 3,555 participants.

Camps

The Park District offers 11 different types of camps with varied options for participation. These programs are managed by the West Ridge recreation staff.

The budget for camp reflects a surplus of \$279,571 which is approximately the same as the prior year's budget and estimate for twelve months. The net for the camp program is typically around \$250,000-\$270,000.

Staff is challenged with changing demographics which results in fewer camp-aged children and a very competitive market place. Please note this budget does not include facility specific camps such as athletics, golf, tennis, or Heller Nature Center camps.

This budget estimates that athletic programs will attract 814 participants.

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

Special Events

The District has a number of special events which are offered to the public for free or at a minimum charge. The Park District's goal is to spend approximately \$5 per Park District resident on special events. The 2014 9M budget achieves that goal.

It is very difficult to track the number of people that attend PDHP special events due to the size and scope of the activities.

Hidden Creek AquaPark

As is the case with most outdoor pools, the success or failure of the facility is heavily weather dependent. This is evident by comparing the summer 2012 and summer 2013 pool revenues.

The 2014 9M budget estimates a deficit of \$153,358 as compared to an estimate of \$90,725. The increased deficit is the result of \$30,000 in capital items and additional charges for IMRF and FICA which were referred to earlier in the report.

This budget estimates that the Hidden Creek AquaPark will receive 42,000 visits.

Park Avenue

Park Avenue generates the majority of its revenue from boat storage and the sale of boat ramp season passes. The budget for Park Avenue typically breaks even. This summer, the north end of Park Avenue will be supervised for swimming.

Centennial Ice Arena

Operationally, Centennial is coming off a great year. Surplus projections are \$135,537 higher than budget. This can be attributed to the restructuring of programs which resulted in an increase in revenues and decrease in expenses.

The budgeted 2014 9M surplus is \$78,699. The reason for this decrease is because the 9M budget does not include the months of January through March which is the busiest time for Centennial Ice Arena.

This budget is based on total usage of the Centennial Ice Arena by 21,239 participants.

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

Sunset Valley Golf Course

The Sunset Valley Golf Course is broken down into two components; the pro shop and course maintenance. As is the case with Hidden Creek, the success of the course is highly weather dependent.

The nine month budget reflects a deficit of \$4,859. The 2013/14 budget deficit was \$100,784. It is estimated that the deficit will be \$71,351, better than anticipated.

The financial picture at Sunset Valley is on the upswing, (no pun intended). This can be attributed to a much stronger marketing program, a continuing push to reduce expenses, and any and all opportunities to increase play.

Including lessons and golf camp, this budget assumes 30,106 users of Sunset Valley Golf Course.

Recreation Center of Highland Park

The Recreation Center is divided up into three centers; administrative, fitness, and aquatics.

The estimates for this facility, all centers combined, is a surplus of \$31,594. This is a significant improvement as the budgeted deficit is \$138,000. The increased sale of memberships and personal training packages along with a focus on decreasing expenses reflects this change.

The 2014 9M budget shows a deficit of \$34,576. It is important to note that the months of January through March traditionally bring substantial revenues, particularly in the area of fitness.

Administration-Revenues for the administrative center are generated from rentals and child care. Expenses in this area remain flat from year to year. The administration center absorbs the operating costs for the facility.

Fitness-As memberships continue to increase along with personal training, revenues for the fitness center continue to be more profitable. The 2014 9M budgeted surplus for fitness is \$635,222.

Aquatics-Operations in Aquatics for the current fiscal year are projected to end \$25,000 better than budget. The 2014 9M budget anticipates a deficit of \$41,000, which like fitness, generates heavier activity in the winter months.

This budget is estimating 135,000 visits.

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

Deer Creek Courts

Deer Creek Courts include both outdoor and indoor tennis as well as racquetball. The Deer Creek operation is a profitable one with revenues budgeted to exceed expenditures by \$165,548.

Like the Recreation Center and Centennial, three of the busiest months at Deer Creek are January through March.

This budget estimates that Deer Creek will have 28,797 participants.

Swimming Beach

As stated earlier, the Swimming Beach in this budget relates to a temporary set up at Park Avenue. There will be no fees charged for using the beach. Expenditures totaling \$49,893 represent the costs related to the normal operations at Rosewood.

Heller Nature Center

Like the West Ridge Center, Heller Nature Center is a facility that generates revenue primarily from programs with some additional revenue earned from rentals, camps, and the sale of merchandise (Heller Honey). This budget reflects a deficit of \$239,686 as opposed to an estimated deficit for the prior twelve months of \$321,859. Clearly, much of the decrease in the deficit is reflective of the expenses saved for the first three months of the calendar year. However, revenues for next year are anticipated to exceed the prior year's twelve month total by \$16,000.

This budget estimates that 5,151 participants will take part in Heller programs.

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

Appendix A

**Park District of Highland Park
Capital Projects
Fiscal Year Ending December 31, 2014 (9 months)**

Park District of Highland Park Capital Projects Fiscal Year Ending December 31, 2014 (9 months)		Appendix A	
Description		2014	
Annual Expenditures			
Asphalt Allowance (SR)		119,000	
Natural Areas Management		12,500	
ADA Transition Plan Previously \$250,000) (SR) (150,000 + 30K Carryover)		180,000	
Playground Surface Replacement Various (SR)		13,000	
			324,500
Cloverdale Tennis and Woodridge Basketball Repair		37,000	
			37,000
District-wide			
District-wide Master Plan		313,000	
Plan Development and Park Sign Replacement		50,000	
Emerald Ash Borer Removal		115,000	
Lightning Monitoring		100,000	
Security Enhancement		70,000	
			648,000
Parks			
Heavy Duty Truck- Dump/Flatbed- carry over from 2013-2004		85,000	
4 x4 Pickup w/Plow/Lift		30,000	
4 x4 Pickup w/Plow/Lift		30,000	
4 x4 Pickup w/Plow/Lift		30,000	
Light Duty Pickup 4 x 2 w/lift/tow package		20,000	
Crew Cab Pickup (New)		27,000	
Cargo Van/Service Body Pickup		29,000	
Tractor/Loader		60,000	
Enclosed Landscape Trailer		10,000	

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

Natural Areas 2005 Chevy Pickup 2 wd	20,000	
		341,000
Danny Cunniff Park		
Irrigation -Danny Cunniff Baseball	25,000	
Retention Pond Dredging	32,000	
Playgrounds Replacement (SR)	450,000	
		507,000
Kennedy Park		
Demo of Existing Playground (replaces \$220,000 for Playground Repl)	30,000	
		30,000
Millard Park		
Garden Walk Rebuild	13,000	
Demolition of Building	245,000	
Parking Lot (No SR)	24,500	
		282,500
Old Elm Park		
Tennis Court Asphalt Overlay	11,500	
		11,500
Rosewood Beach		
Beach Improvements (SR Component)	3,705,000	
GLFER	200,000	
Relocate SWIMCAST	12,500	
		3,917,500
Skokie River Woods		
Restoration Monitoring & Maintenance	10,000	
		10,000
Grant from Lake County	-10,000	
		-10,000
Sunset Woods Park		
Playground Replacement Phase II-planning/development (SR)	65,000	
Tennis Court Overlay/Repair/Color	68,000	
		133,000
Totals	6,232,000	6,232,000
Facilities		
Facility Wide		
Burglar Alarm Systems Assessment & Specifications	40,000	
		40,000

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

Centennial Ice Arena		
Sound System	120,000	
		120,000
Deer Creek Courts		
Curtain Biter Under All Backdrops w/6" velcro	10,500	
RB Court Enclosures (temp glass w/air supply)	15,000	
		25,500
Heller Nature Center		
Classroom in woods sunroom replacement/public BR (Previously \$16,000)	45,000	
		45,000
Hidden Creek AquaPark		
Water Playground Floor (SR)	50,000	
Concession Flooring	10,500	
		60,500
Park Avenue Beach		
Boat Launch and Ramp	500,000	
		500,000
Sunset Valley Golf Course/HPCC		
Toro Greensmower	29,000	
Toro Greensmower	29,000	
Pickup Truck with Plow	34,000	
Maintenance building renovations- roof sewer electrical	10,500	
		102,500
Recreation Center of Highland Park		
Free Weight Equip on Fitness Floor	30,000	
Cardio Upgrade/Replacement	30,000	
Sewage Pump Replacement	12,000	
HVAC Compressor for Dectron	10,500	
Television (cardio theatre)	15,000	
Lighting (energy audit)	20,000	
		117,500
West Ridge Center		
Boiler VFDs and Zone Controls	20,614	
State Rebate	(16,491)	
		4,123
Total Facilities	1,015,123	1,015,123
Fiscal period ending December 31, 2014	7,247,123	7,247,123

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

Appendix B

Deferred Projects- Deferred Projects are capital projects that were budgeted in 2013/14 that were not completed and have been added to the Capital Plan in Appendix A

Millard Demolition	\$ 269,500
ADA Transition Plan	\$ 30,000
Rosewood Beach	\$1,705,000
Heavy Duty Dump Truck/Flatbed	\$ 85,000
Total	\$2,089,500

Appendix C

PARK DISTRICT OF HIGHLAND PARK 2014 (9M) BUDGET

PARK DISTRICT OF HIGHLAND PARK COMBINED BUDGET

AND

APPROPRIATION ORDINANCE

APRIL 1, 2014 TO DECEMBER 31, 2014

BOARD OF PARK COMMISSIONERS

Scott Meyers, President

Brian Kaplan, Vice President

Calvin A. Bernstein

Lori Flores Weisskopf

Barnett Ruttenberg

Elliott Becker, Treasurer

Liza McElroy, Executive Director

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

ORDINANCE NO -14-05

**AN ORDINANCE FOR A COMBINED BUDGET AND APPROPRIATION
FOR THE PARK DISTRICT OF HIGHLAND PARK FOR
THE FISCAL YEAR BEGINNING
APRIL 1, 2014 AND ENDING DECEMBER 31, 2014**

WHEREAS, the Board of Park Commissioners of the Park District of Highland Park, Lake County, Illinois caused to be prepared in tentative form an annual combined Budget and Appropriation Ordinance and the Secretary of this Board made the same conveniently available to public inspection for at least thirty days prior to final action thereon, and

WHEREAS, a public hearing was held as to such Budget and Appropriation Ordinance on the 22nd day of April, 2014 and notice of said hearing was given at least one week prior thereto as required by law and all other legal requirements have been complied with,

**NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF PARK COMMISSIONERS OF THE PARK
DISTRICT OF HIGHLAND PARK, LAKE COUNTY, ILLINOIS AS FOLLOWS:**

SECTION 1: That the amounts herein set forth, or so much thereof as may be authorized by law and as may be needed, are hereby budgeted and appropriated for the corporate purposes of the Park District of Highland Park, Lake County, Illinois to defray all necessary expenses and liabilities of said Park District as specified in Section 2 for the fiscal year beginning April 1, 2014 and ending December 31, 2014.

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

SECTION 2: The amount budgeted and appropriated for each object or purpose as follows:

I. The Amount Budgeted and Appropriated

For General Purposes:

	<u>Budget</u>	<u>Appropriation</u>
Salaries	\$2,180,763	\$2,398,839
Contractual Services	849,002	933,902
Insurance- Health & Life	546,813	601,494
Materials & Supplies	267,068	2 93,775
Maintenance & Landscaping	134,899	148,389
Utilities	77,067	84,774
Pension		396,008
Transfers Out	360,007	<u>193,150</u>
	<u>175,591</u>	
Total Amount Appropriated for		
General Fund:	<u>\$4,591,210</u>	<u>\$5,050,331</u>

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

II. The Amount Budgeted and Appropriated
for District's Share of Expenses of Joint
Recreational Programs for the Handicapped:

Transfer to Capital Projects Fund	\$1,160,400	\$1,276,440
Payments to North Suburban Recreation Association (N.S.S.R.A.)	<u>420,327</u>	<u>462,360</u>
Total Budgeted and Appropriated for Handicapped Recreation Fund:	<u>\$1,580,727</u>	<u>\$1,738,800</u>

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

III. The Amount Budgeted and Appropriated

for Recreation Purposes	<u>Budget</u>	<u>Appropriation</u>
Salaries	\$3,513,173	\$3,864,490
Contractual Services	917,132	1,008,845
Insurance- Health & Life	643,131	707,444
Materials & Supplies	352,531	387,784
Maintenance & Landscaping	303,324	333,656
Utilities	452,952	498,247
Pension Contributions	517,022	568,724
Cost of Goods Sold	28,050	30,855
Instructional Program Expenses	2,386,410	2,625,051
Capital Outlay	113,090	124,399
Transfer Out	<u>1,926,772</u>	<u>2,119,449</u>
Total Budgeted and Appropriated for the Recreation Fund	<u>\$11,153,587</u>	<u>\$12,268,946</u>

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

IV. The Amount Budgeted and Appropriated for

The Debt Service Fund:

Principal	\$1,135,000	\$1,248,500
Interest	420,300	462,330
Total Budgeted and Appropriated for the	<u>\$1,555,300</u>	<u>\$1,710,830</u>
Debt Service Fund:		

V. The Amount Budgeted and Appropriated for the

Capital Projects Fund:

Contractual Services	\$163,000	\$179,300
Capital Outlay		7,821,675
Transfer to Debt Service Fund	7,110,614	899,030
	817,300	
Total Amount Budgeted and Appropriated for		
the Capital Projects Fund	<u>\$8,090,914</u>	<u>\$8,900,005</u>

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

Total Estimated Expenditures Budgeted (All Funds) \$6,971,737

Total Estimated Expenditures Appropriated (All Funds) \$29,668,912

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

Summary of Funds Budgeted and Appropriated

	<u>Budget</u>	<u>Appropriation</u>
General Fund	\$4,591,210	\$5,050,331
Special Recreation Fund	1,580,727	1,738,800
Recreation Fund	11,153,587	12,268,946
Debt Service Fund	1,555,300	1,710,830
Capital Projects Fund	8,090,914	8,900,005
Total Budgeted	<u>\$26,971,738</u>	
Total Appropriated		<u>\$29,668,912</u>

Each of said sums of money and the aggregate thereof are deemed necessary by the Board of Park Commissioners of the Park District of Highland Park to defray the necessary expenses and liabilities of the foresaid Park District during the fiscal year beginning the 1st day of April, 2014 and ending the 31st day of December, 2014 for the respective purpose set forth.

SECTION 3: All unexpended balances of the appropriations for the fiscal year ending the 31st day of March 2014, and prior years to the extent not otherwise re-appropriated for other purposes herein are hereby specifically re-appropriated 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, pursuant to law.

All receipts and revenue not specifically appropriated, and all unexpended balances from the preceding fiscal years not required for the purpose for which they were appropriated and levied shall constitute the general fund and shall be placed to the credit of such fund.

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

SECTION 4: Pursuant to law, the following determinations have been and are hereby made a part hereof;

(A) Cash on hand and short term investments at the beginning of the fiscal year:

\$25,030,548

(B). Estimate of cash expected to be received during the fiscal year from all sources:

\$18,241,620

(C). Estimate of expenditures contemplated for the fiscal year:

\$26,971,737

(D). Estimated cash and short term investments expected to be on hand at the end of the fiscal year:

\$16,300,430

SECTION 5: All ordinances or parts of ordinances conflicting with any of the provisions of this Ordinance be and the same are hereby modified or repealed. If any item or portion of this Ordinance is for any reason held invalid, such decision shall not affect the validity of the remaining portion of such item or the remainder of this Ordinance.

SECTION 6: This Ordinance is not intended or required to be in support of or in relation to any tax levy made by the Park District during the fiscal year beginning April 1, 2014 and ending December 31, 2014, or any other fiscal year.

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

SECTION 7: This Ordinance shall be in full force and effect immediately upon its passage and approval according to law. A Certified copy of the Ordinance shall be filed with the County Clerk of Lake County, Illinois, together with the certificate of the Chief Fiscal Officer of the Park District certifying revenues by source anticipated to be received by the Park District, within thirty (30) days after its passage and approval, as provided by law.

Adopted the 22nd day of April 2014 pursuant to roll call vote.

Roll Call Vote: Ayes:

Nays:

Absent not Voting:

Ordinance Approved:

Scott Meyers, President
Board of Park Commissioners
Park District of Highland Park

ATTEST:

Liza McElroy, Executive Director and Secretary
Board of Park Commissioners
Park District of Highland Park

SEAL

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

STATE OF ILLINOIS)

)SS

COUNTY OF LAKE)

CERTIFICATION

I, Elliott Becker the duly qualified and acting Treasurer of the Park District of Highland Park, and the keeper of the financial records thereof,

DO HEREBY CERTIFY that the ANTICIPATED REVENUES BY SOURCE, to be received by the Park District of Highland Park, Lake County, Illinois for the fiscal year beginning on the 1st day of April, 2014 and ending on the 31st day of December 2014 are as follows:

General real estate tax revenues	10,428,432
Personal property replacement tax revenue	135,000
Investment earnings revenue	201,053
Daily fees	1,054,010
Rental revenue	978,769
Program user fees	3,775,899
Merchandising retail sales revenue	62,745
Membership revenue	1,235,344
Miscellaneous revenue	370,369
Transfers	<u>4,080,063</u>
	<u>\$22,321,684</u>

The above is certified this 22nd Day of April 2014

Elliott Becker, Treasurer
Park District of Highland Park

ATTEST:

SEAL

Liza McElroy, Executive Director and Secretary
Board of Park Commissioners
Park District of Highland Park

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

STATE OF ILLINOIS)

)SS

COUNTY OF LAKE)

SECRETARY'S CERTIFICATE

I, Liza McElroy, do hereby certify that I am Secretary of the Board of Park Commissioners of the Park District of Highland Park, Lake County, Illinois and as such official, I am keeper of the records, ordinances, files and seal of said Park District, and

I HEREBY CERTIFY that the foregoing instrument is a true and correct copy of Ordinance No 14-05.

AN ORDINANCE FOR A COMBINED BUDGET AND APPROPRIATION FOR THE PARK DISTRICT OF HIGHLAND PARK FOR THE FISCAL YEAR BEGINNING APRIL 1, 2014 ENDING DECEMBER 31, 2014

of the Park District of Highland Park, Lake County, Illinois adopted at a duly called Regular Meeting of the Board of Park Commissioners of the Park District of Highland Park, held at Highland Park, Illinois in said District at 6:00 p.m. on the 22nd day of April, 2014.

I do further certify that the deliberations of the Board on the adoption of said ordinance were conducted openly, that the vote on the adoption of said resolution was taken openly, that said meeting was called and held at a specified time and place convenient to the public, that notice of said meeting was duly given to all of the news media requesting such notice, that said meeting was called and held in strict compliance with all of the Open Meetings Act of the State of Illinois, as amended, and with the provisions of the Park District Code of the State of Illinois, as amended, and that the Board has complied with all of the provisions of said Act and said Code and with all of the procedural rules of the Board.

IN WITNESS WHEREOF, I hereunto affix my official signature and the seal of said Park District of Highland Park, Illinois, this 22 day of April, 2014.

(SEAL)

Liza McElroy, Secretary
Board of Park Commissioners
Park District of Highland Park

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

Appendix D

Last Ten Years Tax Rates and EAV

Levy Year	2003	2004	2005	2006	2007
EAV	1,934,132,113	2,071,215,890	2,322,651,577	2,543,789,626	2,712,949,269
Corporate	0.098	0.100	0.098	0.099	0.100
IMRF	0.022	0.020	0.020	0.020	0.019
Police	0.011	0.009	0.009	0.007	0.007
Audit	0.002	0.002	0.001	0.001	0.001
Liability	0.024	0.025	0.025	0.021	0.017
Special Rec	0.026	0.026	0.024	0.020	0.025
Recreation	0.161	0.157	0.143	0.139	0.140
Debt	0.070	0.066	0.059	0.053	0.050
Museum	0.019	0.017	0.018	0.018	0.018
	0.433	0.422	0.397	0.378	0.377
Levy Year	2008	2009	2010	2011	2012
EAV	2,819,017,917	2,741,900,593	2,587,013,944	2,354,383,357	2,190,455,395
Corporate	0.101	0.103	0.136	0.150	0.256
IMRF	0.019	0.022	0.016	0.017	0.000
Police	0.009	0.010	0.011	0.012	0.000
Audit	0.001	0.001	0.000	0.000	0.000
Liability	0.016	0.015	0.008	0.009	0.000
Special Rec	0.025	0.024	0.026	0.028	0.018
Recreation	0.142	0.151	0.161	0.171	0.171
Debt	0.048	0.049	0.000	0.000	0.000
Museum	0.019	0.019	0.021	0.023	0.000
	0.380	0.394	0.379	0.410	0.445

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

Appendix E

Staff

The Park District has several classifications of employees. The first distinction is if the employee works more than 1,000 hours per year. Those employees contribute to, and eventually may be eligible for retirement benefits from IMRF. Within the IMRF classification are year-round, full-time; year-round, part-time, and seasonal, part-time employees. Full-time employees receive additional benefits such as vacation and health insurance (if they work over 1,560 hours annually).

Non-IMRF employees work less than 1,000 per year but may work many hours during certain seasons (such as camp counselors or lifeguards). In addition some part-time non-IMRF employees work throughout the year as program instructors for special projects or programs.

The Park District issued 699 W-2 forms at the end of 2013 as opposed to 720 W-2s in 2012.

Full-Time IMRF (40 hours)	77
Full-Time IMRF (over 30)	32
Total	109

The Park District paid hourly employees for 271,628.13 hours which translates to 130.6 FTE. The District employs 38 salaried employees which brings the total staffing to 168.6 FTE.

**PARK DISTRICT OF HIGHLAND PARK
2014 (9M) BUDGET**

Appendix F

GLOSSARY

Annual Budget:-A plan proposed by the Park District Board of Commissioners for raising and expending monies for the recreation interests of residents.

Appropriations- Amounts expended for the administration, maintenance and management of properties and programs for the Park District of Highland Park.

B & A: - Budget and Appropriations Ordinance considered by the Board of Commissioners.

Board of Commissioners: Independent board of five, elected at-large by residents of the Park District of Highland Park.

CAFR- Comprehensive Annual Financial Report

CIP- CIP Is the acronym for the Park District of Highland Park's District-wide Capital Improvement Plan.

CPRP- Certified Park and Recreation Professional, a designation for professionals with a bachelor's or higher degree that meets certain years of experience and successfully pass an NRPA examination.

Deferred Projects: Capital projects that were appropriated and considered important enough for continued work in the next fiscal year.

EAV: Equalized Assessed Valuation, property value on which real estate taxes are levied.

Fund: Fiscal and accounting tool with a self-balancing set of accounts to record revenue and expenditures.

GFOA- Government Finance Officers Association, a group that promotes the professional management of governments for the public benefit.

IAPD: Illinois Association of Park Districts, a statewide organization of park districts that promotes quality of life through education, research, and advocacy.

IMRF- Illinois Municipal Retirement Fund, a state-established retirement fund for municipal workers. (Employees and the District pay into this defined benefit plan.)

IPRA- Illinois Parks and Recreation Association a statewide organization of park and recreation professional advocating the benefits of parks, recreation, and conservation.

Major/Non-Major Funds- A fund is considered major if it is the primary operating fund of the District or its assets, liabilities, revenues, or expenses are at least 10% of the corresponding total for all funds.

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Modified Accrual Accounting- An accounting method commonly used by government agencies. Revenues are recognized when they become available and measurable; expenditures generally are recognized when liabilities are incurred.

NRPA- National Parks and Recreation Association, an organization of citizen boards and professionals interested in parks and recreation operations in the United States.

NSSRA- Northern Suburban Special Recreation Association, an association of 12 park districts and villages that pool resources to serve adults and children with disabilities.

PDRMA- Park District Risk Management Association, an association of more than 150 park and conservation districts that pool resources to maximize safe park conditions while managing the risk of recreation activities.

Tax Levy- The amount the Park District requests from property owners, commercial and residential, to fund recreation activities of the communities.

Tax Rates- The rate derived from dividing the tax levy by the EAV (The tax rate, combined for all funds, is multiplied by the equalized assessed valuation of each real estate parcel to arrive at the taxes owed by each parcel owner. Amounts are billed semiannually, usually in May and August.)