

Budget 2015

Fiscal Dates: Park District of Highland Park, Illinois
January 1, 2015-December 31, 2015 Lake County, Illinois

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





Park District of Highland Park 2015 Annual Budget

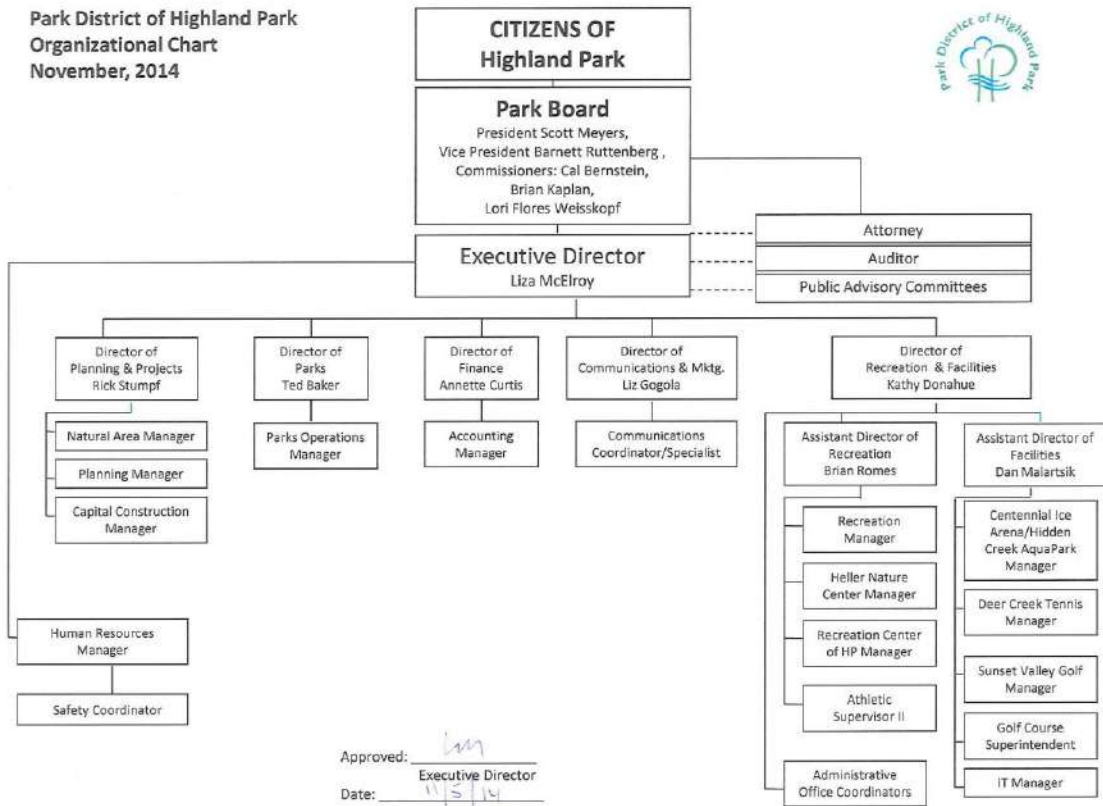
Fiscal Year January 1, 2015-December 31, 2015

Park Board of Commissioners

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

**Park District of Highland Park
West Ridge Center
636 Ridge Avenue
Highland Park, IL 60035
847 831-3810
*pdhp.org***

**Park District of Highland Park
Organizational Chart
November, 2014**



Approved: *Liza McElroy*
Executive Director
Date: 11/2/14

Park District of Highland Park



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 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

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Park District of Highland Park

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 3,000 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 Barnett Ruttenberg, and Commissioners Calvin Bernstein, Lori Flores Weisskopf, and Brian Kaplan.
- 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 30,000.
- Demographics:** The Park District serves a highly educated (67% of residents have a post secondary degrees) community with a median household income of \$119,126 and a median age of 45.4 years. The Park District of Highland Park has approximately 13,000 housing units.

Real Estate: The 2014 (tax year 2013) Equalized Assessed Valuation (EAV) of real estate is \$2,089,605,407.

Tax Rate: The 2013 tax rate was \$.4970 per \$100 of assessed value

Fiscal Year Budget: The fiscal year begins on January 1 and concludes on December 31. The total budget for 2015 is \$22 million with an operating budget of \$17.8 million, a capital improvement and repair budget of \$2.9 million, a debt retirement budget of \$1.5 million and a budget for inter fund transfers of \$6.9 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 twelve 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.

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.

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 75. The District employs several hundred part-time, seasonal and temporary employees as well as many volunteers in three Functions; **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
636 Ridge Road
Highland Park, Illinois 60035

November 11, 2014

Board of Commissioners
Park District of Highland Park
Highland Park, Illinois 60035

Dear Commissioners:

The Park District of Highland Park 2015 Budget will complete the transition of the District to a full 12-month fiscal year in line with the calendar year beginning on January 1, 2015. To allow the Board a full comparative analysis, budget tables include the 2013-14 12-month budget information in addition to the 2014 9-month budget information.

The 2015 Budget reflects substantial savings in the District's pension fund and the continuation of a two-year trend of a 10% revenue increase and controlling operating expenses to no more than 3%. The District expects to achieve a healthy financial picture in 2015 despite steep increases in insurance costs due to the Affordable Care Act.

From a programming standpoint, the District camps and activities at Deer Creek Courts and Centennial Ice Arena are projected to continue performing well. The Recreation Center has made huge strides in overcoming a competitive marketplace and expects to see positive revenues in both 2014 and 2015. In total, recreation programs are anticipated to continue doing well in the coming year.

In preparing the 2015 Budget, District staff was mindful of our fiscal responsibility to the Park District of Highland Park community. The 2015 Budget successfully strikes a balance between providing good value and quality facilities, programs and activities for our residents while maximizing our revenue opportunities and keeping our expenses to a minimum.

2015 Budget Overview

For the 2015 fiscal year expenditures are expected to exceed revenues by \$1.9 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 the nine-month period ending 12/31/14 are being

deferred to 2015 and further increase the planned budget deficit. The deferred capital projects list is Appendix B.

From an operations standpoint, the two principal operating funds, Corporate and Recreation, anticipate a combined surplus of \$2 million. Offset by a \$5.3 million transfer to the Capital Projects Fund and a \$1.5 debt payment, resulting in a net deficit of \$1.9. The transfer of \$5.3 million to the Capital Projects Fund follows the guidelines of the Fund Balance Policy.

The Park District's largest capital investment during the past budget period, continuing into the 2015 fiscal year is the Rosewood Beach improvement project, a joint endeavor with the US Army Corps of Engineers. Staff anticipates that this project will be completed spring of 2015. Additionally, the Hidden Creek Aqua Park will see improvement totaling \$673,500.

A brief summary of the budget:

- **Consolidated revenue** for the fiscal year ending 12/31/14 is **\$20.3 million**.
- **Consolidated expenditures** for the fiscal year ending 12/31/14 are **\$22.2 million**.
- **Capital expenditures** are estimated to be **\$2.7 million**. **\$642,000** is for deferred projects from the prior nine-month period; primarily the Rosewood Beach project.
- **Decrease in reserves** is expected to be **\$1.9 million**.
- **Tax support** for the 2015 fiscal year represents **52%** of total revenues, as has been the case for the last five years.

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.

The 2015 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
Park District of Highland Park

Strategic Plan

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. Reaching & sustaining these aspirations requires ongoing growth. The 2012-16 Strategic Plan provides the foundation for this growth and was developed around four strategic themes and goals:

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

The Park District developed a set of objectives to assist in achieving the goals outlined in each theme. These objectives are supported by desired measures accomplished through completion of strategic initiatives (tasks). The Park District created cross-department staff committees charged with accomplishing each initiative within a specified timeline.

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.

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 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 Districts 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.

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.

Budget Guidelines and Operations Overview

Budget and Appropriation Ordinance

The Budget and Appropriation Ordinance appropriates the monies that are necessary to cover the projected expenditures and liabilities the District may incur in its next budget year. The ordinance must be passed and approved within or before the first quarter of each fiscal year and filed with the Lake County Clerk within 30 days of adoption. The ordinance is first prepared in tentative form and made conveniently available for public inspection for at least 30 days prior to final action. The District will 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 District board must hold at least one public hearing regarding the ordinance before it can take any final action on it. Notice of the public hearing must be given in a newspaper published in the district at least one week prior. The public hearing can take place as a separate meeting (hearing) prior to the board's regular meeting.

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 spending beyond the appropriations set forth in the ordinance 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.

As noted in Illinois Park District Law Handbook, Ancel, Glink, Diamond, Bush, DiCianni & Krafthefer, P.C. 5th Edition, published 2006

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 Commissioner on October 14, 2014. The plan is subject to change based on potential new opportunities, projects requiring deferral into the 2016 budget, and the Park District's impending Master Plan, GreenPrint 2024. The final CIP for the fiscal year is included as part of this document, Appendix A.

Detailed budgeting for program and operational budgets began during the summer months as departments met individually, developed their budgets and entered the information into the Park District finance software. In September, staff met with their department heads, business office staff, and the Executive Director to finalize the draft document to present to the Board of Commissioners at a Workshop Meeting scheduled for November 11, 2014.

Public Meetings Schedule

Date	Meeting/Action	Matter
October 14, 2014	Workshop	Review Five-Year Capital Improvement Plan
October 31, 2014	Finance Committee Meeting	Review 2015 Proposed Budget
November 11, 2014	Workshop	Review 2015 Proposed Budget and Proposed Budget and Appropriation Ordinance
November 11, 2014- December 11, 2014	Budget available for public viewing at Admin Office/Library	Public provided opportunity to provide its comments to board.
December 11, 2014	Public Hearing	Board hears all public comments
December 11, 2014	Regular Board Meeting	Board Considers Budget and Appropriations Ordinance

Budgetary Control

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.

The Park District uses a detailed line item budget for accounting expenditure control. Verification and approval of appropriation amounts occur prior to the expenditure. Monthly all individual account expenditures are compared with budget appropriations. To monitor budget performance, management receives monthly reports detailing actual expenditures versus the budget on a monthly, year-to-date basis, and prior year basis. Expenditures are reviewed twice monthly by a designated Commissioner. Any amendments to or creation of financial policies are presented to the Finance Committee for approval and then presented to the entire Board for final approval.

Expenditure Accountability

Staff presents a budget variance report 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.

Operations

A series of financial policies and procedures which adhere to modified accrual accounting standards outlines processes for financial planning, treatment of revenue streams and control of expenditures. 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 (CIP). Capital improvements are discretionary spending, while operating expenses are driven by programs benefitting the community.

Investment Policy

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.

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. In addition, the District is finalizing Green Print, a 10 year master plan that will serve as a roadmap for the future.

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

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. With the 2014 tax levy, the District has chosen to raise taxes by the CPI-1.5%.

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

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.

Other Revenue Opportunities

The Park District, in an attempt to more successfully fund the initiatives in Greenprint 2024, will address the advantages of creating a Park District Foundation in 2015. 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 and fund balances are expected to be maintained at a level of three to four months of budgeted expenditures.

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 for debt retirements pass through the Debt Service Fund. For 2015 the District does not plan on issuing new debt. All current capital projects will be supported through reserves.

General Obligation Bond Indebtedness

General Obligation Ltd Tax Refunding Debt Certificate 2012			
			Maturity Date: December 15, 2023
FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2015	660,000	192,600	852,600
2016	675,000	179,400	854,400
2017	690,000	159,150	849,150
2018	715,000	138,450	853,450
2019	735,000	117,000	852,000

Debt Certificate 2013			
			Maturity Date: December 15, 2027
FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2015	515,000	187,263	702,263
2016	530,000	176,963	706,963
2017	540,000	166,363	706,363
2018	550,000	155,563	705,563
2019	560,000	144,563	704,563

The District has two debt issues outstanding, the General Obligation Limited Tax Refunding Debt Certificate 2012 and the General Obligation Debt Certificate 2013. The 2012 certificate was issued to refund the 2004 and 2005 issuances that were put in place to assist with the construction of the Recreation Center in 2004-2005. The 2013 certificate was issued to replenish the 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.

Debt Limit

The Park District's statutory debt limit is 2.875% of the Equalized Assessed Valuation 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.

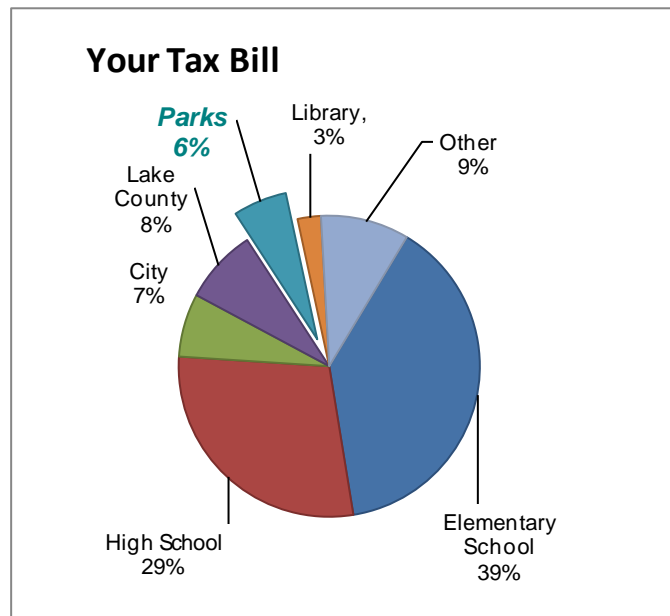
TAX FUNDING

The Levy Ordinance, which details the property tax request by fund, will be presented and approved by the Board of Commissioners on December 11, 2014. The District is subject to two sets of tax limits: **rate limits** on the maximum rates that can be levied for a particular purpose or fund and **tax caps**, which limit the aggregate increase in the levy to the lesser of 5% or the Consumer Price Index (CPI) excluding new construction.

On the following page is a 10-Year history of the Park District's (EAV), levy extension, and tax rates. Rate information for budget year 2015, tax year 2014 is not included. The District will receive final levy information during the spring of 2015. The District's property tax collection rate has averaged in excess of 98% over the past 10 years (see 2013-2014CAFR).

By refraining from raising taxes from 2005-2010 the District's tax rate remained relatively flat and the resident did not receive an increase. Beginning with 2013 the Special Recreation Fund was levied at the full .4 cents.

For 2015 the budgeted tax revenue is \$10,628,380, which is greater than the prior year's extension by 2.3% or \$243,000. This is essentially a cost of living increase based on the CPI while trying to capture new growth.



PROPERTY TAX RATE, EAV AND EXTENSION

LEVY YEAR	2004	2005	2006	2007	2008
EAV	2,071,215,890	2,322,651,577	2,543,789,626	2,712,949,269	2,819,017,917
LEVY EXTENSION	8,740,531	9,220,927	9,615,524	10,227,819	10,712,269
CORPORATE	0.1000	0.0980	0.0990	0.1000	0.1010
IMRF	0.0200	0.0200	0.0200	0.0190	0.0190
POLICE PROCETION	0.0090	0.0090	0.0070	0.0070	0.0090
AUDIT	0.0020	0.0010	0.0010	0.0010	0.0010
LIABILITY INSURANCE	0.0250	0.0250	0.0210	0.0170	0.0160
SPECIAL RECREATION	0.0260	0.0240	0.0200	0.0250	0.0250
RECREATION	0.0860	0.0780	0.0750	0.0750	0.0770
RECREATION AND COMMUN	0.0710	0.0650	0.0640	0.0650	0.0650
BONDS AND INTEREST	0.0660	0.0590	0.0530	0.0500	0.0480
MUSEUM	0.0170	0.0180	0.0180	0.0180	0.0190
Total Rate	0.4220	0.3970	0.3780	0.3770	0.3800

LEVY YEAR	2009	2010	2011	2012	2013
EAV	2,741,900,593	2,587,013,944	2,354,383,357	2,190,455,395	2,089,605,407
LEVY EXTENSION	10,803,088	9,804,783	9,652,972	9,747,527	10,385,339
CORPORATE	0.1030	0.1360	0.1500	0.2560	0.1970
IMRF	0.0220	0.0160	0.0170	-	-
POLICE PROCETION	0.0100	0.0110	0.0120	-	-
AUDIT	0.0010	-	-	-	-
LIABILITY INSURANCE	0.0150	0.0080	0.0090	-	-
SPECIAL RECREATION	0.0240	0.0260	0.0280	0.0180	0.0400
RECREATION	0.0690	0.0740	0.0810	0.1710	0.2600
RECREATION AND COMMUN	0.0820	0.0870	0.0900	-	-
BONDS AND INTEREST	0.0490	-	-	-	-
MUSEUM	0.0190	0.0210	0.0230	-	-
Total Rate	0.3940	0.3790	0.4100	0.4450	0.4970

CONSOLIDATED 2015 BUDGET ANALYSIS

Budget Overview

2015 represents the first calendar year budget for the District, beginning with January 1, 2015-December 31, 2015 and is presented in three formats:

- Consolidated by Fund
- District Wide Comparison to 12th month 2013-2014
- Detailed review by Function

Overall the 2015 budget represents a net Deficit of \$1.9M. Because the deficit is due to capital improvements, Capital Reserves will be accessed.

- Net of Operations \$1.0M
Operating Revenue \$20.3M
Operating Expenditures \$17.8M
Debt Retirement \$1.5M
- Capital Improvements \$2.9M
- Inter Fund Transfers \$6.9M

Over the last two years revenue has increased by 9%. Programs, Camps and Lessons are the driving force of the increase. During the same period, expenditures have increased by only 3% even as some expenditure, like health insurance (due to the Affordable Care Act- ACA) have increased by 35%. Careful management, reorganizing for efficiency and cost awareness are the reason the expenditures have stayed in line.

With the completion of the Rosewood Beach Project capital expenditures will be decreasing. Projects for 2015 include Hidden Creek Splash Pad renovation, general improvements and equipment replacement.

The District's debt structure will remain the same. Budgeted payments for Debt Certificates total \$1.5M and are fully funded through operations.

Table #1

PROPOSED 2015 BUDGET BY FUND

Presented in a similar format as the CAFR

	General	Recreation	Special Recreation	Debt Service	Capital Projects	Total
Revenue						
TAX	6,230,000	3,700,000	848,380	-	-	10,778,380
PROGRAMS	-	2,874,430	-	-	-	2,874,430
CAMPS	-	1,618,349	-	-	-	1,618,349
LESSONS	-	344,443	-	-	-	344,443
SPECIAL EVENTS	-	104,038	-	-	-	104,038
FEES & CHARGES	32,600	1,157,764	-	-	-	1,190,364
MEMBERSHIPS	-	1,686,132	-	-	-	1,686,132
RENTALS	-	1,307,362	-	-	-	1,307,362
MERCHANDISING	200	66,659	-	-	-	66,859
INTEREST INCOME	100,000	-	-	-	-	100,000
MISCELLANEOUS INCOME	52,475	65,565	-	-	109,845	227,885
OTHER INCOME	-	5,000	-	-	-	5,000
BOND/DEBT PROCEEDS	-	-	-	-	-	-
Revenue Total	6,415,275	12,929,742	848,380	-	109,845	20,303,242
Expenditures						
PROGRAMS	-	1,793,109	-	-	-	1,793,109
CAMPS	-	888,058	-	-	-	888,058
LESSONS	-	120,889	-	-	-	120,889
SPECIAL EVENTS	-	197,753	-	-	-	197,753
SALARIES & WAGES	2,708,872	4,631,481	-	-	-	7,340,353
CONTRACTUAL SERVICES	985,613	973,702	421,104	-	115,000	2,495,419
INSURANCE	1,269,621	897,251	-	-	-	2,166,872
MATERIALS & SUPPLIES	295,440	378,173	-	-	-	673,613
MAIN. & LANDSCAPE	101,101	330,518	-	-	-	431,619
UTILITIES	108,239	609,962	-	-	-	718,201
PENSION CONTRIBUTIONS	379,776	604,518	-	-	-	984,294
COST OF GOODS SOLD	-	27,920	-	-	-	27,920
DEBT RETIREMENT	-	-	-	1,555,893	-	1,555,893
CAPITAL OUTLAY	-	67,690	-	-	2,758,850	2,826,540
Expenditure Total	5,848,662	11,521,024	421,104	1,555,893	2,873,850	22,220,533
	566,613	1,408,718	427,276	(1,555,893)	(2,764,005)	(1,917,291)
Other Financing						
DEBT ISSUANCE						-
OPERATING TRANSFERS IN				1,554,863	5,390,000	6,944,863
OPERATING TRANSFERS OUT	(621,945)	(5,932,918)	(390,000)			(6,944,863)
NET SURPLUS (DEFICIT)	(55,332)	(4,524,200)	37,276	(1,030)	2,625,995	(1,917,291)

Table #1: Funds are identified as Major and Non-Major, in accordance with the classification presented in the District's audited financial statements or Comprehensive Annual Financial Report (CAFR). Major Funds include General, Recreation and Debt Service. The only Non-Major fund is the Special Recreation Fund.

Table #2 PROPOSED 2015 BUDGET BY FUND

Fund Balance Projection as of December 31, 2015

	General	Recreation	Special Recreation	Debt Service	Capital Projects
Estimated Fund Balance 1/1/2015	1,521,000	7,998,384	71,432	332,913	9,434,708
REVENUES	6,415,275	12,929,742	848,380		109,845
EXPENDITURES	5,848,662	11,521,023	421,104	1,555,893	2,758,850
TRANSFERS	-621,945	-5,932,917	-390,000	1,554,863	5,390,000
Estimated Fund Balance 12/31/2015	<u>1,465,668</u>	<u>3,474,186</u>	<u>108,708</u>	<u>331,883</u>	<u>12,175,703</u>
Fund Balance Policy					
25% of Budget Expenditures	1,462,166	2,880,256	105,276	-	-

Table #2: Figures presented above include the District’s estimated beginning fund balance as of January 1, 2015, the start of the budget period. This balance is combined with proposed revenues, expenditures and transfers, estimating the ending fund balance as of December 31, 2015.

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

Table #3 PROPOSED 2015 BUDGET BY FUNCTION

	Administration Function	Parks Function	Recreation Function	Total Function
Revenues	7,329,625	43,875	12,929,742	
Expenditures	<u>8,063,997</u>	<u>2,635,512</u>	<u>11,521,023</u>	
Surplus/Deficit	<u>-734,372</u>	<u>-2,591,637</u>	<u>1,408,719</u>	<u>-1,917,290</u>

Table #3: For purposes of this document, the Administration Function includes activity in Special Recreation, Debt Service, and Capital Projects Fund. The Parks Department is split from the General Fund and presented as its own function. The Recreation Fund is presented in its entirety as the Recreation Function.

Table #4

DISTRICT WIDE BUDGET COMPARISON

	2013-2014 Total Activity	2014 9 Month Total Budget	2014 9 Month Projected Year	2015 Total Budget		2015 Budget vs 2013-2014	% Change
Revenue							
TAX	9,766,694	10,563,432	10,535,339	10,778,380	53.1%	1,011,686	10%
PROGRAMS	2,408,602	2,100,756	2,149,179	2,874,430	14.2%	465,828	19%
CAMPS	1,275,629	1,431,008	1,399,155	1,618,349	8.0%	342,720	27%
LESSONS	371,807	244,135	216,024	344,443	1.7%	(27,364)	-7%
SPECIAL EVENTS	107,121	65,188	69,936	104,038	0.5%	(3,083)	-3%
FEES & CHARGES	1,259,298	1,054,010	934,773	1,190,364	5.9%	(68,934)	-5%
MEMBERSHIPS	1,392,830	1,235,344	1,236,863	1,686,132	8.3%	293,302	21%
RENTALS	1,256,423	979,119	948,598	1,307,362	6.4%	50,939	4%
MERCHANDISING	81,509	62,395	54,502	66,859	0.3%	(14,650)	-18%
INTEREST INCOME	147,294	201,053	69,060	100,000	0.5%	(47,294)	-32%
MISCELLANEOUS INCOME	421,111	122,681	139,951	227,885	1.1%	(193,226)	-46%
OTHER INCOME	71,603	182,500	43,197	5,000	0.0%	(66,603)	-93%
Revenue Total:	18,559,921	18,241,621	17,796,577	20,303,242		1,743,321	9%
Expenditure							
PROGRAMS	1,526,227	1,311,369	1,210,410	1,793,109	8.1%	266,882	17%
CAMPS	709,066	790,701	754,035	888,058	4.0%	178,992	25%
LESSONS	117,579	93,516	102,708	120,889	0.5%	3,310	3%
SPECIAL EVENTS	202,296	186,931	185,785	197,753	0.9%	(4,543)	-2%
SALARIES & WAGES	6,893,863	5,693,937	4,900,658	7,340,353	33.0%	446,490	6%
CONTRACTUAL SERVICES	3,028,144	2,499,461	1,816,720	2,495,420	11.2%	(532,724)	-18%
INSURANCE	1,603,257	1,189,944	1,351,947	2,166,871	9.8%	563,614	35%
MATERIALS & SUPPLIES	610,969	619,599	506,162	673,613	3.0%	62,644	10%
MAIN. & LANDSCAPE	384,301	438,223	337,423	431,619	1.9%	47,318	12%
UTILITIES	741,596	530,019	455,677	718,201	3.2%	(23,395)	-3%
PENSION CONTRIBUTIONS	1,419,096	877,028	748,072	984,293	4.4%	(434,803)	-31%
COST OF GOODS SOLD	35,661	28,050	24,900	27,920	0.1%	(7,741)	-22%
DEBT RETIREMENT	1,558,404	1,555,300	1,555,893	1,555,893	7.0%	(2,511)	0%
CAPITAL OUTLAY	5,812,723	7,053,090	5,344,191	2,826,540	12.7%	(2,986,183)	-51%
Expenditure Total	24,643,182	22,867,168	19,294,581	22,220,532		(2,422,650)	-10%
	(6,083,261)	(4,625,547)	(1,498,004)	(1,917,290)		4,165,971	-68%
Other Financing							
DEBT ISSUANCE	8,755,000						
OPERATING TRANSFER IN	2,147,403	4,080,063	3,299,663	6,944,863			
OPERATING TRANSFER OUT	(2,147,403)	(4,080,063)	(3,299,663)	(6,944,863)			
Net Surplus (Deficit)	2,671,739	(4,625,547)	(1,498,004)	(1,917,290)			

ANALYSIS

Table #4: The 2015 budget information will be reviewed on a district-wide basis by revenues and expenditures, then in more detail based on Functional Activity, as defined above.

During 2014 the District changed its fiscal year-end to December 31, 2014. As a result, 2014 represents a nine-month budget. For comparison purposes the actual revenues and expenditures for the 12-month year from April 1, 2013 to March 31, 2014 has been included.

Table #5

CONSOLIDATED REVENUE ANALYSIS

	2013-2014		2014 9 Month		2014 9 Month		2015		2015 Budget vs	%
	Total Activity		Total Budget		Projected Year		Total Budget		2013-2014	Change
Revenue										
TAX	9,766,694	52.6%	10,563,432	57.9%	10,535,339	59.2%	10,778,380	53.1%	1,011,686	10%
PROGRAMS	2,408,602	13.0%	2,100,756	11.5%	2,149,179	12.1%	2,874,430	14.2%	465,828	19%
CAMPS	1,275,629	6.9%	1,431,008	7.8%	1,399,155	7.9%	1,618,349	8.0%	342,720	27%
LESSONS	371,807	2.0%	244,135	1.3%	216,024	1.2%	344,443	1.7%	(27,364)	-7%
SPECIAL EVENTS	107,121	0.6%	65,188	0.4%	69,936	0.4%	104,038	0.5%	(3,083)	-3%
FEES & CHARGES	1,259,298	6.8%	1,054,010	5.8%	934,773	5.3%	1,190,364	5.9%	(68,934)	-5%
MEMBERSHIPS	1,392,830	7.5%	1,235,344	6.8%	1,236,863	7.0%	1,686,132	8.3%	293,302	21%
RENTALS	1,256,423	6.8%	979,119	5.4%	948,598	5.3%	1,307,362	6.4%	50,939	4%
MERCHANDISING	81,509	0.4%	62,395	0.3%	54,502	0.3%	66,859	0.3%	(14,650)	-18%
INTEREST INCOME	147,294	0.8%	201,053	1.1%	69,060	0.4%	100,000	0.5%	(47,294)	-32%
MISCELLANEOUS INCOME	421,111	2.3%	122,681	0.7%	139,951	0.8%	227,885	1.1%	(193,226)	-46%
OTHER INCOME	71,603	0.4%	182,500	1.0%	43,197	0.2%	5,000	0.0%	(66,603)	-93%
Revenue Total:	18,559,921	100%	18,241,621	100%	17,796,577	100%	20,303,242	100%	1,743,321	9%

Table #5: For the past five years, property tax revenue has been approximately 52% of overall revenue. As fee structures are readjusted, it is expected that fees will represent a larger source of the overall revenue. For the 2015 budget, where appropriate, fees for memberships, camps and programs were restructured resulting in increased budget revenue. The restructuring resulted in a budgeted 9% district-wide increase for 2015.

The 2015 Revenue Analysis table presents a 10% increase over 2013-2014 actual collections for property tax revenue. This increase is due to the District’s increased property tax levy: the CPI of 1.7% in 2014 and 1.5% in 2015 and the Special Recreation Fund’s levy was fully extended during 2014 and 2015.

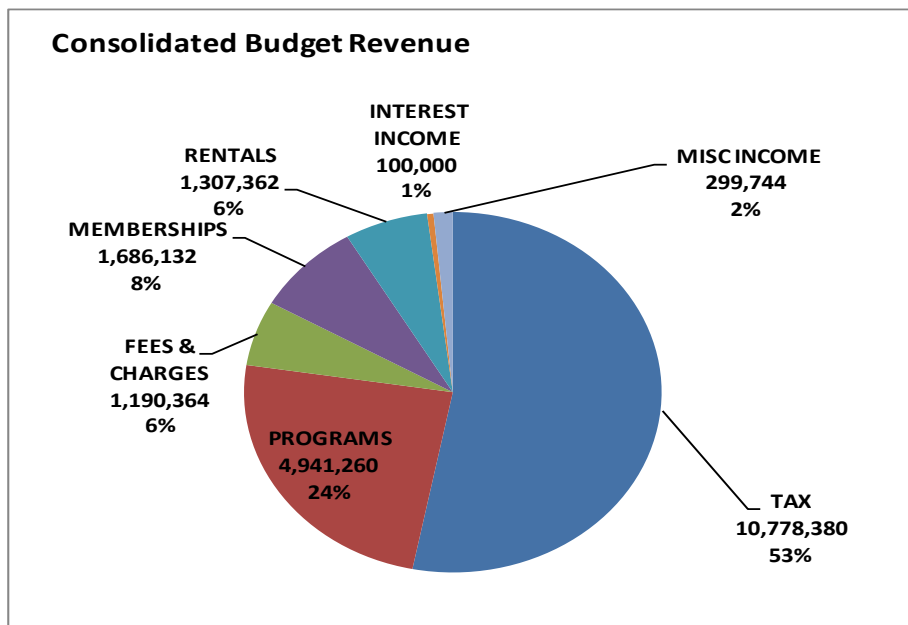


Table #6

CONSOLIDATED EXPENDITURE ANALYSIS

	2013-2014		2014 9 Month		2014 9 Month		2015		2015 Budget	%
	Total Activity		Total Budget		Projected		Total Budget		vs 2013-2014	Change
Expenditure										
PROGRAMS	1,526,227	6.2%	1,311,369	5.7%	1,210,410	6.3%	1,793,109	8.1%	266,882	17%
CAMPS	709,066	2.9%	790,701	3.5%	754,035	3.9%	888,058	4.0%	178,992	25%
LESSONS	117,579	0.5%	93,516	0.4%	102,708	0.5%	120,889	0.5%	3,310	3%
SPECIAL EVENTS	202,296	0.8%	186,931	0.8%	185,785	1.0%	197,753	0.9%	(4,543)	-2%
SALARIES & WAGES	6,893,863	28.0%	5,693,937	24.9%	4,900,658	25.4%	7,340,353	33.0%	446,490	6%
CONTRACTUAL SERVICES	3,028,144	12.3%	2,499,461	10.9%	1,816,720	9.4%	2,495,420	11.2%	(532,724)	-18%
INSURANCE	1,603,257	6.5%	1,189,944	5.2%	1,351,947	7.0%	2,166,871	9.8%	563,614	35%
MATERIALS & SUPPLIES	610,969	2.5%	619,599	2.7%	506,162	2.6%	673,613	3.0%	62,644	10%
MAINT. & LANDSCAPE	384,301	1.6%	438,223	1.9%	337,423	1.7%	431,619	1.9%	47,318	12%
UTILITIES	741,596	3.0%	530,019	2.3%	455,677	2.4%	718,201	3.2%	(23,395)	-3%
PENSION CONTRIBUTIONS	1,419,096	5.8%	877,028	3.8%	748,072	3.9%	984,294	4.4%	(434,802)	-31%
COST OF GOODS SOLD	35,661	0.1%	28,050	0.1%	24,900	0.1%	27,920	0.1%	(7,741)	-22%
DEBT RETIREMENT	1,558,404	6.3%	1,555,300	6.8%	1,555,893	8.1%	1,555,893	7.0%	(2,511)	0%
CAPITAL OUTLAY	5,812,723	23.6%	7,053,090	30.8%	5,344,191	27.7%	2,826,540	12.7%	(2,986,183)	-51%
Expenditure Total	24,643,182	100%	22,867,168	100%	19,294,581	100%	22,220,533	100%	(2,422,649)	-10%

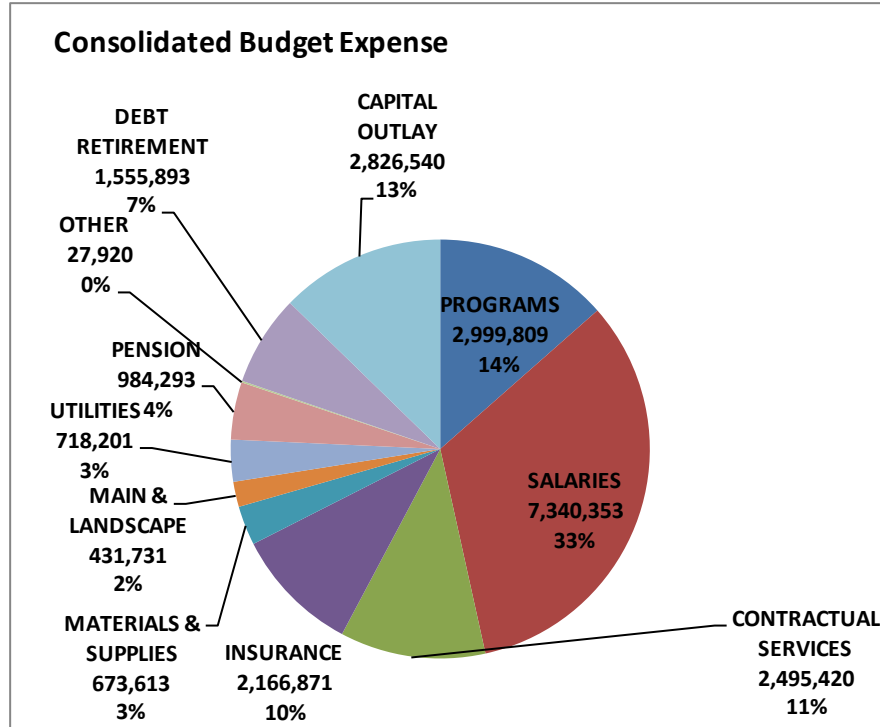
Table #6: The 2015 consolidated budget captures all budgeted expenditures of the District including capital projects. This document provides a summary of the capital projects slated for the 2015 budget year in Appendix A. For additional project information, refer to the District's five year CIP (2015-2019).

As is typically the case, salaries (33%) and capital (13%) represent the largest individual costs to the District. Capital projects totaling \$642,000 were deferred from the prior year. See Appendices A and B for details.

The ACA (Affordable Care Act) has a significant impact on the 2015 budget. Health insurance has increased by 35% as compared to 2013-2014. In an effort to offset this increase, employee contributions were increased. The District pays 86% and employees pay 14% of health insurance costs as compared to the 90%/10% split from the prior year.

As a result of the District's 2012 decision to fund the IMRF Liability, annual pension costs have decreased by 31%.

As a result of careful management of operations, overall operating expenditures have increased only by 3% over two years.



FUND TRANSFERS

In order to provide meaningful comparisons, the budget document does not include transfers between funds. However, the following transfers have been planned.

- \$621,945 from the General Fund to Debt Service - for payment of Debt Certificate 2012, 2013
- \$542,917 from the Recreation Fund to Debt Service - for payment of Debt Certificate 2012, 2013
- \$5,390,000 from the Recreation Fund to Capital - as directed by the Fund Balance Policy
- \$390,000 from the Special Recreation to Capital - for the ADA portion of capital projects

ADMINISTRATION FUNCTION

General Responsibilities

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

Administration develops, recommends and implements long-range financial plans and acts as the 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 involves master planning, as well as developing and managing implementation of the District's five-year Capital Improvement Plan (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 area acreage with the assistance of a volunteer crew.

FINANCE

Finance is responsible for all aspects of accounting, finance and record-keeping for the Park District. 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 the District's financial records in compliance with the Local Government Records Act.

INFORMATION TECHNOLOGY (IT)

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, usable data. IT also 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 (HR)

HR 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.

HR develops and administers the compensation management programs for full-time exempt and non-exempt personnel. Staff prepares bi-weekly payroll and all required government payroll reports in conjunction with a third-party administrator and monitors documented time for compliance with the Fair Labor Standards Act and other satisfactory internal controls. The department also develops, implements, and communicates personnel policies and procedures to the Park District staff.

Risk management works with the HR department and coordinates the District-wide loss reduction programs in cooperation with the Park District Risk Management Agency (PDRMA). This 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.

MARKETING AND COMMUNICATIONS DEPARTMENT

The Marketing and Communications Department is responsible for development and execution of all District marketing, publicity, media outreach, public relations, social media, market research, advertising, sponsorships, signage production, 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.

Table #7

ADMINISTRATION FUNCTION

	2013-2014 Total Activity	2014 9 Month Total Budget	2014 9 Month Projected Year	2015 Total Budget	2015 Budget vs 2013-2014	% Change
Revenue						
TAX	6,074,170	5,426,182	5,102,364	7,078,380	1,004,210	17%
INTEREST INCOME	126,975	152,700	69,060	100,000	(26,975)	21%
MISCELLANEOUS INCOME	310,916	29,491	60,994	151,245	(159,671)	-51%
OTHER INCOME	65,728	180,000	40,370	-	(65,728)	-100%
Revenue Total:	6,577,789	5,788,373	5,272,788	7,329,625	751,836	11%
Expenditure						
SALARIES & WAGES	1,101,324	987,564	742,003	1,275,087	173,763	16%
CONTRACTUAL SERVICES	1,870,918	1,365,060	918,682	1,300,311	(570,607)	-30%
INSURANCE	557,695	270,087	461,189	813,274	255,579	46%
MATERIALS & SUPPLIES	68,029	56,772	36,080	76,945	8,916	13%
MAINT. & LANDSCAPE	49,355	23,930	7,082	33,294	(16,061)	-33%
UTILITIES	56,659	33,090	33,687	50,712	(5,947)	-10%
PENSION CONTRIBUTIONS	956,441	168,896	112,478	199,632	(756,809)	-79%
DEBT RETIREMENT	1,558,404	1,555,300	1,555,893	1,555,893	(2,512)	0%
CAPITAL OUTLAY	5,749,140	6,940,000	5,249,373	2,758,850	(2,990,290)	-52%
Expenditure Total:	11,967,965	11,400,699	9,116,467	8,063,997	(3,903,968)	-33%
	(5,390,177)	(5,612,326)	(3,843,679)	(734,372)	4,655,805	-86%
Other Financing						
DEBT ISSUANCE	8,755,000			-		
OPERATING TRANSFER IN	2,147,403	4,080,063	3,299,663	6,944,863		
OPERATING TRANSFER OUT	(1,732,918)	(2,153,291)	(1,372,891)	(1,011,945)		
Net Surplus (Deficit)	3,779,308	(3,685,554)	(1,916,907)	5,198,546		

Table #7: ADMINISTRATIVE FUNCTION BUDGET HIGHLIGHTS:**Revenue**

In 2015, total tax revenue is budgeted to increase by 17% as the composition of the tax levy is designed to address the General Fund balance shortfall. Per the Fund Balance Policy the General Fund must maintain a fund balance of 25% of budgeted operating expenditures.

Salary and Wages

Employee wages are expected to increase by 16% or \$173,763 in 2015 compared to the actual 2013-2014. Wages are budgeted to increase by 3% based on the District's merit pool. The district currently has four vacant full-time positions. It is anticipated that these positions will be filled over the next few months. In addition, the full-time Human Resource Specialist position has been eliminated.

Insurance

With the implementation of the ACA (Affordable Care Act) the Administration Function is estimating an increase expenditure of \$255,579.

Contractual Services

The administration function has budgeted \$1,300,311 in 2015 which is approximately \$570,607 less than the actual 2013-2004. These costs are primarily made up of anticipated legal and other professional fees including project planning for Green Print. Also included in contractual services is the annual Member Agency Contribution for the Northern Suburban Special Recreation Association (NSSRA) totaling \$270,000.

Pension

Overall, the district has seen a 31% decrease in pension costs. The reallocation of pension costs to the Recreation and Park Functions from the Administration Function resulted in an 80% decrease between 2013-2014 and the 2015 Budget.

Previously, these expenditures were charged to the General Fund. Now, they follow the related salaries and are charged where appropriate, within the functions, centers, or programs. The same is true with respect to the employer's share of FICA as well as health insurance.

PARKS FUNCTION

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's residents and to provide support to the other District departments.

The Parks Department is responsible for general maintenance and upkeep of all District park areas (including lake front parks) and facilities, 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.

Table #8

PARKS FUNCTION

	2013-2014 Total Activity	2014 9 Month Total Budget	2014 9 Month Projected Year	2015 Total Budget	2015 Budget vs 2013-2014	% Change
Revenue						
FEES & CHARGES	37,832	29,600	20,373	32,600	(5,232)	-14%
MERCHANDISING	305	200	205	200	(105)	-34%
MISCELLANEOUS INCOME	9,832	2,075	13,000	11,075	1,243	13%
Revenue Total	47,969	31,875	33,578	43,875	(4,094)	-9%
Expenditure						
SALARIES & WAGES	1,312,801	1,193,199	1,012,319	1,433,785	120,984	9%
CONTRACTUAL SERVICES	153,975	217,269	166,121	221,407	67,432	44%
INSURANCE	316,918	276,726	265,519	456,347	139,429	44%
MATERIALS & SUPPLIES	196,177	210,296	163,967	218,495	22,318	11%
MAINT. & LANDSCAPE	83,023	110,969	76,758	67,807	(15,216)	-18%
UTILITIES	60,570	43,977	27,384	57,527	(3,043)	-5%
PENSION CONTRIBUTIONS	106,568	191,110	191,111	180,144	73,576	69%
CAPITAL OUTLAY	-	-	18,118	-	-	0%
Expenditure Total	2,230,032	2,243,546	1,921,297	2,635,512	405,480	18%
Net Surplus (Deficit)	(2,182,063)	(2,211,671)	(1,887,719)	(2,591,637)		

Table #8: PARKS FUNCTION BUDGET HIGHLIGHTS**Revenue**

Revenue primarily reflects the sale of permits for the use of picnic shelters and dog licenses, which is included in Fees and Charges.

Salaries and Wages

The bulk of wages budgeted in the Parks Department are for full-time, part-time, and seasonal help primarily between April and November. Salaries and wages reflect a 9% increase from 2013-2014. The 2015 budget includes the addition of a new Parks Admin Assistant position and reallocation of one maintenance staff to Crew Leader.

Contractual Services

Contractual services show a year-over-year increase. 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.

Insurance

With the implementation of the ACA (Affordable Care Act) the Parks Function is estimating an increase expenditure of \$139,429.

Pension-The 69% increase is reflective of staffing change and the reallocation of pension cost to follow the related salaries. The same is true with respect to the employee's share of FICA and health insurance.

RECREATION FUNCTION

The Recreation Function provides 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.

The Recreation Function 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 Boating facility, Rosewood Center and Beach, and Hidden Creek Aquapark.

The District has cooperative relationships with a variety of organizations, including affiliations or reciprocal sponsorship with different groups. The Recreation Function works closely with these groups, fostering good communication to ensure quality programs and services for our residents.

The customer service offices perform registration activity for programs, services, and rentals for many of the District facilities. Although registration is available throughout the District, West Ridge Center is currently the principle location for registration activity. During 2015 the Recreation Center will begin taking district-wide registration, offering the community two convenient locations to register for all park district programs and activities.

West Ridge Center

West Ridge Center was built in the early 1930s and was acquired from the school district in 1979. The facility houses the District administration offices as well as a wide variety of preschool, school age, and adult programs. It is also the home of the Jammin' Jungle indoor tot play area and Safety Town. Programs supporting athletics, camps, pre-school, and special events are administered from 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. Planned capital improvements and maintenance will be completed during 2015.

Rosewood Beach

The new Interpretive Center and beach will be open for public use during the summer of 2015. The Center will provide unique experiences on the lakefront through programs, events, exhibits, and rentals.

A portion of the beach focuses on the natural beauty of the lakefront with passive and non-intrusive activities. Another portion of the beach will serve as the only guarded swimming beach for the District.

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.

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 programs as well as the annual ice show. Centennial also serves as the home to the Highland Park Giants Hockey Club and the Falcons Hockey Association.

Sunset Valley Golf Course

Sunset Valley Golf Course has been a premier North Shore golf course since 1920. This 18-hole, par 72 course hosts the annual North Shore Amateur Tournament. PGA professionals offer golf lessons and clinics for all ages and skill levels. Sunset Valley also offers a summer 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, a swimming pool, a walking track and basketball courts.

Deer Creek Courts

Deer Creek Courts was built in 1976 and boasts six indoor tennis, 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.

Heller Nature Center

Heller Nature Center was built in 1980 and is surrounded by a 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.

The Recreation Function budgeted information is presented in three formats:

- *By revenue and expenditure, to present the Recreation Fund in the same format as the District Wide Comparison.*
- *By Center to present the net surplus or deficit of the center*
- *By revenue and expenditure types.*

Table #9 RECREATION FUNCTION

	2013-2014 Total Activity	2014 9 Month Total Budget	2014 9 Month Projected Year	2015 Total Budget	2015 Budget vs 2013-2014	% Change
Revenue						
TAX	3,692,524	5,137,250	5,432,975	3,700,000	7,476	0%
PROGRAMS	2,408,602	2,100,756	2,149,179	2,874,430	465,828	19%
CAMPS	1,275,629	1,431,008	1,399,155	1,618,349	342,720	27%
LESSONS	371,807	244,135	216,024	344,443	(27,364)	-7%
SPECIAL EVENTS	107,121	65,188	69,936	104,038	(3,083)	-3%
FEES & CHARGES	1,221,466	1,024,410	914,400	1,157,764	(63,702)	-5%
MEMBERSHIPS	1,392,830	1,235,344	1,236,863	1,686,132	293,302	21%
RENTALS	1,256,423	979,119	948,598	1,307,362	50,939	4%
MERCHANDISING	81,204	62,195	54,297	66,659	(14,545)	-18%
INTEREST INCOME	20,319	48,353	-	-	(20,319)	-100%
MISCELLANEOUS INCOME	100,363	91,115	65,957	65,565	(34,798)	-35%
OTHER INCOME	5,875	2,500	2,800	5,000	(875)	-15%
Revenue Total:	11,934,163	12,421,373	12,490,184	12,929,742	995,579	8%
Expenditure						
PROGRAMS	1,526,227	1,311,369	1,210,410	1,793,109	266,882	17%
CAMPS	709,066	790,701	754,035	888,058	178,992	25%
LESSONS	117,579	93,516	102,708	120,889	3,310	3%
SPECIAL EVENTS	202,296	186,931	185,785	197,753	(4,543)	-2%
SALARIES & WAGES	4,479,739	3,513,173	3,146,336	4,631,481	151,742	3%
CONTRACTUAL SERVICES	1,003,250	917,132	731,917	973,702	(29,548)	-3%
INSURANCE	728,644	643,131	625,239	897,251	168,607	23%
MATERIALS & SUPPLIES	346,763	352,531	306,115	378,173	31,410	9%
MAIN. & LANDSCAPE	251,923	303,324	253,583	330,518	78,595	31%
UTILITIES	624,367	452,952	394,606	609,962	(14,405)	-2%
PENSION CONTRIBUTIONS	356,086	517,022	444,482	604,518	248,432	70%
COST OF GOODS SOLD	35,661	28,050	24,900	27,920	(7,741)	-22%
CAPITAL OUTLAY	63,583	113,090	76,700	67,690	4,107	6%
Expenditure Total	10,445,184	9,222,922	8,256,816	11,521,024	1,075,840	10%
	1,488,979	3,198,451	4,233,368	1,408,718	(80,261)	-5%
Other Financing						
DEBT ISSUANCE				-		
OPERATING TRANSFER IN	-	-	-	-		
OPERATING TRANSFER OUT	(414,485)	(1,926,772)	(1,926,772)	(5,932,918)		
Net Surplus (Deficit)	1,074,494	1,271,679	2,306,596	(4,524,200)		

Table #10

RECREATION FUNCTION by CENTER

		2013-2014	2014 9 Month	2014 9 Month	2015	2015 Budget vs	%
		Total Activity	Total Budget	Projected Year End	Total Budget	2013-2014	Change
ADMINISTRATIVE	Revenue	3,720,703	5,201,903	5,445,423	3,705,500	(15,203)	0%
	Expense	2,021,433	1,614,412	1,346,729	2,063,233	41,800	2%
	Surplus (Deficit):	1,699,270	3,587,491	4,098,694	1,642,267	(57,003)	-3%
	Net Revenue:	46%	69%	75%	44%		
WEST RIDGE CENTER	Revenue	534,367	380,896	353,938	530,960	(3,407)	-1%
	Expense	777,949	624,668	563,856	811,601	33,652	4%
	Surplus (Deficit):	(243,582)	(243,772)	(209,918)	(280,641)	(37,059)	15%
	Net Revenue:	-46%	-64%	-59%	-53%		
ATHLETICS	Revenue	898,220	814,034	730,119	1,088,959	190,739	21%
	Expense	885,459	828,325	724,808	1,035,194	149,735	17%
	Surplus (Deficit):	12,761	(14,291)	5,311	53,765	41,004	321%
	Net Revenue:	1%	-2%	1%	5%		
CAMPS-WR Only	Revenue	833,461	896,534	850,563	908,214	74,753	9%
	Expense	568,294	616,963	565,760	637,690	69,396	12%
	Surplus (Deficit):	265,167	279,571	284,803	270,524	5,357	2%
	Net Revenue:	32%	31%	33%	30%		
SPECIAL EVENTS	Revenue	68,931	40,713	46,376	65,278	(3,653)	-5%
	Expense	207,070	197,479	192,686	224,182	17,112	8%
	Surplus (Deficit):	(138,139)	(156,766)	(146,310)	(158,904)	(20,765)	15%
	Net Revenue:	-200%	-385%	-315%	-243%		
HIDDEN CREEK	Revenue	401,064	469,924	423,547	486,320	85,256	21%
	Expense	499,093	623,282	518,121	636,858	137,765	28%
	Surplus (Deficit):	(98,029)	(153,358)	(94,574)	(150,538)	(52,509)	54%
	Net Revenue:	-24%	-33%	-22%	-31%		
ROSEWOOD BEACH	Revenue	9,016	-	6,748	108,296	99,280	1101%
	Expense	55,841	49,893	47,683	174,246	118,405	212%
	Surplus (Deficit):	(46,825)	(49,893)	(40,935)	(65,950)	(19,125)	41%
	Net Revenue:	-519%	0%	-607%	-61%		
PARK AVENUE BEACH	Revenue	18,252	75,196	57,810	69,369	51,117	280%
	Expense	46,546	94,748	77,255	82,641	36,095	78%
	Surplus (Deficit):	(28,294)	(19,552)	(19,445)	(13,272)	15,022	-53%
	Net Revenue:	-155%	-26%	-34%	-19%		
CENTENNIAL ICE ARENA	Revenue	1,112,246	776,190	776,680	1,120,080	7,834	1%
	Expense	899,581	697,491	648,190	909,932	10,351	1%
	Surplus (Deficit):	212,665	78,699	128,490	210,148	(2,517)	-1%
	Net Revenue:	19%	10%	17%	19%		
SUNSET VALLEY PRO SHOP	Revenue	991,986	1,055,616	892,628	1,081,700	89,714	9%
	Expense	1,080,935	1,060,475	926,817	1,081,588	653	0%
	Surplus (Deficit):	(88,949)	(4,859)	(34,189)	112	89,061	-100%
	Net Revenue:	-9%	0%	-4%	0%		

		Total Activity	Total Budget	Projected Year End	Total Budget	2013-2014	Change
RECREATION CENTER	Revenue	1,776,499	1,393,009	1,430,183	2,001,250	224,751	13%
	Expense	1,758,860	1,423,692	1,376,855	1,989,303	230,443	13%
	Surplus (Deficit):	17,639	(30,683)	53,328	11,947	(5,692)	-32%
	Net Revenue:	1%	-2%	4%	1%		
DEER CREEK TENNIS	Revenue	1,262,744	1,002,374	1,147,894	1,439,142	176,398	14%
	Expense	1,028,517	836,828	718,284	1,200,621	172,104	17%
	Surplus (Deficit):	234,227	165,546	429,610	238,521	4,294	2%
	Net Revenue:	19%	17%	37%	17%		
HELLER NATURE CENTER	Revenue	306,675	314,984	328,275	324,674	17,999	6%
	Expense	615,611	554,670	549,773	673,935	58,324	9%
	Surplus (Deficit):	(308,936)	(239,686)	(221,498)	(349,261)	(40,325)	13%
	Net Revenue:	-101%	-76%	-67%	-108%	0.00%	
	Revenue Total	11,934,164	12,421,373	12,490,184	12,929,742	995,578	
	Expenditure Total	10,445,189	9,222,926	8,256,817	11,521,024	1,075,835	
	Surplus (Deficit)	1,488,975	3,198,447	4,233,367	1,408,718	(80,258)	

Table #11

RECREATION FUNCTION BY TYPE

	2013-2014	2014 9 Month	2014 9 Month	2015	2015 Budget vs	%
	Total Activity	Total Budget	Projected Year	Total Budget	2013-2014	Change
PROGRAMS						
Revenue	2,408,602	2,100,756	2,149,179	2,874,430	465,828	19%
Expense	1,526,227	1,311,369	1,210,410	1,793,109	266,882	17%
Surplus (Deficit):	882,375	789,387	938,769	1,081,321	198,946	23%
Net Revenue:	37%	38%	44%	38%		
CAMPS						
Revenue	1,275,629	1,431,008	1,399,155	1,618,349	342,720	27%
Expense	709,066	790,701	754,035	888,058	178,992	25%
Surplus (Deficit):	566,563	640,307	645,120	730,291	163,728	29%
Net Revenue:	44%	45%	46%	45%		
LESSONS						
Revenue	371,807	244,135	216,024	344,443	(27,364)	-7%
Expense	117,579	93,516	102,708	120,889	3,310	3%
Surplus (Deficit):	254,228	150,619	113,316	223,553	(30,674)	-12%
Net Revenue:	68%	62%	52%	65%		
SPECIAL EVENTS						
Revenue	107,121	65,188	69,936	104,038	(3,083)	-3%
Expense	202,296	186,931	185,785	197,753	(4,544)	-2%
Surplus (Deficit):	(95,175)	(121,743)	(115,849)	(93,715)	1,460	-2%
Net Revenue:	-89%	-187%	-166%	-90%		
OTHER REVENUES						
TAX	3,692,524	5,137,250	5,432,975	3,700,000	7,476	0%
FEES & CHARGES	1,221,466	1,024,410	914,400	1,157,764	(63,702)	-5%
MEMBERSHIPS	1,392,830	1,235,344	1,236,863	1,686,132	293,303	21%
RENTALS	1,256,423	979,119	948,598	1,307,362	50,939	4%
MERCHANDISING	81,204	62,195	54,297	66,659	(14,545)	-18%
INTEREST INCOME	20,319	48,353	-	-	(20,319)	-100%
MISCELLANEOUS INCOME	100,363	91,115	65,957	65,565	(34,798)	-35%
OTHER INCOME	5,875	2,500	2,800	5,000	(875)	-15%
Other Revenue Total :	7,771,003	8,580,286	8,655,890	7,988,483		
OTHER EXPENSES						
SALARIES & WAGES	4,479,739	3,513,173	3,146,366	4,631,481	151,742	3%
CONTRACTUAL SERVICES	1,003,250	917,132	731,917	973,702	(29,548)	-3%
INSURANCE	728,645	643,131	625,239	897,251	168,606	23%
MATERIALS & SUPPLIES	346,763	352,531	306,115	378,173	31,410	9%
MAIN. & LAND. CONTRACTS	251,923	303,324	253,583	330,518	78,595	31%
UTILITIES	624,367	452,952	394,606	609,962	(14,405)	-2%
PENSION CONTRIBUTIONS	356,086	517,022	444,482	604,518	248,432	70%
COST OF GOODS SOLD	35,661	28,050	24,900	27,920	(7,741)	-22%
CAPITAL OUTLAY	63,583	113,090	76,700	67,690	4,107	6%
Other Expense Total:	7,890,018	6,840,406	6,003,908	8,521,215		
Surplus (Deficit):	(119,015)	1,739,880	2,651,982	(532,732)	4,107	
Net Revenue:	-2%	20%	31%	-7%		
Revenue Total	11,934,162	12,421,373	12,490,184	12,929,742		
Expenditure Total	10,445,186	9,222,922	8,256,846	11,521,024		
Surplus (Deficit)	1,488,976	3,198,451	4,233,338	1,408,718		
Net Revenue:	12%	26%	34%	11%		

BUDGET HIGHLIGHTS- General highlights for the entire function

Revenue

Due to a reallocation of the tax levy between the Corporate and Recreation Fund, Property Tax Revenue for the Recreation Function is budgeted to decrease as compared with 2014. However in comparison to 2013-2014 which had a similar distribution, the levy will remain flat.

Salaries and wages

Essentially, salary and wages are flat subject to the merit pool increase of 3% per year.

Insurance

With the implementation of the ACA (Affordable Care Act) the Recreation Function is estimating an increase expenditure of \$168,607.

Pension Contributions

As mentioned above overall the district has seen a 31% decrease in pension costs. The reallocation of pension costs to the Recreation Function from the Administration Functions resulted in a 70% increase between 2013-2014 and the 2015 budget.

Previously, these expenditures were charged to the General Fund. These expenditures are now charged at the lowest level possible – generally to the Center or Program. The same is true with respect to the employer's share of FICA as well as health insurance.

Maintenance & Landscaping

Budgeted expenditures for building maintenance have increased as smaller projects that are under the capitalization threshold are included in the operations budget.

The remaining budgeted revenues and expenditures related to specific programs, facility and activities will be discussed below.

Programs and Facilities

The budget goal for recreation programs is 30% net revenue (revenue less direct program expenditures). Recreation programs include lessons at all facilities. Some programs do not meet the 30% goal; however, these programs support the mission of the District and are important for that reason. Overall, the 2015 Budget program net is 38%, camps are 45% and lessons are 65%.

West Ridge Center- West Ridge Center generates its revenues from preschool, martial arts, and various adult and youth programs such as art and dance. Additionally, West Ridge Center houses the District's

administrative offices and recreation program management. As a result, West Ridge Center reflects a deficit budget of \$280,641. Budgeted revenues remain flat compared with 2013-2014 actual; however expenditures have increased by 4. % or \$33,652.

Athletics

The athletics department manages many different programs and camps. Revenue is generated from program fees and rentals. Overall the 2015 budget for athletics reflects a surplus of \$53,766 as opposed to an actual surplus of \$12,761 for the year ending March 31, 2014. This is due to the accounting for the sports camps within the Athletic Department.

Some programs, such as basketball carry over from the fall through the spring and will be included in both the 2015 and the subsequent 2016 Fiscal Year Budget. In addition to the program revenue, Athletics generates sponsorship revenue for Sandlot Sluggers, All-Star Basketball and flag football programs.

Camps- WR

The Park District offers 29 different camps, 11 camps fall under the Camp Center. These programs are managed by the West Ridge recreation staff.

The budget for camp reflects a surplus of \$280,640 which is lower than prior year's projected year-end due to the transfer of two camps to Athletics for the 2015 Budget. Net revenue for the camp program ranges between \$250,000 to \$280,000 annually. During 2015 camp programs will be offered for an additional 1.5 weeks.

Please note this budget does not include facility specific camps such as athletics, golf, tennis or nature camps.

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 an annual basis. The 2015 budget achieves that goal. Special events are primarily handled by West Ridge staff.

It is very difficult to track the number of people that attend District special events due to the size and the scope of the activities. It is estimated that thousands are served by these events.

Hidden Creek AquaPark

As is the case with most outdoor pools, the success or failure of the facility is weather dependent. Most outdoor pools operate at a deficit.

The 2015 Budget estimates a deficit of \$150,537 as compared to an actual of deficit \$96,721 in 2013-2014. Built into the budget is a \$30,000 contingency to address the pool's potential leak issue, an upgraded chemical controller, and the pump maintenance.

Rosewood Beach

Rosewood Interpretive Center generates most of its revenue from camps, and fitness programs. The beach generates its revenues primarily from parking fees and open swim opportunities through camp, and from the concession stand. Rosewood Interpretive Center and Beach operations reflect a budgeted deficit of \$65,950.

Park Avenue Beach

Park Avenue Beach generates the bulk of its revenue from storage and season passes to use the ramp. The 2015 budget reflects Park Avenue open for sailing and boating.

Centennial Ice Arena

Centennial Ice Arena reflects a surplus of \$210,148. This can be attributed to increased rentals, and program activity.

Sunset Valley Golf Course

Sunset Valley Golf Course is broken down into two components; Pro Shop and Course Maintenance.

The 2015 budget reflects the course with a small net. This is the result of a more aggressive marketing and promotions campaign. Staff has also reduced expenses where possible. The goal is for Sunset Valley Golf Course to breakeven; however the outcome is weather dependent.

Recreation Center of Highland Park

The Recreation Center is divided into three centers; Administrative, Fitness, and Aquatics.

Combined, the estimates for the Recreation Center for the year ending December 31, 2015 indicate a surplus of approximately \$11,949. Over the last few years, with expansion of its membership, increases in personal training, and focus on cost saving measures, the Recreation Center has made significant improvement in overall revenue generation. Since the opening of LA Fitness in 2011, the Recreation Center went from its lowest membership of 2,500 and annual deficits in excess of \$300,000 (FY 2012), to a revenue generating facility matching its largest membership of 3,000 members. With the 2015 budget, the Recreation Center will continue to focus on improving customer service and will introduce district-wide registration. While this focus will increase expenses associated with additional staffing, the increase in membership revenue will result in a surplus of \$12,000.

Administration

Revenues for the administrative center are generated from rentals and child care. Expenditures in this area have increased by 19% due to staffing changes. 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 2015 budget surplus for fitness is \$975,315.

Aquatics

The 2015 budget anticipates a deficit of \$63,908. Swim lessons, and open swim generate revenue for the pool. Certain Recreation Center memberships include access to the pool. Yet a portion of the membership fee is not allocated to pool revenue. Increased expenditures reflect a staffing restructure and new allocations.

Deer Creek Courts

Deer Creek Courts include both outdoor and indoor tennis as well as racquetball. Deer Creek operates at profit with revenues budgeted to exceed expenditures by \$238,521.

Heller Nature Center

Like West Ridge Center, Heller Nature Center is a facility that generates revenue primarily from program and specialty camps, with some additional revenue earned from rentals and the sale of merchandise (Heller Honey). New for 2015 is the acquisition of a low ropes team challenge course. This will provide the center with additional revenue. This budget reflects a deficit of \$349,261.

Park District of Highland Park
 Capital Projects
 Fiscal Years Ending December 31, 2015

Appendix A

Description	2015	Total
Annual Expenditures		
Asphalt Allowance	123,000	123,000
ADA Transition Plan	250,000	250,000
Playground Surface Replacement Various	11,635	11,635
		384,635
District wide		
District Wide Master Plan	100,000	
Asphalt Analysis	15,000	15,000
Emerald Ash Borer Removal	200,000	200,000
		215,000
Technology		
Security Enhancement	70,000	70,000
Backups-Equipment	25,000	25,000
PCI Compliance Oversight-consulting	10,000	10,000
Infrastructure Upgrade Study	25,000	25,000
Video Surveillance (PCI)	10,000	10,000
VLANS for PCI	12,000	12,000
PCI Compliance Equipment	10,000	10,000
Wireless Expansion	10,000	10,000
PC Replacement	25,000	25,000
		197,000
Parks		
Athletic Field Paint Liner	22,000	22,000
Cargo Van/Service Body Pickup	32,000	32,000
Track Loader	60,000	60,000
Tractor	35,000	35,000
Skid Loader	45,000	45,000
Aerator	12,000	12,000
Small Loader/Tractor/Mower	22,000	22,000
4 x 4 Pickup w/plow	30,500	30,500
		258,500
Millard Park		
Ravine Studies	35,500	35,500
		35,500
Rosewood Beach		
2014 Carry Over	550,000	
Gator	12,000	12,000
Beach Nourishment and Monitoring	50,000	50,000
		612,000

Appendix A

Description	2015	Total
Skokie River Woods		
Restoration Monitoring & Maintenance	22,000	22,000
		22,000
Sunset Woods Park		
Playgrounds Repl.Phase II-planning/development	65,000	65,000
		65,000
Totals	1,891,650	1,891,650
Facilities		
Deer Creek Courts		
RB Court LED 100 watt light bulb replacement	17,000	17,000
		17,000
Heller Nature Center		
Classroom in woods sunroom repl/Public BR	147,000	147,000
		147,000
Hidden Creek		
Splash Pad Renovation	550,000	550,000
Speed slide resurface	30,000	30,000
Screw Slide Resurface	40,000	40,000
Pool Shell Painting	20,000	20,000
Drop Slide Resurface	12,000	12,000
Kiddie Slide Resurface	10,000	10,000
SCS Pump Rebuild	11,500	11,500
		673,500
SVGC		
Front Loader	31,000	31,000
Multi Pro Sprayer	49,700	49,700
		80,700
RCHP		
Equipment Upgrade/Replacement	64,000	64,000
		64,000
Total Facilities	982,200	982,200
		982,200
Fiscal period ending December 31, 2015	2,873,850	2,873,850

Appendix B

Deferred Projects- Deferred Projects are capital projects that were budgeted in 2014 that were not completed and have been added to the Capital Plan in Appendix A

Rosewood Beach	\$ 550,000
Cargo Van	\$ 32,000
Tractor Loader	\$ 60,000
Total	\$ 642,000

Appendix C

Placeholder for Appropriations Ordinance

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.

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.)