

2017 BUDGET



January 1, 2017-December 31, 2017
Park District of Highland Park





Park District of Highland Park

2017 Annual Budget

Fiscal Year January 1, 2017 - December 31, 2017

Park Board of Commissioners

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

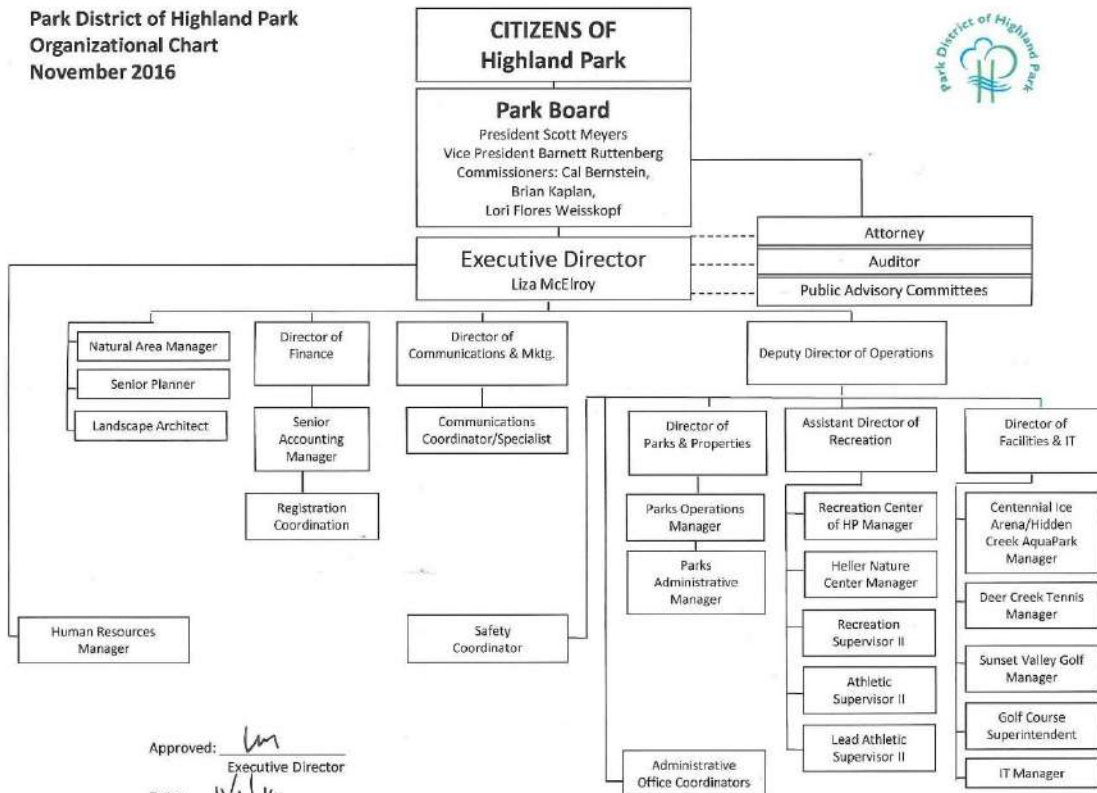
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Park District of Highland Park

Table of Contents

SUBJECT	PAGE
Organizational Chart	1
Mission, Vision, Values	2
District Profile	3
Budget Message	6
Future Planning	8
Green Print 2024	8
Strategic Plan 2016-2020	8
Operations Overview	11
Function Structure	11
Budget Guidelines, Process, Policies	12
Debt Position	16
Tax Funding	19
Capital Analysis	21
Consolidated 2017 Budget Analysis	22
Administration Function	30
Parks Function	35
Recreation Function	37
Appendix A – 2017 Replacement Capital Projects	47
Appendix B – Five Year Capital Replacement	51
Appendix C – Green Print – Project Capital Review	53
Appendix D – Compensation Plan	54
Appendix E – Employee Statistics	57
Appendix F – Budget & Appropriation Ordinance 16-05	58
Glossary	67

**Park District of Highland Park
Organizational Chart
November 2016**



Park District of Highland Park



Mission:

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

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

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

Park District of Highland Park District Profile

Established: The Park District of Highland Park was established 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 progressive 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 is as important today as it was 107 years ago -

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 District began recreational programming. Today, the Park District manages over 700 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 our early progressive leaders and naturalists, can provide.

Governance: Today, a five-member volunteer Board of Commissioners establishes 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 serves 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 is located approximately 25 miles north of Chicago and serves the City of Highland Park, Fort Sheridan, a small portion of the Town of Fort Sheridan, and a small portion of the Village of Deerfield.

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 - 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 2016 (tax year 2015) Equalized Assessed Valuation (EAV) of real estate is \$2,206,882,564.
Tax Rate:	The 2015 tax rate was \$.520303 per \$100 of assessed value
Fiscal Year Budget:	The fiscal year begins on January 1 and concludes on December 31. The total budget for 2017 is \$23 million which includes debt issuance of \$9.0 million, an operating budget of \$23.7 million, a capital improvement and repair budget of \$14.1 million, a debt retirement budget of \$3.0 million and a budget for inter-fund transfers of \$2.3 million.
Debt Rating:	The Park District will be issuing \$9 million General Obligation Bonds for capital improvements and holds an Aaa bond rating from Moody's Investor Services on its outstanding debt.
Park Resources:	The Park District owns and operates more than 700 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:	<p>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 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.</p> <p>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 sponsors the Highland Park Players and Highland Park Strings by providing space and financial support for their community wide productions.</p> <p>The Park District partners with other local governments such as the school districts which provide facilities for Park District use and in turn the Park District maintains a number of school outdoor spaces.</p>

Unique facilities include the Sunset Valley Golf Course, Deer Creek Racquet Club (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 Rosewood Beach. In addition, the district operates the Highland Park Country Club. 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 changes, the Park District adjusts its program offerings and customer service to meet the changing needs, resulting in increased goodwill within the community.

The Park District is a member of the Northern Suburban Special Recreation Association (NSSRA) - providing 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 81 full-time staff members. 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 & Marketing); **Parks**, and **Recreational Services**.

Affiliations:

The Park District of Highland Park is a member of the National Recreation and Parks Association (NRPA), Illinois Park and Recreation Association (IPRA), 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 15, 2016

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

Dear Commissioners:

The coming year marks an exciting time for the Park District, as we move from planning to build the first of the Phase 1 GreenPrint 2024 projects. In 2016, our District focused on planning and implementation of the GreenPrint 10-year master plan and completed work on the District's 2016-2020 Strategic Plan. Objectives identified in both plans are the result of feedback generated from staff and community groups. GreenPrint 2024 in conjunction with the Strategic Plan provide a framework for investment in operations and will ensure that resources are aligned with current and future resident needs, community values, and the District's changing demographics.

The 2017 Budget reflects a planned use of reserves for construction projects. District- operations continue to grow at a healthy pace, providing the community with a variety of recreational options.

From a programming standpoint, the districtwide summer camps and activities at Deer Creek Racquet Club, Recreation Center of Highland Park, and Centennial Ice Arena are projected to continue to perform well in the competitive marketplace. Revenues continue to outpace expenses and are re-invested into the District's Capital and GreenPrint projects insuring that our community will have a well-maintained modern Park District that will serve residents now and into the future

All Departments refer to the budget as a planning and a management tool. 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 the District is enjoyed by residents.

In preparing the 2017 Budget, staff was mindful of our fiscal responsibility to the Park District of Highland Park community. The 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.

2017 Budget Overview

The General and Recreation Funds anticipate a combined operations surplus of \$1.8 million. Of that surplus \$950,000 will be transferred to the Capital Projects Fund, a \$2.9M debt certificate payment, and \$14.3M in capital, resulting in a net deficit of \$4.65M. This is a planned deficit as reserves are being

used to support new capital. The transfer of \$950,000 to the Capital Projects Fund follows the guidelines of the Fund Balance Policy.

Projects scheduled for 2017 - include construction of the new joint Parks and Golf Maintenance facility, renovation of Sunset Valley course and clubhouse as well as renovation of certain areas of the Recreation Center of Highland Park. These initiatives take into consideration storm water management concerns, ADA compliance, and public need.

Since 2011, the district has used reserves to support capital projects and not debt, which is industry practice. This has provided District residents a savings of \$6.5 million dollars.

During the first quarter of 2016, a \$3 million, 5-year bond maturing in 2020 was issued to support GreenPrint 2024. During 2017 a second issue of \$9 million will be issued to continue the supporting the capital initiatives. Receipts from the debt extension base will be accessed to support future bond payments. In 2017, residents will see an increase of \$52.43 in property taxes for a home worth \$500,000.

A brief summary of the budget:

- **2017 planned Deficit of \$4,650,887.**
- **Consolidated revenue** for the fiscal year ending 12/31/17 is **\$23.7 million.**
- **Consolidated expenditures** for the fiscal year ending 12/31/17 are **\$37.3 million.**
- **Capital expenditures** are estimated to be **\$14.1 million.**
- **Debt Issuance of \$9 million.**
- **Tax support** for the 2017 fiscal year represents **52.8%** of total revenues.

Acknowledgements

The 2017 budget is a collaborative effort and involves the efforts of supervisors, managers, and support staff, 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 Budget will be 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

Annette Curtis
Director of Finance
Park District of Highland Park

FUTURE PLANNING

As presented in the 2016-2020 Strategic Plan

The Park District of Highland Park is committed to be an excellent, accountable, ethical, and sustainable organization based on a strong commitment to its mission, vision, and values. As part of this commitment, the District utilizes two planning mechanisms to stay on course and achieve these goals- a long-term master plan and a short-term strategic plan. The plans work together to provide the District with a road map to exceed our resident and customers' expectations by delivering extraordinary experiences within our parks and facilities as well as through our programs and services.

GreenPrint 2024

Adopted by the Board of Commissioners in December 2015, GreenPrint 2024 is the District's master plan which represents a new vision for the District and will guide our future facility and program development decisions over the next ten years. A framework for investment in the park system over the next decade, GreenPrint 2024 will ensure that resources are aligned with current and future resident needs, community values, and the District's changing demographics. Planning and project initiatives that were identified in GreenPrint 2024 are the result of tremendous feedback generated from the community during this process.

Strategic Plan 2016-2020

With the 2012-2016 Strategic Plan coming to a close, the District began working a new plan in February 2016. Initiatives of the new plan are both a continuation of the 2012-2016 Strategic Plan and meet the near-term objectives identified in GreenPrint 2024. The strategic plan also incorporates new initiatives identified through a series of focus groups with staff and community representatives. Strategic Plan 2016- 2020 identifies major work goals for the next four years. These goals are designed to move the Park District forward to meet the ever-changing needs of the community.

GREENPRINT 2024

Capital Projects

GreenPrint 2024 identified two tracks of capital projects to be completed over 10 years. Track One projects included in the 2017 Budget are:

- Sunset Valley Golf Course improvements (start 2016, completion 2018)
- Sunset Valley Clubhouse improvements (start 2016, completion 2018)
- Recreation Center improvements (start date 2017, completion 2017)

Planning and Operations Strategy

GreenPrint identified areas of planning and strategy development. Included the 201 Budget are:

- Signage Master Plan & Design Standards
- Sustainability Strategy
- Programming Services & Operational Strategy
- Sports Fields Management Strategy
- Lakefront Master Planning

Staff identified areas of planning that support the intention of GreenPrint are:

- Tennis and basketball outdoor court usage
- Parks amenities inventory

STRATEGIC PLAN 2016-2020

The Park District of Highland Park aspires to be an excellent, accountable, ethical, and sustainable organization based on its strong commitment to the District's mission, vision, and values. Reaching & sustaining these aspirations requires ongoing growth. In the coming year, the District will begin implementing the 2016-2020 Strategic Plan which provides the foundation for this growth. The plan was developed around four strategic themes:

- **Customer:** Maximize the Customer Experience
- **Operational:** Effective, Operational Excellence
- **Internal Business:** Unified and Engaged Work Culture
- **Financial:** Sustain Financial Health

The Park District developed a set of initiatives to assist in achieving the 16 objectives 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

Maximize the Customers Experience

Objective 1: Manage the Program Portfolio

Objective 2: Build/Brand a sense of Community

Objective 3: Create Lasting Impressions

Objective 4: Build a Customer Relationship Management Program

Effective, Operational Excellence

Objective 5: Improve Internal Communication

Objective 6: Create Effective Strategies for Employee Recruitment

Objective 7: Implement a User Friendly Registration Process

Objective 8: Create Efficiencies through Innovative Technology

Objective 9: Create a Green Culture

Objective 10: Continue Cutting Edge Integrated Marketing Systems

Unified and Engaged Work Culture

Objective 11: Create a Plan for Employee Growth and Development

Objective 12: Be the “Employer of Choice”

Objective 13: Integrate Core Values into the Work Culture

Sustained Financial Health

Objective 14: Implement Key Performance Measures

Objective 15: Implement Creative Strategies for Alternative Sources of Revenue

Objective 16: Identify Efficiencies to Reduce Expenses

OPERATIONS OVERVIEW

Fund Structure

The District, like other local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. A fund is a grouping of related accounts that are utilized to maintain control over resources that have been segregated for specific activities or objectives. All funds of the District are reported as governmental funds.

General Fund is the general operating fund of the District. It accounts for all revenues and expenditures of the District which are not accounted for in other funds.

Recreation Fund and Special Recreation Fund are special revenue funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Debt Service Fund is used to account for the accumulation of funds for the periodic payment of principal and interest on general long-term debt.

Capital Projects Fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities and replacement capital projects. Financial resources are acquired through bond issuance and budgeted transfers from operations which are to be used for improvements to existing park facilities, maintenance and upkeep of all parks and new capital endeavors.

Within the General and Recreation Funds, operations are further broken down into Centers. Each Center accounts for a specific operation of the District.

General Fund Includes:	Recreation Fund Includes:	
<ul style="list-style-type: none">• Administrative• Communications• Park Maintenance• Planning	<ul style="list-style-type: none">• Athletics• Camps• Centennial Ice Arena• Deer Creek Racquet Club• Heller Nature Center• Hidden Creek AquaPark• Highland Park Country Club	<ul style="list-style-type: none">• Park Avenue Beach• Recreation Center of HP• Rosewood Beach• Rosewood Interpretive Center• Special Events• Sunset Valley Golf Course• West Ridge Center

Revenues and expenditures are categorized by Type. Such as, program, camp, contractual or salaries. General ledger numbers are linked to specific Types. Most Types are a compilation of a numerous general ledger numbers. Throughout the budget, reports are presented by Type categorizes.

To provide readers with relevant information, the budget is also presented by Function. The Administration Function includes activity in the General Fund (less Parks), Special Recreation, Debt Service, and Capital Projects. 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.

Budget Guidelines, Process, Policies

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. Copies of the ordinance will be available for public inspection at the Park District's administrative offices- West Ridge Center, 636 Ridge Avenue, Highland Park, IL 60035, the Highland Park Library and the District's web site, pdhp.org. The District Board of Commissioners 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 -- Treasurer 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 2017 Capital Replacement Plan (CRP) and Operating Budget run parallel to one another during the budget process. Planning for Park District's CRP began in the summer and resulted in a thoroughly researched list of project recommendations that are presented to the Board of Commissioners prior the budget presentation. The Capital Replacement Plan for 2017 summarizes both operational projects and GreenPrint 2024 master planning projects. The CRP is subject to change based on potential new opportunities, and projects requiring deferral into the 2017 Budget. The final CRP for the fiscal year is presented in the Capital section of this document.

Detailed budgeting for program and operational budgets began during the summer months. 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 that was first presented to the Finance Committee and then to the Board of Commissioners at a Workshop Meeting scheduled for November 8, 2016.

Public Meetings Schedule

Date	Meeting/Action	Matter
October 06, 2016	Workshop	Review Five-Year Capital Improvement Plan
October 26, 2016	Finance Committee Meeting	Review 2017 Proposed Budget
November 8, 2016	Workshop	Review 2017 Proposed Budget and Proposed Budget and Appropriation Ordinance
November 11, 2016- December 15, 2016	Budget available for public viewing at Admin Office/Library	Public provided opportunity to provide its comments to board.
December 15, 2016	Public Hearing	Board hears all public comments
December 15, 2016	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 capital improvements. A deficit total budget, in which expenditures exceed revenues result only from discretionary spending approved by the Board of Commissioners for capital improvements. Which is the case for 2017. 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. Each month, all individual account expenditures are compared to budget appropriations. To monitor budget performance, management receives monthly, year-to-date and prior year reports detailing actual expenditures versus the budget. Expenditures are reviewed twice monthly by a designated Board Commissioner. Any amendments to or creation of financial policies are presented to the Finance Committee for approval and then presented to the entire Board of Commissioners for final approval.

Expenditure Accountability

Staff presents a monthly budget variance report to the Board. Throughout the year, Park District staff gives 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 (CRP). Capital improvements are discretionary spending, while operating expenses are driven by programs benefitting the community.

Salaries and Wages

In 2015, the District completed a review of its Compensation and Classification Study, which went into effect on January 1, 2016. As part of the budget process, a survey of comparable-entities is completed to help determine the merit pool for the District. The recommended increase is 3%. In addition, the survey includes information on salary ranges to determine if there is a need to adjust ranges. Based on the findings, there are no recommended adjustments to the ranges. A copy of the classification plan can be found in Appendix D.

Fund Balance Policy

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.

Investment Policy

During the year, excess funds are held in insured or collateralized Certificates of Deposits, U.S. Government Securities, and Money Market accounts. 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. GreenPrint 2024, master plan provides guidance for future large capital improvements, program improvements, and operational improvements for the next 10-years. As projects are completed, GreenPrint 2024 will be reviewed and updated to reflect the District's changing needs.

Mid-Range Planning

Strategic Plan 2016-2020 outlines mid-range planning. Identifying initiatives or tasks to be completed by staff assigned committees. Completion of these initiatives will ensure completion of strategic goals. The purpose of which is the creation of a stronger park district, that provides desired programming, a strong work environment while being fiscally responsible.

Each year the District reviews and revises its five-year Capital Replacement Plan (CRP) that supplements the yearly budget to assist in determining future funding needs. The Board discusses the CRP 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

A combination of user fees, sale of merchandise, interest income and taxes provide funds for services. Property tax is 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 the CPI or 5%, whichever is lower. 2017 (2016 tax year) CPI is .8%, there is a budgeted increase based on the CPI and new growth. 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 charges fees for recreation activities and subscribes to a policy of varied fees for those services. 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. It is important to note that one of the primary sources of grant revenue is the Open Space Land Acquisition and Development (OSLAD) program.

Other Revenue Opportunities

The Sponsorship Program for special events, and athletics has been redesigned and formalized. The Sponsorship Program will provide an opportunity for the District to build stronger relations with community businesses. While providing the sponsor with public facing opportunities.

In 2016, the Parks Foundation of Highland Park was created. It was the first GreenPrint 2024 initiative to be completed. The Foundation is organized as a not-for-profit corporation, guided by a three member board, the primary purpose of the Foundation is to secure, manage and invest donations, gifts and bequests in support of the District's programs, services, and facilities. For 2017, anticipated support from the Foundation will be focused on Grant-in-Aid. Grant-in-Aid supports participants who are experiencing economic difficulty, with participation scholarships.

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. If debt will be issued, a BINA (Bond Issue Notification Act) hearing will be held, notification of which will be published in the local paper, and posted on the District- website. An adopted ordinance authorizing the bond issuance will be approved at a Board meeting and filed with Lake County.

Forecasting

Forecasting starts with certain assumptions based on management's experience, knowledge and judgement, and then is combined with current financial information to provide a projection of future operations. Throughout the year, as information such as the Comprehensive Annual Financial Report (CAFR), new legislation, or operational concerns become available forecasting models are updated for management. At the fund level, focusing on the interrelationship of operations and capital, models are updated to support staff in planning to ensure both short and long term goals are met.

DEBT POSITION

Overview

Each year the District invests its capital resources in projects that will help maintain and/or improve existing infrastructure or fund new 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. If there is an operational surplus after costs, the appropriate amount can be transferred to capital. 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.

Real estate taxes received for debt retirement passes through the Debt Service Fund. In 2017, to support the initial Phase 1 GreenPrint 2024 initiatives, a \$9 million, 12-year bond maturing in 2028 will be issued. Currently, interest rates are low and interest is estimated at 2.25% over the 12 years. Interest payments will be made during June and December. Principal payments will be made in December.

A home with an EAV (Equalized Assessed Value) of \$500,000 will see an increase in property taxes of \$52.43 for 2017 related to Debt Extension

Proposed General Obligation Bond Indebtedness

Proposed Series 2017 Bond \$9,000,000		Maturity Date: December 15, 2028	
FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2017	635,000	253,772	888,772
2018	630,000	252,875	882,875
2019	650,000	237,125	887,125
2020	380,000	220,875	600,875
2021	1,030,000	209,475	1,239,475

Current General Obligation Bond Indebtedness

General Obligation Ltd Tax			
Refunding Debt Certificate 2012A		Maturity Date: December 15, 2023	
Principal Outstanding at 12/31/2017 \$4,615,000			
FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2017	690,000	159,150	849,150
2018	715,000	138,450	853,450
2019	735,000	117,000	852,000
2020	760,000	94,950	854,950
2021	780,000	72,150	852,150

Debt Certificate 2013		Maturity Date: December 15, 2027	
Principal Outstanding at 12/31/2016 \$6,105,000			
FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2017	530,000	176,963	706,963
2018	540,000	166,363	706,363
2019	550,000	155,563	705,563
2020	560,000	144,563	704,563
2021	585,000	119,138	704,138

General Obligation Ltd Tax Park Bonds Series 2016 Estimated Principal Outstanding at 12/31/2017 \$2,330,000			
Maturity Date: December 15, 2020			
FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2017	540,000	56,400	596,400
2018	555,000	45,600	600,600
2019	565,000	34,500	599,500
2020	585,000	17,550	602,550

Currently, the District has two debt certificates outstanding; General Obligation Limited Tax Refunding Debt Certificate 2012 and 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 2004-05. The 2013 certificate was issued to replenish the capital projects fund when resources were used to pay down a debt with unfavorable terms.

The General Obligation Ltd Tax Park Bond Series 2016 was issued to begin funding for GreenPrint 2024 projects. The addition of 2017's issuance will continue to support this effort.

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.

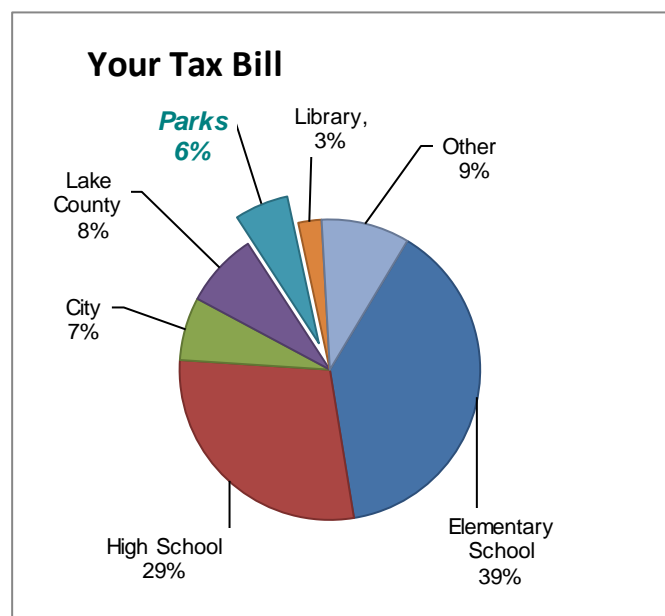
TAX FUNDING

The Levy Ordinance, which details the property tax request by fund, will be presented and approved by the Board of Commissioners on December 15, 2016. 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 2017, tax year 2016 is not included. The District will receive final levy information during the spring of 2017. The District's property tax collection rate has averaged in excess of 98% over the past 10 years (see 2015 CAFR for more detail).

By refraining from raising taxes from 2005-2010 the District's tax rate remained relatively flat and residents did not receive an increase. It was not until 2013 that the Special Recreation Fund was levied at the full .4 cents, this was done to support ADA improvements district wide. Beginning in 2016, the Debt Service Extension Base was accessed to support debt repayment associated with General Obligation Ltd Tax Park Bonds Series 2016. This was identified in the GreenPrint Plan as a funding mechanism.

For 2017, the budgeted tax revenue is \$10,888,932, which is greater than the prior year's extension by 1.45% or \$156,156. 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	2006	2007	2008	2009	2010
EAV	2,543,789,626	2,712,949,269	2,819,017,917	2,741,900,593	2,587,013,944
LEVY EXTENSION	9,615,524	10,227,819	10,712,269	10,803,088	9,804,783
CORPORATE	0.0990	0.1000	0.1010	0.1030	0.1360
IMRF	0.0200	0.0190	0.0190	0.0220	0.0160
POLICE PROCETION	0.0070	0.0070	0.0090	0.0100	0.0110
AUDIT	0.0010	0.0010	0.0010	0.0010	-
LIABILITY INSURANCE	0.0210	0.0170	0.0160	0.0150	0.0080
SPECIAL RECREATION	0.0200	0.0250	0.0250	0.0240	0.0260
RECREATION	0.0750	0.0750	0.0770	0.0690	0.0740
RECREATION AND COMMUNTI\	0.0640	0.0650	0.0650	0.0820	0.0870
BONDS AND INTEREST	0.0530	0.0500	0.0480	0.0490	-
MUSEUM	0.0180	0.0180	0.0190	0.0190	0.0210
Total Rate	0.3780	0.3770	0.3800	0.3940	0.3790

LEVY YEAR	2011	2012	2013	2014	2015
EAV	2,354,383,357	2,190,455,395	2,089,605,407	2,079,639,753	2,206,882,564
LEVY EXTENSION	9,652,972	9,747,527	10,385,339	10,566,317	11,482,476
CORPORATE	0.1500	0.2560	0.1970	0.2924	0.2628
IMRF	0.0170	-	-	-	-
POLICE PROCETION	0.0120	-	-	-	-
AUDIT	-	-	-	-	-
LIABILITY INSURANCE	0.0090	-	-	-	-
SPECIAL RECREATION	0.0280	0.0180	0.0400	0.0400	0.0400
RECREATION	0.0810	0.1710	0.2600	0.1758	0.1835
RECREATION AND COMMUNTI\	0.0900	-	-	-	-
BONDS AND INTEREST	-	-	-	-	0.03
MUSEUM	0.0230	-	-	-	-
Total Rate	0.4100	0.4450	0.4970	0.5082	0.5203

CAPITAL

All capital type expenditures are accounted for in the Capital Fund, regardless if they result from operations or planning. 2017 expenditures are compiled from two sources. The Capital Replacement Plan (CRP) and the GreenPrint-Project Capital Review. CRP summarizes districtwide replacement needs for the next five years. As the first step of the budget process, staff reviews the need of all facilities and parks, creating and updating repair and replacement schedules. Based on these schedules the CRP is compiled for the year and updated for the next five years.

Appendix A provides a detail listing of the 2017 replacement items that are included in budget. For informational purposes Appendix B provides a summarized schedule of replacement items over the next five years. GreenPrint projects budgeted during 2017 and the new Maintenance building project are summarized in Appendix C. Each project is summarized by project stage, completion date, and estimated costs. These three appendices provide a three-year construction schedule and budget. 2017 budget includes:

2017 Capital Expenditures	
Parks and Maintenance Building	4,762,400
Sunset Valley Course	5,100,000
Sunset Valley Club House	1,050,000
Recreation Center	800,000
Replacement Capital (CRP)	2,493,226
Bond Issuance Costs	180,000
Total	14,385,626

A new maintenance building for both park and golf operations had been identified as a significant need for many years. In addition, renovation of Sunset Valley's course and clubhouse as well as renovations of the Recreation Center of Highland Park were identified in GreenPrint. By combining the operation of both the Sunset Valley Golf Course and the district wide parks operation in one building, the district will realize considerable savings in construction costs and future efficiencies. This joint venture also takes the park operations out of a residential neighborhood.

Renovations of Sunset Valley's course, focus on improving the golfing experience. Upgrades include tees, greens, bunkers as well as overall infrastructure, drainage and storm water management. The clubhouse was built in 1956, and upgrades will provide a new modernized building and outdoor space to better serve golfers and residents. The grand opening of the newly renovated Sunset Valley will occur in July 2018, allowing for two turf growing seasons.

The Park District is currently in the beginning stages of a facility renovation project at the Recreation Center of Highland park. This project was identified in the GreenPrint Master Plan and includes relocating the Group Exercise studio to the lower level, creating a new training studio for both personal and small group fitness training, reconfiguring the fitness desk and lobby area, and expanding the square footage on the fitness floor.

2017 BUDGET ANALYSIS

Budget Overview

The 2017 Budget is presented in three different formats:

- Consolidated by Fund
- District Wide Comparison to 2016 projected year end
- Detailed review by Function

Overall, the 2017 Budget represents a net deficit of \$4,650,887.

- Net Operations \$0.5 million
Operating Revenue \$23.7 million
Operating Expenditures \$23.1 million
- Debt Issuance \$9 million
- Debt Retirement \$3 million
- Capital Improvements \$14.3 million
- Inter Fund Transfers \$3.3 million

Core offerings, such as programs, camps, membership, fees, rentals and lessons are the driving operational force and provide 47.22% of revenue. Compared to 2016, operational revenue is decreasing by 16% as a result of operations closing and associated programming adjustments at Sunset Valley during the renovation.

During the same period, expenditures have increased by 12% even as some expenditures, like health insurance (due to full staffing levels) have increased by 17%. Careful management, efficiencies, and cost awareness are the drivers for the District keeping expenditures – in line.

During 2015, the District assumed operation of the Highland Park Country Club (HPCC). Operating HPCC while Sunset Valley Course and clubhouse are under renovation provides the community with an alternative golfing venue. Operating two golf courses does have a negative impact to the budget. For 2016, a combined projected budget deficit is \$278,000 and for 2017 the budget deficit is increased to \$358,000.

Since 2011, the District has not issued bonds to support capital improvement. This has provided the tax payers of savings totaling over \$6.5 million. Instead, funding for these improvements was supported by capital reserves. With the completion of GreenPrint 2024 funding for the plan recommends issuing debt and accessing the debt extension tax base to support capital improvement. A \$3 million General Obligation Bond was issued during 2016 that is supported by the debt extension. After the completion of each initiative, the master plan is reviewed and updated to reflect the current and future trends within the District. Included in the review process will be debt issuance and retirement.

A \$9 million 12-year bond maturing in 2028 will be issued during the first quarter of 2017 to support GreenPrint 2024 projects that are coming to completion. Property tax receipts via the debt extension base of \$1.4 million will be accessed for principal and interest payments related for 2016 and 2017 bond issuance. This bond issuance will be in addition to the two debt certificates currently outstanding. Budgeted payments for Debt Certificates total \$1.5 million are fully funded through operations.

Table #1

PROPOSED 2017 BUDGET BY FUND

Presented in a similar format as the CAFR

	General	Recreation	Special Recreation	Debt Service	Capital Projects	Total
Revenue						
TAX	5,183,433	4,950,000	888,932	1,488,028	-	12,510,393
PROGRAMS	-	3,031,168	-	-	-	3,031,168
CAMPS	-	1,558,042	-	-	-	1,558,042
LESSONS	-	325,586	-	-	-	325,586
SPECIAL EVENTS	-	129,003	-	-	-	129,003
FEES & CHARGES	33,500	1,351,632	-	-	-	1,385,132
MEMBERSHIPS	-	1,752,592	-	-	-	1,752,592
RENTALS	55,000	1,350,438	-	-	-	1,405,438
MERCHANDISING	240	1,117,105	-	-	-	1,117,345
INTEREST INCOME	105,332	-	-	-	-	105,332
MISCELLANEOUS INCOME	97,750	279,898	-	-	-	377,648
OTHER INCOME	-	3,000	-	-	-	3,000
Revenue Total	5,475,255	15,848,465	888,932	1,488,028	-	23,700,679
Expenditures						
PROGRAMS	-	1,676,042	-	-	-	1,676,042
CAMPS	-	905,598	-	-	-	905,598
LESSONS	-	134,584	-	-	-	134,584
SPECIAL EVENTS	-	232,167	-	-	-	232,167
SALARIES & WAGES	2,680,626	4,690,361	-	-	-	7,370,987
CONTRACTUAL SERVICES	1,128,888	2,553,525	438,203	-	258,000	4,378,616
INSURANCE	1,160,597	895,146	-	-	-	2,055,743
MATERIALS & SUPPLIES	248,437	402,325	-	-	-	650,761
MAIN. & LANDSCAPE	88,860	449,390	-	-	-	538,250
UTILITIES	97,716	829,299	-	-	-	927,015
PENSION CONTRIBUTIONS	366,707	556,870	-	-	-	923,578
COST OF GOODS SOLD	-	348,564	-	-	-	348,564
DEBT RETIREMENT	-	-	-	3,042,785	-	3,042,785
CAPITAL OUTLAY	-	39,250	-	-	14,127,626	14,166,876
Expenditure Total	5,771,832	13,713,121	438,203	3,042,785	14,385,626	37,351,567
	(296,577)	2,135,344	450,729	(1,554,757)	(14,385,626)	(13,650,887)
Other Financing						
DEBT ISSUANCE					9,000,000	9,000,000
OPERATING TRANSFERS IN				1,555,513	1,700,000	3,255,513
OPERATING TRANSFERS OUT	(622,205)	(1,883,308)	(750,000)			(3,255,513)
NET SURPLUS (DEFICIT)	(918,782)	252,036	(299,271)	757	(3,685,626)	(4,650,887)

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 2017 BUDGET BY FUND**

Fund Balance Projection as of December 31, 2017

	General	Recreation	Special Recreation	Debt Service	Capital Projects
Estimated Fund Balance 1/1/2017	2,445,911	3,840,349	435,053	150,028	12,478,027
REVENUES	5,475,255	15,848,465	888,932	1,488,028	0
EXPENDITURES	5,771,831	13,713,121	438,203	3,042,785	14,385,626
DEBT ISSUANCE					9,000,000
TRANSFERS	-622,205	-1,883,308	-750,000	1,555,513	1,700,000
Estimated Fund Balance 12/31/2017	<u>1,527,130</u>	<u>4,092,385</u>	<u>135,782</u>	<u>150,784</u>	<u>8,792,401</u>
Fund Balance Policy					
25% of Budget Expenditures	1,442,958	3,428,280	109,551	-	-

Table #2: Figures presented above include the District's estimated beginning fund balance as of January 1, 2017, 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, 2017.

The Park District's philosophy is to maintain a principal operating fund balance 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

DISTRICT WIDE BUDGET COMPARISON

	2015 Total Activity	2016 Total Budget	2016 Projected Year	2017 Total Budget		2017 Budget vs 2016 Proj.	% Change
Revenue							
TAX	10,673,173	11,640,911	11,487,651	12,510,393	52.8%	1,022,742	9%
PROGRAMS	2,732,768	2,850,805	2,913,708	3,031,168	12.8%	117,461	4%
CAMPS	1,497,106	1,499,688	1,453,330	1,558,042	6.6%	104,712	7%
LESSONS	317,242	351,852	312,374	325,586	1.4%	13,212	4%
SPECIAL EVENTS	128,873	136,823	138,229	129,003	0.5%	(9,226)	-7%
FEES & CHARGES	1,871,868	2,002,600	1,933,111	1,385,132	5.8%	(547,979)	-28%
MEMBERSHIPS	1,638,783	1,714,184	1,698,142	1,752,592	7.4%	54,451	3%
RENTALS	1,583,936	1,620,664	1,551,968	1,405,438	5.9%	(146,530)	-9%
MERCHANDISING	1,042,417	1,026,540	986,377	1,117,345	4.7%	130,968	13%
INTEREST INCOME	58,568	100,000	35,000	105,332	0.4%	70,332	201%
MISCELLANEOUS INCOME	662,682	343,449	545,875	377,648	1.6%	(168,227)	-31%
OTHER INCOME	40,089	3,000	74,508	3,000	0.0%	(71,508)	-96%
Revenue Total:	22,247,504	23,290,515	23,130,272	23,700,679		570,408	2%
Expenditure							
PROGRAMS	1,690,854	1,680,903	1,659,322	1,676,042	4.5%	16,720	1%
CAMPS	885,993	896,207	811,538	905,598	2.4%	94,060	12%
LESSONS	164,941	174,652	140,571	134,584	0.4%	(5,987)	-4%
SPECIAL EVENTS	216,125	233,766	240,082	232,167	0.6%	(7,916)	-3%
SALARIES & WAGES	6,891,989	7,320,988	6,781,189	7,370,987	19.7%	589,798	9%
CONTRACTUAL SERVICES	4,017,117	4,642,997	4,652,940	4,378,616	11.7%	(274,324)	-6%
INSURANCE	1,754,897	1,976,400	1,935,146	2,055,743	5.5%	120,597	6%
MATERIALS & SUPPLIES	737,088	775,076	679,136	650,761	1.7%	(28,375)	-4%
MAIN. & LANDSCAPE	668,935	552,814	486,000	538,250	1.4%	52,250	11%
UTILITIES	837,956	848,525	904,062	927,015	2.5%	22,953	3%
PENSION CONTRIBUTIONS	947,639	776,939	730,865	923,578	2.5%	192,713	26%
COST OF GOODS SOLD	340,846	331,577	320,981	348,564	0.9%	27,584	9%
DEBT RETIREMENT	1,555,338	2,303,832	2,303,623	3,042,785	8.1%	739,162	32%
CAPITAL OUTLAY	3,188,036	3,137,450	2,124,223	14,166,876	37.9%	12,042,653	567%
Expenditure Total	23,897,755	25,652,126	23,769,678	37,351,567		13,581,888	57%
	(1,650,251)	(2,361,611)	(639,406)	(13,650,887)		(13,011,481)	2035%
Other Financing							
DEBT ISSUANCE		3,000,000	2,935,635	9,000,000			
OPERATING TRANSFER IN	5,934,863	2,636,363	2,636,363	3,255,513			
OPERATING TRANSFER OUT	(5,934,863)	(2,636,363)	(2,636,362)	(3,255,513)			
Net Surplus (Deficit)	(1,650,251)	638,389	2,296,229	(4,650,887)			

Table #3: The 2017 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.

Table #4

CONSOLIDATED REVENUE ANALYSIS

	2015 Total			2016		2016		2017		2017 Budget	%
	Activity			Total Budget		Projected Year		Total Budget		vs 2016 Proj.	Change
Revenue											
TAX	10,673,173	48.0%	11,640,911	50.0%	11,487,651	49.7%	12,510,393	52.8%	1,022,742	9%	
PROGRAMS	2,732,768	12.3%	2,850,805	12.2%	2,913,708	12.6%	3,031,168	12.8%	117,461	4%	
CAMPS	1,497,106	6.7%	1,499,688	6.4%	1,453,330	6.3%	1,558,042	6.6%	104,712	7%	
LESSONS	317,242	1.4%	351,852	1.5%	312,374	1.4%	325,586	1.4%	13,212	4%	
SPECIAL EVENTS	128,873	0.6%	136,823	0.6%	138,230	0.6%	129,003	0.5%	(9,227)	-7%	
FEES & CHARGES	1,871,868	8.4%	2,002,600	8.6%	1,933,111	8.4%	1,385,132	5.8%	(547,979)	-28%	
MEMBERSHIPS	1,638,783	7.4%	1,714,184	7.4%	1,698,142	7.3%	1,752,592	7.4%	54,451	3%	
RENTALS	1,583,936	7.1%	1,620,664	7.0%	1,551,968	6.7%	1,405,438	5.9%	(146,530)	-9%	
MERCHANDISING	1,042,417	4.7%	1,026,540	4.4%	986,377	4.3%	1,117,345	4.7%	130,968	13%	
INTEREST INCOME	58,567	0.3%	100,000	0.4%	35,000	0.2%	105,332	0.4%	70,332	201%	
MISCELLANEOUS INCOME	662,682	3.0%	343,449	1.5%	545,875	2.4%	377,648	1.6%	(168,227)	-31%	
OTHER INCOME	40,089	0.2%	3,000	0.0%	74,508	0.3%	3,000	0.0%	(71,508)	-96%	
Revenue Total:	22,247,503	100%	23,290,515	100%	23,130,273	100%	23,700,679	100.0%	570,407	2%	

With the implementation of the 2016-20 Strategic Plan, which includes a thorough analysis of program inventory, it is expected that fees will continue to represent a larger source of the overall revenue. For the 2017 budget, where appropriate, fees for memberships, camps and programs were restructured. These changes resulted in cost conscious and revenue driven programming, with a budgeted 2% districtwide increase for 2017.

The change in taxes is broken down as follows: CPI of .7%, Special Recreation levy - .04, and debt extension - .0666.

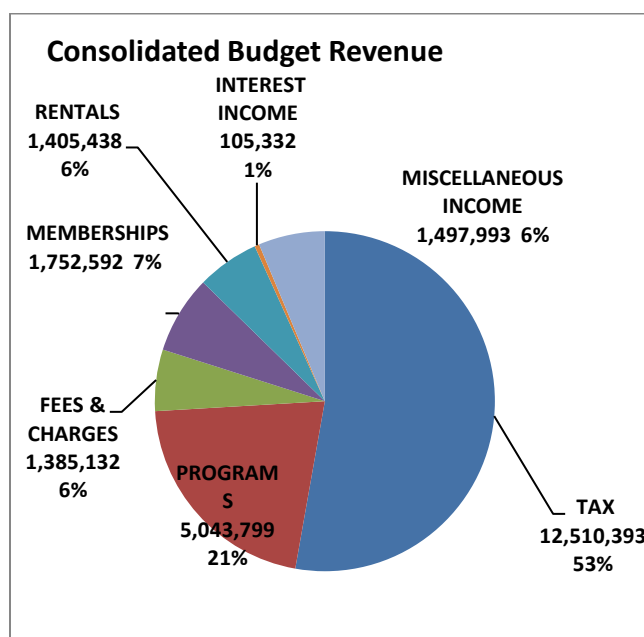


Table #5

CONSOLIDATED EXPENDITURE ANALYSIS

	2015 Total		2016		2016		2017		2017 Budget	%
	Activity		Total Budget		Projected Year		Total Budget		vs 2016 Proj.	Change
Expenditure										
PROGRAMS	1,690,854	7.1%	1,680,829	6.6%	1,659,322	7.0%	1,676,042	4.5%	16,720	1%
CAMPS	885,993	3.7%	895,549	3.5%	811,538	3.4%	905,598	2.4%	94,060	12%
LESSONS	164,941	0.7%	174,502	0.7%	140,571	0.6%	134,584	0.4%	(5,987)	-4%
SPECIAL EVENTS	216,125	0.9%	233,216	0.9%	240,082	1.0%	232,167	0.6%	(7,916)	-3%
SALARIES & WAGES	6,891,989	28.8%	7,320,988	28.7%	6,781,189	28.5%	7,370,987	19.7%	589,798	9%
CONTRACTUAL SERVICES	4,017,117	16.8%	4,640,347	18.2%	4,652,940	19.6%	4,378,616	11.7%	(274,324)	-6%
INSURANCE	1,754,897	7.3%	1,976,400	7.8%	1,935,146	8.1%	2,055,743	5.5%	120,597	6%
MATERIALS & SUPPLIES	737,088	3.1%	770,528	3.0%	679,137	2.9%	650,761	1.7%	(28,375)	-4%
MAIN. & LANDSCAPE	668,935	2.8%	552,814	2.2%	486,000	2.0%	538,250	1.4%	52,250	11%
UTILITIES	837,956	3.5%	848,525	3.3%	904,062	3.8%	927,015	2.5%	22,953	3%
PENSION CONTRIBUTIONS	947,639	4.0%	776,939	3.1%	730,865	3.1%	923,578	2.5%	192,713	26%
COST OF GOODS SOLD	340,846	1.4%	330,577	1.3%	320,981	1.4%	348,564	0.9%	27,584	9%
DEBT RETIREMENT	1,555,338	6.5%	2,303,832	9.0%	2,303,623	9.7%	3,042,785	8.1%	739,162	32%
CAPITAL OUTLAY	3,188,036	13.3%	2,966,750	11.6%	2,124,223	8.9%	14,166,876	37.9%	12,042,653	567%
Expenditure Total	23,897,755	100.0%	25,471,796	100.0%	23,769,679	100.0%	37,351,567	100.0%	13,581,888	57%

The 2016 consolidated budget captures all budgeted expenditures of the District including capital projects. This document provides a summary of the capital projects slated for the 2017 budget year in Appendix A.

As is typically the case, salaries (19.7%), Insurance (5.5%) Contractual Services (11.7%) and capital (37.9%) represent the largest individual costs to the District.

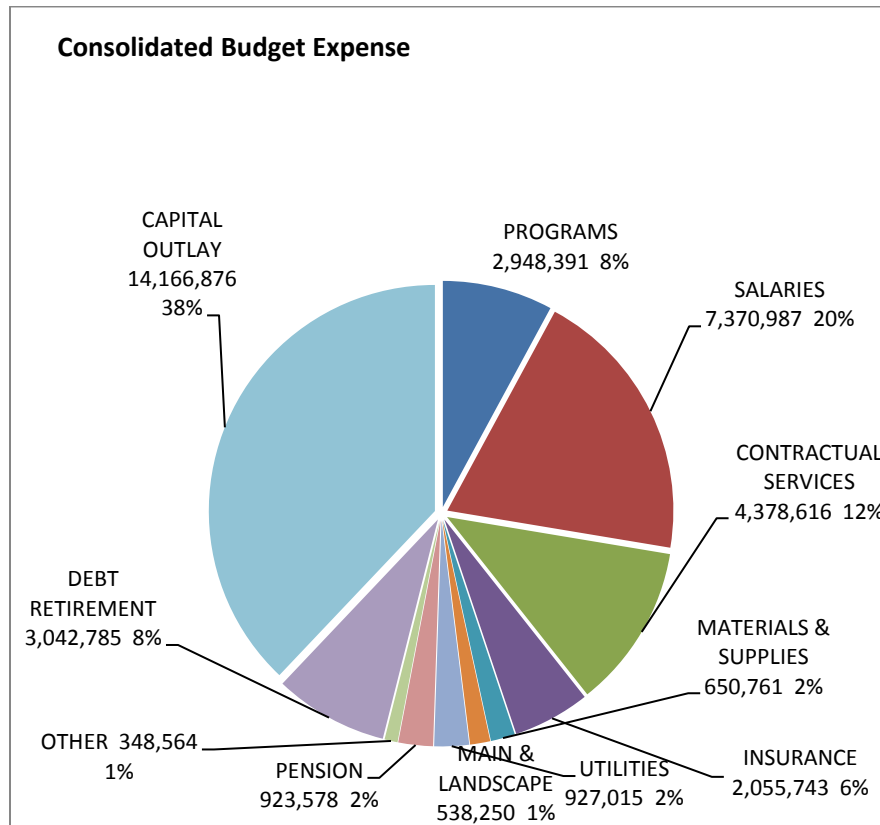
Salaries in 2017 will increase by 9% as compared to 2016. This is due in large part by the District's effort to be fully staffed in 2017. The District was not fully staffed in 2016.. Some positions were open and - remained so, while others were restructured. In addition to salaries, full staffing increases associated health insurance and pension expenditures.

The insurance line item represents a compilation of health insurance (81%) and property/casualty (19%). Health Insurance premiums are not increasing, changes are a direct result of staffing and employee selection changes. Premiums associated with property/casualty coverage are remaining constant. Increase or decreases in premiums are a direct result of increases and decreases in expenditures. This is based on a two-year cycle. 2018 rates will be based on 2016 expenditures, resulting in a decrease.

As a result of full staffing, and IMRF investment returns, annual pension costs have increased by 26%. 2017 contribution rate is 4.79% compared to 2016 3.39%.

Contractual Services which makes up a large portion of the operating budget is decreasing by 6% as compared to 2016 projected year end. Highland Park Country Club (HPCC) salaries plus benefits, management fees, and third party contractual services are account for in this line item. Consolidation of the Sunset Valley staff with HPCC staff has a direct impact on this decrease.

As mentioned earlier, with the continued construction of the Parks and Golf Maintenance building, Sunset Valley Course and Clubhouse and the Recreation Center renovation, expenditures are increasing as compared to 2016 and make up over 37.9% of the overall expenditure budget.



FUND TRANSFERS

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

- \$622,205 from the General Fund to Debt Service - for payment of Debt Certificate 2012, 2013
- \$933,308 from the Recreation Fund to Debt Service - for payment of Debt Certificate 2012, 2013
- \$950,000 from the Recreation Fund to Capital - as directed by the Fund Balance Policy
- \$725,000 from the Special Recreation to Capital - for the ADA portion of capital projects

ANALYSIS BY FUNCTION

For purposes of this document, the Administration Function includes activity in the General Fund (less Parks), 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 # 6 PROPOSED 2017 BUDGET BY FUNCTION

	Administration Function	Parks Function	Recreation Function	Total Function
Revenues	16,818,225	33,990	15,848,465	32,700,680
Expenditures	20,914,384	2,724,061	13,713,121	37,351,566
Surplus/Deficit	-4,096,159	-2,690,071	2,135,344	-4,650,886

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 policies and procedures 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

Planning involves strategic planning, and feasibility studies such as land management and park usage. Incorporating new trends into development to encourage intergeneration recreation and physical activity. Interagency coordination with local, and county governmental agencies. Developing and managing implementation of the portions of the CRP, such as asphalt repair, or park equipment replacement. Searching out and researching grant opportunities that support capital improvements and

operations. Overseeing the ADA transition plan and incorporating ADA requirement in all new building. 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

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, messaging, publicity, media outreach, public relations, social media, video production, market research/analytics, advertising, sponsorships, signage, creative development, collateral and programming brochure production, and promotional strategies. Staff conducts market analysis develops marketing opportunities, and serves as liaison to several community partners. The department oversees the District website, social media sites and marketing plans in addition to maintaining District graphic standards, including branding and logo identity.

SPECIAL RECREATION

The Special Recreation Fund was established to account for the funds used to provide recreational opportunities to those with disabilities.

The Northern Suburban Recreation Association (NSSRA) is an intergovernmental partnership of ten park districts, two cities and one village in the northern suburban area of Chicago. NSSRA provides and facilitates year-round recreation programs and services for children and adults with disabilities who live in the partner communities. Each of the agencies served by NSSRA levy funds to support its operation. The twelve agencies served by NSSRA are: Deerfield, Glencoe, Glenview, Highland Park, Kenilworth, Lake Bluff, Northbrook, Northfield, Wilmette, and Winnetka Park Districts, the City of Lake Forest and the Village of Riverwoods.

The Budget for the Special Recreation Fund includes the Member Agency Contribution (MAC) which provides a significant portion of the operating revenue for NSSRA, funding for specially trained companions to assist those with special needs who participate in Park District of Highland Park programs (inclusion services) as well as funding for facility improvements to make them accessible under the terms of the American with Disabilities Act.

Table #7

ADMINISTRATION FUNCTION

	2015 Total Activity	2016 Total Budget	2016 Projected Year	2017 Total Budget		2017 Budget vs 2016 Proj.	% Change
Revenue							
TAX	7,032,394	7,590,911	7,478,147	7,560,393	96.7%	82,246	1%
RENTALS	55,000	55,000	55,000	55,000	0.7%	-	0%
INTEREST INCOME	58,568	100,000	35,000	105,332	1.3%	70,332	201%
MISCELLANEOUS INCOME	414,869	97,500	373,794	97,500	1.2%	(276,294)	-74%
Revenue Total:	7,560,831	7,843,411	7,941,941	7,818,225		(123,716)	-2%
Expenditure							
SALARIES & WAGES	1,076,674	1,192,494	1,019,848	1,134,281	5.4%	114,433	11%
CONTRACTUAL SERVICES	1,280,017	1,819,647	1,910,303	1,616,607	7.7%	(293,696)	-15%
INSURANCE	689,266	652,814	661,991	723,905	3.5%	61,914	9%
MATERIALS & SUPPLIES	64,163	64,461	52,715	55,326	0.3%	2,611	5%
MAIN. & LANDSCAPE	67,557	20,280	14,280	19,850	0.1%	5,570	39%
UTILITIES	56,457	54,824	56,900	25,112	0.1%	(31,788)	-56%
PENSION CONTRIBUTIONS	184,869	153,718	132,029	168,892	0.8%	36,863	28%
DEBT RETIREMENT	1,555,338	2,303,832	2,303,623	3,042,785	14.5%	739,162	32%
CAPITAL OUTLAY	3,162,648	3,102,330	2,109,823	14,127,626	67.5%	12,017,803	570%
Expenditure Total	8,136,988	9,364,400	8,261,513	20,914,384		12,652,871	153%
	(576,157)	(1,520,989)	(319,572)	(13,096,159)		(12,776,587)	3998%
Other Financing							
DEBT ISSUANCE		3,000,000	2,935,635	9,000,000			
OPERATING TRANSFER IN	5,934,863	2,636,363	2,636,363	3,255,513			
OPERATING TRANSFER OUT	(1,001,945)	(749,545)	(749,545)	(1,372,205)			
Net Surplus (Deficit)	4,356,761	3,365,829	4,502,881	(2,212,851)	-	(12,776,587)	(2)

Table #7: ADMINSTRATIVE FUNCTION BUDGET HIGHLIGHTS:

Revenue

In 2017, total tax revenue is budgeted to increase by 1% as the debt extension base is accessed for debt retirement.

Impact Fees received from the City of Highland Park are unbudgeted due to uncertainty of collection. During 2016, \$203,000 Impact Fees were received and posted to miscellaneous revenue. As a result, this line item or type is over budget in 2016 and because it is not budgeted in 2017, it appears as a loss.

Salary and Wages

Employee wages are expected to increase by 11% or \$114,433 in 2017 compared to 2016 projected. Wages are budgeted to increase by 3% based on the District's merit pool. The district currently has four vacant full-time positions within the Parks Function, a portion of those salaries are allocated to the Administration Function, it is anticipated that these positions will be filled over the next few months.

Insurance

Premiums associated with property/casualty insurance which are increasing by 13% are solely accounted for in the Administration Function. Adjustments to health insurance due to staffing or selection changes are offsetting the increase, resulting in a net change of 9%.

Contractual Services

The administration function has budgeted \$1,616,607 in 2017 which is approximately \$293,696 less than projected in 2016. Included in this line item are such items as professional services related to capital projects, legal fees related to debt issuance, and investment advisors. Also included in contractual services are expenditures for Northern Suburban Special Recreation Association (NSSRA).

Special Recreation

NSSRA contribution is budgeted at \$285,129, and the companion fee is \$128,328. \$725,000 will be transferred from Special Recreation to support capital projects and the ADA transition plan.

PARKS FUNCTION

The mission of the Parks Department is to provide safe, well-maintained recreation areas to meet the the Park District of Highland Park's resident needs and - provide support to 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 and HPCC. 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**

	2015 Total Activity	2016 Total Budget	2016 Projected Year	2017 Total Budget		2017 Budget vs 2016 Proj.	% Change
Revenue							
FEES & CHARGES	29,920	28,000	30,000	33,500	98.6%	3,500	12%
MERCHANDISING	339	200	150	240	0.7%	90	60%
MISCELLANEOUS INCOME	13,645	9,725	4,500	250	0.7%	(4,250)	-94%
Revenue Total:	43,904	37,925	34,650	33,990		(660)	-2%
Expenditure							
SALARIES & WAGES	1,350,950	1,471,668	1,409,168	1,546,345	56.8%	137,177	10%
CONTRACTUAL SERVICES	128,952	207,579	174,544	208,484	7.7%	33,940	19%
INSURANCE	332,038	399,606	399,606	436,692	16.0%	37,086	9%
MATERIALS & SUPPLIES	180,839	220,995	177,995	193,111	7.1%	15,116	8%
MAIN. & LANDSCAPE	99,525	58,307	42,530	69,010	2.5%	26,480	62%
UTILITIES	54,588	57,527	57,527	72,604	2.7%	15,077	26%
PENSION CONTRIBUTIONS	190,439	131,196	131,196	197,816	7.3%	66,620	51%
CAPITAL OUTLAY	-	3,000	-	-	0.0%	-	
Expenditure Total	2,337,331	2,549,877	2,392,565	2,724,062		331,496	14%
	(2,293,427)	(2,511,952)	(2,357,915)	(2,690,072)		(332,156)	14%
Surplus (Deficit)	(2,293,427)	(2,511,952)	(2,357,915)	(2,690,072)	-	(332,156)	(0)

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 10% increase from projected 2016. The 2017 budget includes filling 4 positions that remained open throughout 2016 due to changes in staff.

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 7.7% of the total costs indicated in the budget.

Pension

The 51% increase is reflective of staffing change and IMRF's higher contribution rate.

RECREATION FUNCTION

The Recreation Function provides Park District of Highland Park residents 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 Racquet Club, Sunset Valley Golf Course, Highland Park Country Club, Park Avenue Boating facility, Rosewood Interpretive Center and Beach, and Hidden Creek Aquapark.

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

Although registration is available throughout the District, the Recreation Center and West Ridge are currently the principle locations for registration activity. During 2015, the Recreation Center began taking districtwide registration, offering the community two convenient locations to register for all park district programs and activities. Other facilities also accept facility-specific registration. Objective #7 of the Strategic Plan states- "Implement a User Friendly Registration Process". To support this objective a new registration system will be introduced in February 2017. The new system will support in-house and online registration across the district. Adding customer friendly features including calendar updating, reminders, and alerts.

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

	2015 Total Activity	2016 Total Budget	2016 Projected Year	2017 Total Budget		2017 Budget vs 2016 Proj.	% Change
Revenue							
TAX	3,640,778	4,050,000	4,009,505	4,950,000	31.2%	940,495	23%
PROGRAMS	2,732,768	2,850,805	2,913,708	3,031,168	19.1%	117,461	4%
CAMPS	1,497,106	1,499,688	1,453,330	1,558,042	9.8%	104,712	7%
LESSONS	317,242	351,852	312,374	325,586	2.1%	13,212	4%
SPECIAL EVENTS	128,873	136,823	138,230	129,003	0.8%	(9,227)	-7%
FEES & CHARGES	1,841,948	1,974,600	1,903,111	1,351,632	8.5%	(551,479)	-29%
MEMBERSHIPS	1,638,783	1,714,184	1,698,142	1,752,592	11.1%	54,451	3%
RENTALS	1,528,936	1,565,664	1,496,968	1,350,438	8.5%	(146,530)	-10%
MERCHANDISING	1,042,079	1,026,340	986,227	1,117,105	7.0%	130,878	13%
MISCELLANEOUS INCOME	271,404	236,224	239,339	279,898	1.8%	40,559	17%
OTHER INCOME	2,853	3,000	2,750	3,000	0.0%	250	9%
Revenue Total:	14,642,769	15,409,179	15,153,682	15,848,465		1,205,696	8%
Expenditure							
PROGRAMS	1,690,854	1,680,903	1,659,322	1,676,042	12.2%	16,720	1%
CAMPS	885,993	896,207	811,538	905,598	6.6%	94,060	12%
LESSONS	164,941	174,652	140,571	134,584	1.0%	(5,987)	-4%
SPECIAL EVENTS	205,249	233,766	240,082	232,167	1.7%	(7,916)	-3%
SALARIES & WAGES	4,464,366	4,656,826	4,352,173	4,690,361	34.2%	338,188	8%
CONTRACTUAL SERVICES	2,608,149	2,615,771	2,568,093	2,553,525	18.6%	(14,568)	-1%
INSURANCE	733,592	923,979	873,549	895,146	6.5%	21,596	2%
MATERIALS & SUPPLIES	492,087	489,619	448,426	402,325	2.9%	(46,101)	-10%
MAIN. & LANDSCAPE	501,853	474,227	429,190	449,390	3.3%	20,200	5%
UTILITIES	726,911	736,174	789,635	829,299	6.0%	39,664	5%
PENSION CONTRIBUTIONS	572,331	492,026	467,640	556,870	4.1%	89,230	19%
COST OF GOODS SOLD	340,846	331,577	320,981	348,564	2.5%	27,584	9%
CAPITAL OUTLAY	25,389	32,120	14,400	39,250	0.3%	24,850	173%
Expenditure Total	13,412,560	13,737,848	13,115,600	13,713,121		300,561	2%
	1,230,209	1,671,331	2,038,082	2,135,343		905,135	
Other Financing							
DEBT ISSUANCE				-			
OPERATING TRANSFER IN	-	-	-	-			
OPERATING TRANSFER OUT	(4,932,918)	(1,886,818)	(1,886,817)	(1,883,308)			
Net Surplus (Deficit)	(3,702,709)	(215,487)	151,265	252,036	-	905,135	0

Table #10

RECREATION FUNCTION by CENTER

		2015	2016	2016	2017	2017 Budget vs	%
		Total Activity	Total Budget	Projected Year End	Total Budget	2016 Projected	Change
ADMINISTRATIVE	Revenue	3,643,088	4,054,000	4,044,624	4,988,000	943,376	23%
	Expense	6,862,627	3,882,120	3,764,930	3,723,326	(41,604)	-1%
	Surplus (Deficit):	(3,219,539)	171,880	279,694	1,264,674	984,980	352%
	Net Revenue:	-88%	4%	7%	25%		
WEST RIDGE CENTER	Revenue	543,702	497,218	493,957	475,282	(18,675)	-4%
	Expense	747,309	688,325	684,672	713,275	28,603	4%
	Surplus (Deficit):	(203,606)	(191,107)	(190,715)	(237,993)	(47,278)	25%
	Net Revenue:	-37%	-38%	-39%	-50%		
ATHLETICS	Revenue	886,279	1,018,748	1,017,486	1,040,734	23,248	2%
	Expense	861,953	992,622	954,946	999,216	44,270	5%
	Surplus (Deficit):	24,326	26,126	62,540	41,518	(21,022)	-34%
	Net Revenue:	3%	3%	6%	4%		
CAMPS-WR Only	Revenue	840,153	869,616	823,784	905,963	82,179	10%
	Expense	611,743	619,964	584,149	658,770	74,621	13%
	Surplus (Deficit):	228,410	249,652	239,635	247,193	7,558	3%
	Net Revenue:	27%	29%	29%	27%		
SPECIAL EVENTS	Revenue	81,567	104,453	92,597	102,303	9,706	10%
	Expense	220,221	239,888	239,124	251,186	12,063	5%
	Surplus (Deficit):	(138,655)	(135,435)	(146,527)	(148,883)	(2,357)	2%
	Net Revenue:	-170%	-130%	-158%	-146%		
HIDDEN CREEK	Revenue	449,942	422,863	476,354	469,776	(6,578)	-1%
	Expense	560,754	609,056	452,390	629,831	177,441	39%
	Surplus (Deficit):	(110,812)	(186,193)	23,964	(160,055)	(184,019)	-768%
	Net Revenue:	-25%	-44%	5%	-34%		
ROSEWOOD INTERPRETIVE CENTER	Revenue	118,918	104,789	107,509	113,944	6,435	6%
	Expense	91,132	95,075	106,568	106,037	(532)	0%
	Surplus (Deficit):	27,786	9,714	941	7,907	6,966	740%
	Net Revenue:	0%	9%	1%	7%		
ROSEWOOD BEACH	Revenue	27,093	46,900	32,150	57,925	25,775	80%
	Expense	120,221	140,001	105,855	156,165	50,311	48%
	Surplus (Deficit):	(93,128)	(93,101)	(73,705)	(98,240)	(24,536)	33%
	Net Revenue:	-344%	-199%	-229%	-170%		
PARK AVENUE BEACH	Revenue	69,572	69,223	76,901	88,319	11,418	15%
	Expense	90,340	82,866	76,721	88,782	12,061	16%
	Surplus (Deficit):	(20,768)	(13,643)	180	(463)	(643)	-357%
	Net Revenue:	-30%	-20%	0%	-1%		
CENTENNIAL ICE ARENA	Revenue	1,184,489	1,132,410	1,206,984	1,254,735	47,751	4%
	Expense	942,250	922,449	913,089	919,116	6,027	1%
	Surplus (Deficit):	242,239	209,961	293,895	335,619	41,724	14%
	Net Revenue:	20%	19%	24%	27%		
SUNSET VALLEY PRO SHOP	Revenue	948,512	1,048,439	897,442	-	(897,442)	-100%
	Expense	995,172	1,061,671	945,445	574,453	(370,992)	-39%
	Surplus (Deficit):	(46,660)	(13,232)	(48,003)	(574,453)	(526,450)	1097%
	Net Revenue:	-5%	-1%	-5%			

Table #10
CONTINUED

RECREATION FUNCTION by CENTER

		2015	2016	2016	2017	2017 Budget vs	%
		Total Activity	Total Budget	Projected Year End	Total Budget	2016 Projected	Change
RECREATION CENTER	Revenue	2,085,378	2,135,222	2,223,360	2,248,608	25,248	1%
	Expense	1,962,072	2,076,150	2,096,650	2,225,617	128,967	6%
	Surplus (Deficit):	123,306	59,072	126,710	22,992	(103,718)	-82%
	Net Revenue:	6%	3%	6%	1%		
DEER CREEK TENNIS	Revenue	1,312,598	1,460,965	1,345,912	1,452,829	106,917	8%
	Expense	1,255,717	1,185,065	1,120,671	1,181,276	60,605	5%
	Surplus (Deficit):	56,882	275,899	225,241	271,553	46,312	21%
	Net Revenue:	4%	19%	17%	19%		
HELLER NATURE CENTER	Revenue	337,364	318,248	271,256	322,406	51,150	19%
	Expense	643,403	674,630	661,942	701,240	39,298	6%
	Surplus (Deficit):	(306,039)	(356,382)	(390,686)	(378,834)	11,852	-3%
	Net Revenue:	-91%	-112%	-144%	-118%		
HPCC	Revenue	2,114,115	2,126,086	2,043,366	2,327,642	284,276	14%
	Expense	2,391,441	2,354,784	2,295,265	2,668,139	372,874	16%
	Surplus (Deficit):	(277,326)	(228,698)	(251,899)	(340,498)	(88,599)	35%
	Net Revenue:	-13%	-11%	-12%	-15%		
Revenue Total		14,642,769	15,409,179	15,153,681	15,848,465	694,783	
Expenditure Total		18,356,354	15,624,667	15,002,417	15,596,429	594,012	
Surplus (Deficit)		(3,713,585)	(215,488)	151,265	252,036	100,771	

Table #11

RECREATION FUNCTION BY TYPE

		2015	2016	2016	2017	2017 Budget vs	%	
		Total Activity	Total Budget	Projected Year End	Total Budget	2016 Projected	Change	
PROGRAMS								
	Revenue	2,732,768	2,850,805	2,913,708	3,031,168	117,461	4%	
	Expense	1,690,854	1,680,903	1,659,322	1,676,042	16,720	1%	
		1,041,913	1,169,902	1,254,385	1,355,126	100,741	10%	
Net Revenue:		38%	41%	43%	45%			
CAMPS								
	Revenue	1,497,106	1,499,688	1,453,330	1,558,042	104,712	7%	
	Expense	885,993	896,207	811,538	905,598	94,060	12%	
Surplus (Deficit):		611,113	603,481	641,792	652,444	10,652	2%	
Net Revenue:		41%	40%	44%	42%			
LESSONS								
	Revenue	317,242	351,852	312,374	325,586	13,212	4%	
	Expense	164,941	174,652	140,571	134,584	(5,987)	-4%	
Surplus (Deficit):		152,301	177,199	171,802	191,002	19,199	13%	
Net Revenue:		48%	50%	55%	59%			
SPECIAL EVENTS								
	Revenue	128,873	136,823	138,230	129,003	(9,227)	-7%	
	Expense	216,125	233,766	240,082	232,167	(7,916)	-3%	
Surplus (Deficit):		(87,252)	(96,943)	(101,852)	(103,164)	(1,311)	2%	
Net Revenue:		-68%	-71%	-74%	-80%			
OTHER REVENUES								
TAX		3,640,778	4,050,000	4,009,505	4,950,000	940,495	23%	
FEES & CHARGES		1,841,948	1,974,600	1,903,111	1,351,632	(551,479)	-29%	
MEMBERSHIPS		1,638,783	1,714,184	1,698,142	1,752,592	54,451	3%	
RENTALS		1,528,936	1,565,664	1,496,968	1,350,438	(146,530)	-10%	
MERCHANDISING		1,042,079	1,026,340	986,227	1,117,105	130,878	13%	
INTEREST INCOME		-	-	-	-	-		
MISCELLANEOUS INCOME		271,404	236,224	239,339	279,898	40,559	17%	
OTHER INCOME		2,853	3,000	2,750	3,000	250	9%	
Other Revenue Total :		9,966,781	10,570,012	10,336,041	10,804,665	-	468,624	0
OTHER EXPENSES								
SALARIES & WAGES		4,464,366	4,656,826	4,352,173	4,690,361	338,188	8%	
CONTRACTUAL SERVICES		2,608,149	2,615,771	2,568,093	2,553,525	(14,569)	-1%	
INSURANCE		733,592	923,979	873,549	895,146	21,596	2%	
MATERIALS & SUPPLIES		492,087	489,620	448,426	402,325	(46,101)	-10%	
MAIN. & LAND. CONTRACTS		501,853	474,227	429,190	449,390	20,200	5%	
UTILITIES		726,911	736,174	789,635	829,299	39,664	5%	
PENSION CONTRIBUTIONS		572,331	492,026	467,640	556,870	89,230	19%	
COST OF GOODS SOLD		340,846	331,577	320,981	348,564	27,584	9%	
CAPITAL OUTLAY		25,389	32,120	14,400	39,250	24,850	173%	
Other Expense Total:		10,465,523	10,752,320	10,264,087	10,764,730	500,643	209%	
Surplus (Deficit):		(498,742)	(182,309)	71,954	39,935	(475,793)		
Net Revenue:		-5%	-2%	1%	0%			
	Revenue Total	14,642,769	15,409,179	15,153,682	15,848,465			
	Expenditure Total	13,423,436	13,737,849	13,115,600	13,713,121			
	Surplus (Deficit)	1,219,333	1,671,330	2,038,082	2,135,344			
	Net Revenue:	8%	11%	13%	13%			

BUDGET HIGHLIGHTS- General highlights for the entire Function-Table #9

Revenue

Due to a reallocation of the tax levy between the General and Recreation Fund, Property Tax Revenue for the Recreation Function is budgeted to increase by \$940,495 as compared with 2016.

Salaries and wages

Salary and wages represent 34% of the Recreation Function's budget. They are increasing by 8% due to the standard merit pool increase and a combination of restructured and full staffing.

Pension Contributions

As mentioned above, overall the district has seen a 26% increase in pension costs. The 19% increase within - Recreation reflects that increase.

Maintenance & Landscaping

Budgeted expenditures for building maintenance have increased by 5% as compared to 2016. Continued maintenance remains consistent and on target.

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

Table #10

West Ridge Center

West Ridge Center (WR) was built in the early 1930s and was acquired from the school district in 1979. The facility houses the District administration offices. It is also the home of the Jammin' Jungle indoor tot play area and Safety Town. Due to the large administration presence the budget for WR is always a deficit.

West Ridge Center generates- revenues from preschool, martial arts, and various adult and youth programs such as art and dance. Both dance and general programs have been redesigned to better serve the participants changing needs for 2017. WR reflects a deficit budget of \$237,993.

Athletics

The Athletics Department manages a variety of sports programs and camps. Revenue is generated from program fees and rentals. Overall, the 2017 budget for athletics reflects a surplus of \$41,518 as opposed to projected surplus of \$26,126 for 2016.

Increases in revenue are directly related to program price restructuring, new program offerings and the latest trends in athletics. With the popularity of fall baseball, baseball's percentage of total revenue has increased to 21%. Basketball at 20% and summer athletic camps at 23% of total revenue. The Athletics Department also offers flag and tackle football, Lacrosse, youth and adult volley ball, wrestling, and martial arts.

Camps- WR

The Park District offers 29 different camps; 11 camps fall under the West Ridge Camp Center and are managed by the West Ridge recreation staff. A variety of camps from a traditional summer experience to themed specific are offered to children from preschool through middle school. Door-to-door bus service is available for Highland Park residents. Camp sites are located throughout the community, at park district and school facilities. Before and after care is offered to support programming.

The budget for camp reflects a surplus of \$247,193 which is higher than projected 2016 due to anticipated increase in participation of Spotlighters camp which had a successful 2016 summer. Net revenue for the camp program ranges between \$250,000 to \$280,000 annually. 2017 camp registration will begin November 2016 in hopes of increasing participation.

Please note this budget does not include facility specific camps such as athletics, golf, tennis or nature camps, which are accounted for within the specific operational Center.

Special Events

The District has a number of special events - 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 community events each year. The 2017 Budget meets that goal. With the exception of the Firecracker 5K event which is handled by the Recreation Center staff, special events are primarily managed by West Ridge staff and are accounted for in the Special Events center.

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. Community wide special events are embraced by the community.

Hidden Creek AquaPark

Hidden Creek AquaPark has provided thrills and spills for all ages since 1997 and will celebrate its 20 year anniversary in 2017. The water park boasts two water slides, zero depth entry, water playground, six lap lanes, a newly renovated splash pad, and concessions. 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 2017 Budget estimates a deficit of \$160,055 as compared to a projected profit of \$23,964 in 2016. 2016 warmer than usual summer increased revenue outside of the normal range. 2017 budgeted revenue falls within the range. 2016 expenditures were limited to general maintenance while included in 2017 budget are one-time replacement capital items increasing expenditures by 39% as compared to 2016. Without these items, diving board and security system, the expenditures would have been in line with 2016.

Rosewood Beach

The new Interpretive Center and beach were opened for public use during the summer of 2015. The Center provides 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 serves as the only guarded swimming beach for the District. 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 \$90,333.

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.

In 2016, the District and the City of Highland Park agreed to operate the Park Avenue boating facility cooperatively. The City is responsible for the all parking and traffic management and the District is responsible for the launching of boats and building rentals.

The 2017 budget reflects Park Avenue open for sailing and boating with essential a breakeven budget of \$(463)

Centennial Ice Arena

Centennial Ice Arena was built in 1973 and houses indoor ice for hockey, figure skating, and public skate as well as the District's gymnastics program. Programs include a United States Figure Skating Association Basic Skills skating school and skill level gymnastics programs as well as the annual ice show event. Centennial is also home to the Highland Park Giants Hockey Club and -Falcons Hockey Association. Centennial Ice Arena reflects a surplus of \$335,619 for 2017. Year to Year net revenue ranges between \$250,000 and \$300,000 annually. Rental income from affiliated organizations and groups, a local university, and the general public make up 46% of revenue or \$580,815. Daily skate fees, ice skating lessons, and the ice show make up 23% of revenue. The North Shore Classic competition is held yearly, providing area skaters with an amateur skating event.

Centennial Ice Arena is also home to the District's gymnastics program which has a strong local following. Net programming revenue is 40% over direct expenses and continues to increase. In 2017, Centennial Ice Arena will continue to provide quality hockey, figure skating and gymnastics programming opportunities, which focus on skill development.

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. Sunset Valley Golf Course receives revenue from memberships, green fees, permanent tee times, rentals, lessons etc. PGA professionals offer golf lessons and clinics for all ages and skill levels. Sunset Valley also offers a summer golf camp. Golf course maintenance is included in the courses' budget.

Extensive renovation to the course are slated to begin in January. Plans include creating a distinctive course accommodating every level of golfer with unique features while addressing and correcting the necessary infrastructure improvements identified in GreenPrint 2024. A modernized clubhouse and outdoor space is also included in the plan. Budgeting for 2017 consist of \$17,610 of utilities for the club house and \$556,842 for course maintenance. As the course renovation progresses, the maintenance crew will be need to complete projects that are outside the project scope but support the new course design, such as tree removal. Also, as the new turf is planted, golf maintenance will oversee the care.

Recreation Center of Highland Park

The Recreation Center of Highland Park was built in 2005 and operations include administrative, fitness, and aquatics. 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.

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. 2016 projected year end indicates a surplus of approximately \$126,710.

During 2017 renovations to the building's interior will increase space for group exercise classes, personal training, and free weights. Supporting growth areas such as memberships, and personal training.

Deer Creek Racquet Club

Deer Creek Racquet Club was built in 1976 and boasts six indoor tennis, three racquetball courts as well as an indoor golf practice area. Leagues, lessons, camps, and events are offered for all ages and skill levels. The facility, formerly known as Deer Creek Courts, was renamed Deer Creek Racquet Club in 2015 and was named the 2015 Facility of the Year by the United States Tennis Association.

Year –to–Year net revenue ranges between \$230,000 and \$275,000. For 2017, Deer Creek continues to operate at a profit with revenues budgeted to exceed expenditures by \$271,553. With customer focused programming, tennis programs represent 70% of budgeted revenue. Deer Creek has continued to be a revenue generating facility for the district.

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. 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). This budget reflects a deficit of \$378,834.

Highland Park Country Club

Highland Park Country Club (HPCC) was constructed in 1961 with the hope of becoming one of the elite private clubs in the Chicagoland area. In the late 1990's the course was altered, a portion was developed for single family homes and a full scale practice facility was developed. In 1992 the City of Highland Park purchased the course and managed the facility until January 1, 2015 at which time the Park District assumed responsibility for facility operations.

2016 projected year end is a deficit of \$251,899, slightly greater than budget. 2017 budget reflects a deficit of \$340,498. Golf operations will be slightly different in 2017, as operations from Sunset Valley will be merged with HPCC to provide the community with uninterrupted golfing during construction.

Programs and Facilities-Table #11

The budget goal for recreation programming is 30% net revenue (revenue less direct program expenditures). Direct wages, operational expenditures, IMRF, FICA and health insurance are charged to the lowest level, generally the Cost Center. Not all programs or special events meet the 30% goal; however, these programs support the mission of the District and are important for that reason.

Overall, within the 2017 Budget the program net is 45%, camp is 42% and lessons is 59%. Since staff has been following the revenue policy, the percentage of net revenue has been steadily increasing. Providing increased support for overhead not accounted for at the Cost Center level. As this pace continues the district will be less reliant on property taxes.

SUMMARY-

2017 will be an exciting year for the Park District as we move from Planning to Building, with the Strategic Plan and GreenPrint 2024 as our guides. From an operational perspective, the District is expected to see consistent growth in program participation and memberships. In addition, the District will build on the success of 2016 and is expected to achieve our 2017 budgeted goals.

Preparation of the 2016 Budget was made possible by the dedicated Park District of Highland Park staff and coordinated by the Finance staff. Many thanks to the Board of Commissioners for their dedication, support and service to the District.

Park District of Highland Park
Capital Projects
Fiscal Years Ending December 31, 2017

Appendix A

Description	2017	Total
District Wide/Annual		
District wide Master Plan/project planning	78,000	78,000
Park Avenue Dredging	32,250	32,250
Emerald Ash Borer Removal	90,000	90,000
D.W. Park Sign Replacement	69,600	69,600
Park Restroom Floor Replacement (remaining)	64,000	64,000
Storm water Management Improvements	112,531	112,531
Mobi Mat - Accessibility to Athletic fields D.W.	10,000	10,000
Total District Wide	456,381	456,381
Technology		
Security Enhancement (Fobs)	20,000	20,000
Fiber Connection Hidden Creek Mechanical to POGO	15,000	15,000
Fiber Connection Hidden Creek Office to Sunset Valley GC	60,000	60,000
PCI Compliance Equipment	15,000	15,000
PCI Compliance Penetration & Audit Testing	24,000	24,000
Phone System	125,000	125,000
Total Technology	259,000	259,000
Parks-Equipment		
Trailer Lg Equipment - 706	20,000	20,000
Light Duty Truck w/Lift - 874	30,000	30,000
4 x 4 Pickup w/plow - 859	38,000	38,000
Total Parks Equipment	88,000	88,000
Brown Park		
Playground Resurfacing and Equipment Improvements	175,000	175,000
Total Brown Park	175,000	175,000
Danny Cunniff Park		
Asphalt Allowance (Roadway - Phase 3)	150,000	150,000
Total Danny Cunniff Park	150,000	150,000
Larry Fink Park		
ADA baseball access improvements	15,000	15,000
Total Larry Fink Park	15,000	15,000
Moraine Park		
Repair Retaining Walls/Beach Walk (Study and Design)	33,000	33,000
Total Moraine Park	33,000	33,000

Park District of Highland Park
Capital Projects
Fiscal Years Ending December 31, 2017

Appendix A

Description	2017	Total
Olson Park		
Asphalt Allowance (Pathways)	125,010	125,010
Total Olson Park	125,010	125,010
Rosewood Beach		
SWIMCAST Installation 2014 Carry Over	12,500	12,500
Beach Monitoring	51,160	51,160
Mobi Mat for Beach Volleyball	6,000	6,000
Total Rosewood Beach	69,660	69,660
Rosewood Park		
Bluff Staircase Rebuild	300,000	300,000
Total Rosewood Park	300,000	300,000
Skokie River Woods		
Trail Development Planning (HPCC Planning Coord)	20,500	20,500
Total Skokie River Woods	20,500	20,500
West Ridge Park		
ADA Community Garden Improvements	3,675	3,675
Total West Ridge Park	3,675	3,675
Totals-District Wide, Technology and Parks	1,695,226	

Appendix A

FACILITIES		
Heller Nature Center		
Asphalt Allowance	95,000	95,000
Multi Purpose Room Floor Replacement	20,000	20,000
Lobby Exhibit Repairs and Improvements	45,000	45,000
Interpretive Center Entrance Door Replacement	16,000	16,000
Outdoor Climbing Wall	20,000	20,000
Total Heller Nature Center	196,000	196,000
Hidden Creek		
Pool Shell Painting	20,000	20,000
Splash Pad Structure painting	6,000	6,000
Body Slide Pump	11,500	11,500
Speed Slide Pump	11,500	11,500
ADA Improvements at Hidden Creek (Railing Installation)	17,000	17,000
ADA Concrete curb ramps (parking lot)	18,000	18,000
Total Heller Nature Center	84,000	84,000
SVGC		
Fairway Aerator	40,000	40,000
Topdresser	14,000	14,000
Tractor	36,000	36,000
Total SVGC	90,000	90,000
Park Operations Center		
Waste and Recycling Containers	100,000	100,000
Total Park Operation Center	100,000	100,000
RCHP		
Equipment Upgrade/Replacement	100,000	100,000
HVAC replacement	20,000	20,000
Carpet Locker Rooms	36,000	36,000
Total RCHP	156,000	156,000
HPCC-Clubhouse		
Facility Maintenance Fund	25,000	25,000
Total HPCC-Clubhouse	25,000	25,000

Park District of Highland Park
 Capital Projects
 Fiscal Years Ending December 31, 2017

Appendix A

West Ridge Center		
Facility Maintenance Fund	100,000	100,000
Furniture and Fixtures for Preschool, Board and MPR Rooms	16,000	16,000
Air Conditioning Unit Replacements +/- \$5000 each	15,000	15,000
Safety Village Asphalt Repairs (asphalt and fencing)	16,000	16,000
Total West Ridge Center	147,000	147,000
Total Facilities	798,000	
Grand Totals	2,493,226	

FIVE YEAR CAPITAL REPLACEMENT

Fiscal Years Ending December 31, 2017-2022

PRELIMINARY**Appendix B**

Description	2017	2018	2019	2020	2021	2022	Total
DISTRICT WIDE/ANNUAL							
Total District Wide	456,381	603,871	655,411	629,811	555,431	475,601	3,916,913
DISTRICT WIDE/ANNUAL	456,381	603,871	655,411	629,811	555,431	475,601	3,916,913
TECHNOLOGY							
Total Technology	259,000	35,000	235,000	35,000	35,000	20,000	1,771,619
TECHNOLOGY	259,000	35,000	235,000	35,000	35,000	20,000	1,771,619
PARKS							
Total Parks Equipment	88,000	363,000	209,000	274,000	48,000	105,000	1,176,414
Total Brown Park	175,000	96,700	-	-	-	34,000	305,700
Total Cloverdale Park	-	211,200	-	-	-	24,000	235,200
Total D. Cuniff Park	150,000	636,000	74,000	-	212,000	1,216,000	2,288,000
Total Kennedy Park	-	12,000	-	-	-	8,000	20,000
Total L. Fink Park	15,000	152,000	96,000	230,000	6,000	-	499,000
Total Lincoln Park	-	66,700	12,000	-	-	-	78,700
Total Millard Park	-	170,000	-	-	-	-	170,000
Total Moraine Park	33,000	390,000	-	-	-	-	423,000
Total Mooney Park	-	-	107,000	-	-	-	107,000
Total Moroney Park	-	-	-	-	300,000	-	300,000
Total Old Elm Park	-	103,200	-	-	-	-	103,200
Total Olson Park	125,010	-	-	-	-	-	125,010
Total Port Clinton Park	-	-	9,000	-	300,000	-	309,000
Total Red Oak Tennis Courts	0	0	0	83,000	0	0	83,000
Total Rosewood Beach	69,660	52,090	85,300	25,000	34,000	0	408,584
Total Rosewood Park	300,000	-	-	-	-	-	300,000
Total Skokie River Woods	20,500	300,000	-	-	-	-	326,500
Total Sunset Woods Park	-	35,000	-	192,000	400,000	-	627,000
Total West Ridge Park	3,675	-	212,000	-	-	-	215,675
Total Woodridge Park	-	28,000	48,000	-	-	-	76,000
TOTAL PARKS	979,845	2,615,890	852,300	804,000	1,300,000	1,387,000	8,176,984
Total District Wide, Technology and Parks	1,695,226	3,254,761	1,742,711	1,468,811	1,890,431	1,882,601	11,934,541

Park District of Highland Park

FIVE YEAR CAPITAL REPLACEMENT

Fiscal Years Ending December 31, 2017-2022

PRELIMINARY

Appendix B

Total Hidden Creek	84,000	76,500	23,000	-	-	-	183,500
Total SVGC	90,000	122,800	90,000	30,000	70,000	0	472,451
Maintenance Service Center Construction	0	0	0	0	0	0	0
Total Park Operation Center	100,000	100,000	100,000	0	0	0	319,348
Total RCHP	156,000	79,000	133,000	225,000	105,000	130,000	884,650
Total HPCC-Clubhouse	25,000	50,000	50,000	-	-	-	125,000
Total West Ridge Center	147,000	110,000	110,000	110,000	110,000	110,000	818,200
TOTAL FACILITIES	602,000	538,300	506,000	365,000	285,000	240,000	2,803,149
							2,803,149
GRAND TOTAL							
5 YEAR TOTAL	2,297,226	3,793,061	2,248,711	1,833,811	2,175,431	2,122,601	16,668,664

Green Print-Project Capital Review			Appendix C
Project			Estimated Cost
PRELIMINARY			
Parks/Golf Maintenance Facility			\$5,984,400
Project start, planning, and programming	Q1, Q2	2016	\$22,000
Design development, budget, permits, and entitlements	Q3, Q4	2016	\$200,000
Design development, budget, permits, and entitlements	Q1, Q2	2017	\$201,500
Construction documents, bidding, and negotiation	Q1, Q2	2017	\$750,000
Construction (year 1)	Q3, Q4	2017	\$3,810,900
Construction (year 2)	Q1, Q2	2018	\$1,000,000
Sunset Valley Golf Course - Course Improvements			\$5,600,000
Project start, planning, and programming	Q1, Q2	2016	\$0
Design development, budget, permits, and entitlements	Q3, Q4	2016	\$250,000
Construction documents, bidding, and negotiation	Q1, Q2	2017	\$1,000,000
Construction (year 1)/growing season	Q3, Q4	2017	\$4,100,000
Growing season	Q1, Q2	2018	\$250,000
Sunset Valley Golf Course - Clubhouse Improvements			\$1,400,000
Project start, planning, and programming	Q1, Q2	2016	\$0
Design development, budget, permits, and entitlements	Q3, Q4	2016	\$100,000
Construction documents, bidding, and negotiation	Q1, Q2	2017	\$250,000
Construction (year 1)	Q3, Q4	2017	\$800,000
Construction (year 2)	Q1	2018	\$250,000
Recreation Center Improvements			\$900,000
Project start, planning, and programming	Q4	2016	\$100,000
Design development, budget, permits, and entitlements	Q1	2017	\$100,000
Construction documents, bidding, and negotiation	Q2	2017	\$230,000
Construction	Q3	2017	\$470,000

**PARK DISTRICT OF HIGHLAND PARK
COMPREHENSIVE PLAN**

Appendix D

Position Title	Grade	Salary Range	
Executive Director	13	\$150,000.00	\$210,000.00
Deputy Director of Operations	12	\$121,000.00	\$169,400.00
Director of Facilities and Information Technology	11	\$110,000.00	\$154,000.00
Director of Parks and Properties			
Director of Finance			
Management Staff			
Director of Planning and Projects	10	\$79,750.00	\$111,650.00
Director of Communications and Marketing			
Information Technology Manager			
Human Resources Manager			
Assistant Director of Recreation			
Park Operations Manager	9	\$72,500.00	\$101,500.00
Racquet Sports and Park Avenue Boating Beach Manager			
Golf Course Superintendent			
Golf Operations Manager			
Heller Nature Center Manager			
Ice/Aquatics Manager			
Recreation Center Manager			
Supervisors and Advanced Technical Staff			
Senior Accountant	8	\$61,710.00	\$86,394.00
Head Tennis Pro			
Landscape Architect			
Natural Areas Manager			

**PARK DISTRICT OF HIGHLAND PARK
COMPREHENSIVE PLAN**

Facility Supervisor II	7	\$56,100.00	\$78,540.00
Recreation Supervisor II			
Assistant Superintendent of Golf and Grounds			
Planner			
Assistant Head Tennis Pro - Adult			
Assistant Head Tennis Pro - Junior			
Assistant Manager Ice/Aquatics			
Lead Recreation Supervisor II			
Building Engineer	6	\$51,000.00	\$71,400.00
Network Specialist			
Athletic Supervisor			
Membership Services Supervisor			
Recreation Supervisor			
Registration Supervisor			
Fitness Supervisor			
Golf Course Foreman			
Mechanic			
Naturalist			
Parks Crew Leader			
Safety Coordinator			
Specialists and Support Staff			
Communications Coordinator	5	\$45,581.48	\$63,814.08
Graphic Design Specialist			
Recreation Coordinator			
Help Desk Specialist			
Accounts Payable Administrator			
Park Maintenance II			
Restoration Technician			

**PARK DISTRICT OF HIGHLAND PARK
COMPREHENSIVE PLAN**

Registration Coordinator	4	\$43,410.94	\$60,775.31
Park Administrative Assistant			
Jr. Tennis Dir - 10 & U Tournaments			
Accounts Receivable/Payroll Clerk	3	\$41,343.75	\$57,881.25
Athletic Coordinator			
Ice Rink Facility Technician			
Office Coordinator			
Park Maintenance			
Marketing Technician	2	\$39,375.00	\$55,125.00
Front Desk/Registration Clerk			
Custodian	1	\$37,500.00	\$52,500.00

EMPLOYEE STATISTICS

The Park District of Highland Park has several employee classifications. Distinctions relate to the number of hours an employee is scheduled to work. Whether an employee is full-time, part-time, or seasonal.

1. Full-Time Employees 40 or more hours per week receive vacation, holiday, health insurance benefits and other paid time off. These employees also, contribute to and eventually may be eligible for retirement benefits from IMRF (Illinois Municipal Retirement Fund).
2. Full-Time Employees 30 to 39 hours are eligible to participate in health insurance and IMRF.
3. Part-Time Employees working up 20 hours a week, or 1,000 hours per year may be eligible for IMRF.
4. Short-term or Seasonal Employees are hired for a specific period of time, generally less than six months, regardless of expected hours per week. Such as camp counselors, park staff.

The table below illustrates the allocation of full-time and part-time IMRF positions by Function for the previous, current and upcoming budget year. Information is presented based on the employee home department.

IMRF STAFF ALLOCATION				
	Administration	Parks	Recreation	Total
2015 Budget				
FT-IMRF	21	23	36	80
PT IMRF	2	6	33	41
Total 2015	23	29	69	121
2016 Budget				
FT-IMRF	20	21	34	75
PT IMRF	2	6	41	49
Total 2016	22	27	75	124
2017 Budget				
FT-IMRF	18	22	41	81
PT IMRF	2	7	32	41
Total 2017	20	29	73	122

**PARK DISTRICT OF HIGHLAND PARK
COMBINED BUDGET
AND
APPROPRIATION ORDINANCE
JANUARY 1, 2017 TO DECEMBER 31, 2017**

BOARD OF PARK COMMISSIONERS

**Scott Meyers, President
Barnett Ruttenberg, Vice President
Calvin A. Bernstein
Lori Flores-Weisskopf
Brian Kaplan**

Annette Curtis, Treasurer

Liza McElroy, Executive Director

ORDINANCE NO. 16-05
AN ORDINANCE FOR A COMBINED BUDGET AND APPROPRIATION
FOR THE PARK DISTRICT OF HIGHLAND PARK FOR
THE FISCAL YEAR BEGINNING
JANUARY 1, 2017 AND ENDING DECEMBER 31, 2017

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 has 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 **15th Day of December 2016** 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 January 1, 2017 and ending December 31, 2017.

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

I. The amount Budgeted and Appropriated for General Purposes:

	<u>Budget</u>	<u>Appropriation</u>
Salaries	\$2,680,626	\$2,948,689
Contractual Services	1,128,888	1,241,777
Insurance	1,160,597	1,276,657
Materials & Supplies	248,437	273,281
Maintenance & Landscaping	88,860	97,746
Utilities	97,716	107,488
Pension	366,707	403,378
Transfers Out	<u>622,205</u>	<u>684,426</u>
 Total Budgeted and Appropriated for General Fund:	 <u><u>\$6,394,036</u></u>	 <u><u>\$7,033,440</u></u>

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

Contractual Services	\$438,203	\$482,023
Transfers Out	<u>750,000</u>	<u>825,000</u>
 Total Budgeted and Appropriated for Special Recreation Fund:	 <u><u>1,188,203</u></u>	 <u><u>1,307,023</u></u>

III. The amount Budgeted and Appropriated
for Recreation Purposes:

	<u>Budget</u>	<u>Appropriation</u>
Salaries	\$4,690,361	\$5,159,397
Contractual Services	2,553,525	2,808,878
Insurance	895,146	984,661
Materials & Supplies	402,325	442,558
Maintenance & Landscaping	449,390	494,329
Utilities	829,299	912,229
Pension Contributions	556,870	612,557
Cost of Goods Sold	348,564	383,420
Instructional Program	2,948,391	3,243,230
Capital Outlay	39,250	43,175
Transfers Out	<u>1,883,308</u>	<u>2,071,639</u>
Total Budgeted and Appropriated for the Recreation Fund:	<u>\$15,596,429</u>	<u>\$17,156,072</u>

IV. The amount Budgeted and Appropriated
for the Debt Service Fund:

Principal	\$2,405,000	\$2,645,500
Interest	635,685	\$699,254
Fees & Charges	<u>2,100</u>	<u>2,310</u>
Total Budgeted and Appropriated for the Debt Service Fund:	<u>\$3,042,785</u>	<u>\$3,347,064</u>

V. The amount Budgeted and Appropriated
for the Capital Projects Fund:

Contractual Services	\$258,000	\$283,800
	<u>14,127,626</u>	<u>15,540,389</u>

for the Capital Projects Fund:	<u>\$14,385,626</u>	<u>\$15,824,189</u>
Total Budgeted and Appropriated		

**Total Estimated Expenditures
Budgeted (All Funds)**

\$40,607,079

**Total Estimated Expenditures
Appropriated (All Funds)**

\$44,667,786.90

Summary of Funds Budgeted and Appropriated

	<u>Budget</u>	<u>Appropriation</u>
General Fund	6,394,036	7,033,440
Special Recreation Fund	1,188,203	1,307,023
Recreation Fund	15,596,429	17,156,072
Debt Service Fund	3,042,785	3,347,064
Capital Projects Fund	<u>14,385,626</u>	<u>15,824,189</u>
Total Budgeted	<u>40,607,079</u>	
Total Appropriated		<u>44,667,787</u>

Each of said sums of money and 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 January, 2017 and ending the 31st day of December, 2017 for the repective purpose set forth.

SECTION 3: All unexpended balances of appropriations for the fiscal year ending the 31st day of December 2016, 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 corporate fund and shall be placed to the credit of such fund.

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:
\$19,149,368
- (B) Estimate of cash expected to be received during the fiscal year from all sources:
\$32,700,679
- (C) Estimate of expenditures contemplated for the fiscal year:
\$37,251,567
- (D) Estimate of cash and short term investments expected to be on hand at the end of the fiscal year:
\$14,598,480

SECTION 5: All ordinance 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 January 1, 2017 and ending December 31, 2017, or any other fiscal year.

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 this 15th Day of December, 2016 pursuant to a roll call vote.

Roll Call Vote: Ayes:

Nays:

Absent and Not Voting:

Ordinance Approved:

ATTEST:

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

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

SEAL

STATE OF ILLINOIS)
)SS
COUNTY OF LAKE)

C E R T I F I C A T I O N

I, Annette Curtis, 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 attached 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 January , 2017and ending on the 31st day of December 2017 to be as follows:

General real estate tax revenues	\$12,376,960
Personal property replacement tax revenue	133,433
Investment earnings revenue	105,332
Daily fees	1,385,132
Rental revenue	1,405,438
Program user fees	5,043,799
Merchandising retail sales revenue	1,117,345
Memberships revenue	1,752,592
Miscellaneous revenue	380,648
Bond/Debt Proceeds	9,000,000
Transfers	<u>3,255,513</u>
	<u><u>\$35,956,192</u></u>

The above is certified this 15th Day of December 2016

ATTEST:

Annette Curtis, Treasurer
Park District of Highland Park

SEAL

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

STATE OF ILLINOIS)
) SS
COUNTY OF LAKE)

C E R T I F I C A T I O N

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. #16-05.

AN ORDINANCE FOR A COMBINED BUDGET AND APPROPRIATION
FOR THE PARK DISTRICT OF HIGHLAND PARK FOR THE FISCAL
YEAR BEGINNING JANUARY 1, 2017 ENDING DECEMBER 31, 2017

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 15th Day of December, 2016.

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 the provisions of the Park District Code of the State of Illinois, as amended, and that the Board 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 seal of said Park District of Highland Park, Illinois, this 15th Day of December, 2016.

(SEAL)

Liza McElroy, Secretary
Board of Park Commissioner

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

CRP: -CRP 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 MuniCRPal Retirement Fund, a state-established retirement fund for muniCRPal 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.)